



Chevron
the
human
energy
company™



Chevron 2020
Investor Presentation

September 2020

Cautionary statement

CAUTIONARY STATEMENTS RELEVANT TO FORWARD-LOOKING INFORMATION FOR THE PURPOSE OF “SAFE HARBOR” PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995

This presentation contains forward-looking statements relating to Chevron's operations that are based on management's current expectations, estimates and projections about the petroleum, chemicals and other energy-related industries. Words or phrases such as “anticipates,” “expects,” “intends,” “plans,” “targets,” “forecasts,” “projects,” “believes,” “seeks,” “schedules,” “estimates,” “positions,” “pursues,” “may,” “could,” “should,” “will,” “budgets,” “outlook,” “trends,” “guidance,” “focus,” “on schedule,” “on track,” “is slated,” “goals,” “objectives,” “strategies,” “opportunities,” “poised” “potential” and similar expressions are intended to identify such forward-looking statements. These statements are not guarantees of future performance and are subject to certain risks, uncertainties and other factors, many of which are beyond the company's control and are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed or forecasted in such forward-looking statements. The reader should not place undue reliance on these forward-looking statements, which speak only as of the date of this news release. Unless legally required, Chevron undertakes no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

Among the important factors that could cause actual results to differ materially from those in the forward-looking statements are: changing crude oil and natural gas prices and demand for our products; crude oil production quotas or other actions that might be imposed by the Organization of Petroleum Exporting Countries and other producing countries; public health crises, such as pandemics (including coronavirus (COVID-19)) and epidemics, and any related government policies and actions; changing economic, regulatory and political environments in the various countries in which the company operates; general domestic and international economic and political conditions; changing refining, marketing and chemicals margins; the company's ability to realize anticipated cost savings, expenditure reductions and efficiencies associated with enterprise transformation initiatives; actions of competitors or regulators; timing of exploration expenses; timing of crude oil liftings; the competitiveness of alternate-energy sources or product substitutes; technological developments; the results of operations and financial condition of the company's suppliers, vendors, partners and equity affiliates, particularly during extended periods of low prices for crude oil and natural gas during the COVID-19 pandemic; the inability or failure of the company's joint-venture partners to fund their share of operations and development activities; the potential failure to achieve expected net production from existing and future crude oil and natural gas development projects; potential delays in the development, construction or start-up of planned projects; the potential disruption or interruption of the company's operations due to war, accidents, political events, civil unrest, severe weather, cyber threats, terrorist acts, or other natural or human causes beyond the company's control; the potential liability for remedial actions or assessments under existing or future environmental regulations and litigation; significant operational, investment or product changes required by existing or future environmental statutes and regulations, including international agreements and national or regional legislation and regulatory measures to limit or reduce greenhouse gas emissions; the potential liability resulting from pending or future litigation; the company's future acquisitions or dispositions of assets or shares or the delay or failure of such transactions to close based on required closing conditions; the potential for gains and losses from asset dispositions or impairments; government-mandated sales, divestitures, recapitalizations, industry-specific taxes, tariffs, sanctions, changes in fiscal terms or restrictions on scope of company operations; foreign currency movements compared with the U.S. dollar; material reductions in corporate liquidity and access to debt markets; the receipt of required Board authorizations to pay future dividends; the effects of changed accounting rules under generally accepted accounting principles promulgated by rule-setting bodies; the company's ability to identify and mitigate the risks and hazards inherent in operating in the global energy industry; and the factors set forth under the heading “Risk Factors” on pages 18 through 21 of the company's 2019 Annual Report on Form 10-K and in subsequent filings with the U.S. Securities and Exchange Commission. Other unpredictable or unknown factors not discussed in this news release could also have material adverse effects on forward-looking statements.

As used in this presentation, the term “Chevron” and such terms as “the company,” “the corporation,” “our,” “we,” “us” and “its” may refer to Chevron Corporation, one or more of its consolidated subsidiaries, or to all of them taken as a whole. All of these terms are used for convenience only and are not intended as a precise description of any of the separate companies, each of which manages its own affairs.





Chevron
**the
human
energy
company™**



Corporate overview

Winning in any environment

Advantaged portfolio

Unmatched financial strength

Capital discipline

Superior cash returns to shareholders

Sustainable value creation for stakeholders



Delivering on our commitment to ESG

environment



Protecting the environment

Addressing climate change

Managing water resources

social



Respecting human rights

Creating prosperity in communities

Valuing diversity and inclusion

governance



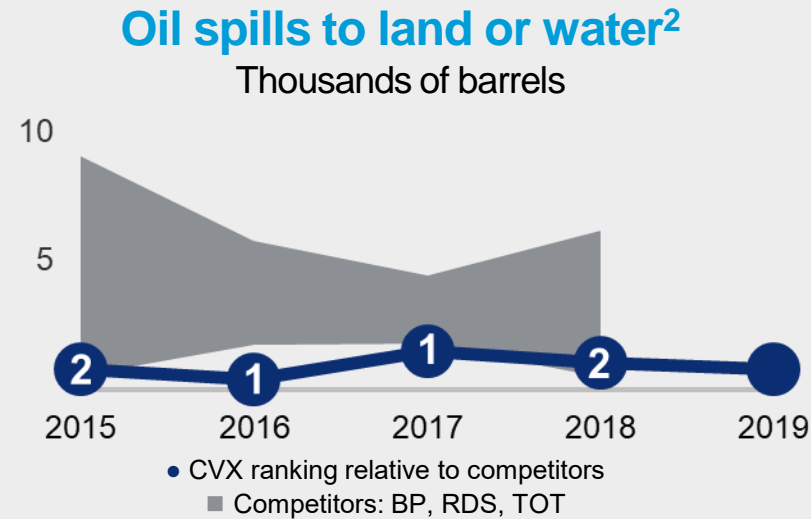
Board diversity and refreshment

Transparency in reporting (TCFD)

Human capital management

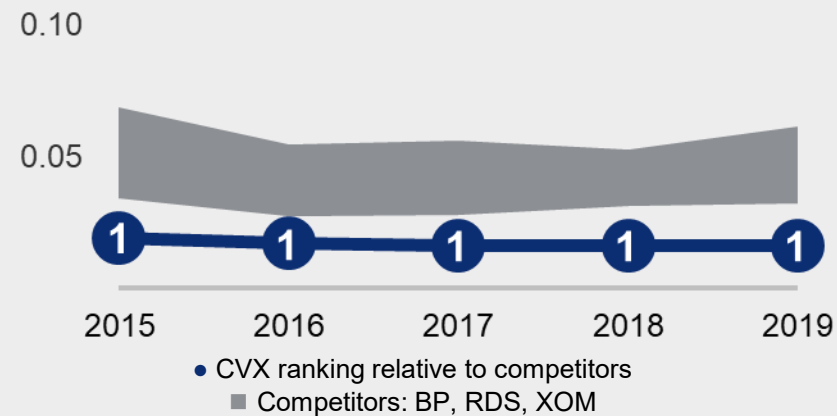
Leading operational excellence

Industry leading workforce safety



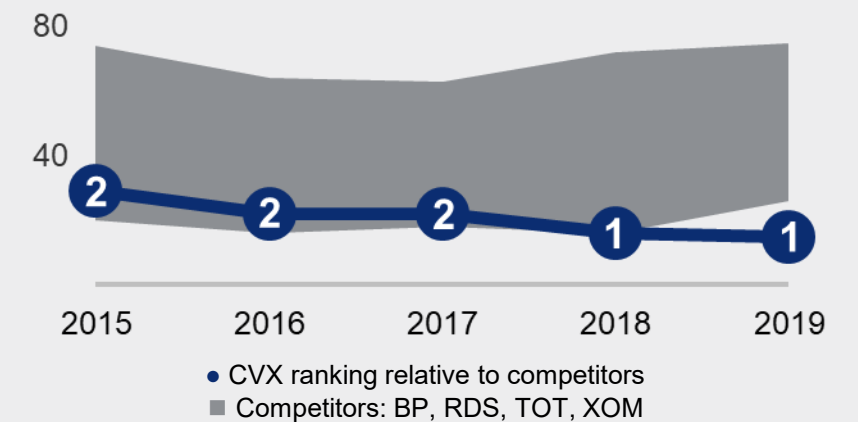
Industry leading process safety

Days away from work rate¹



Industry leading environmental performance

Tier 1 loss of containment events³



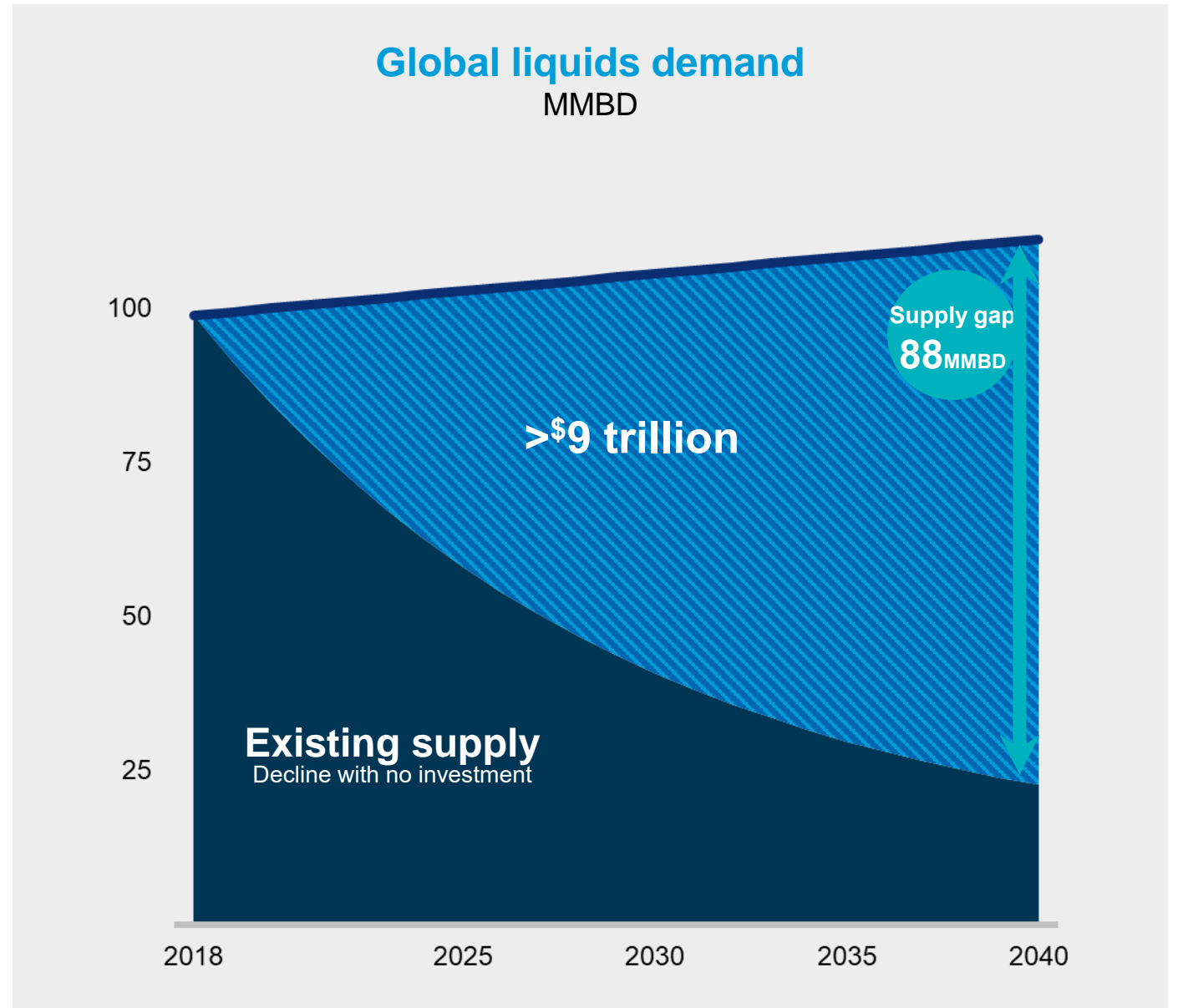
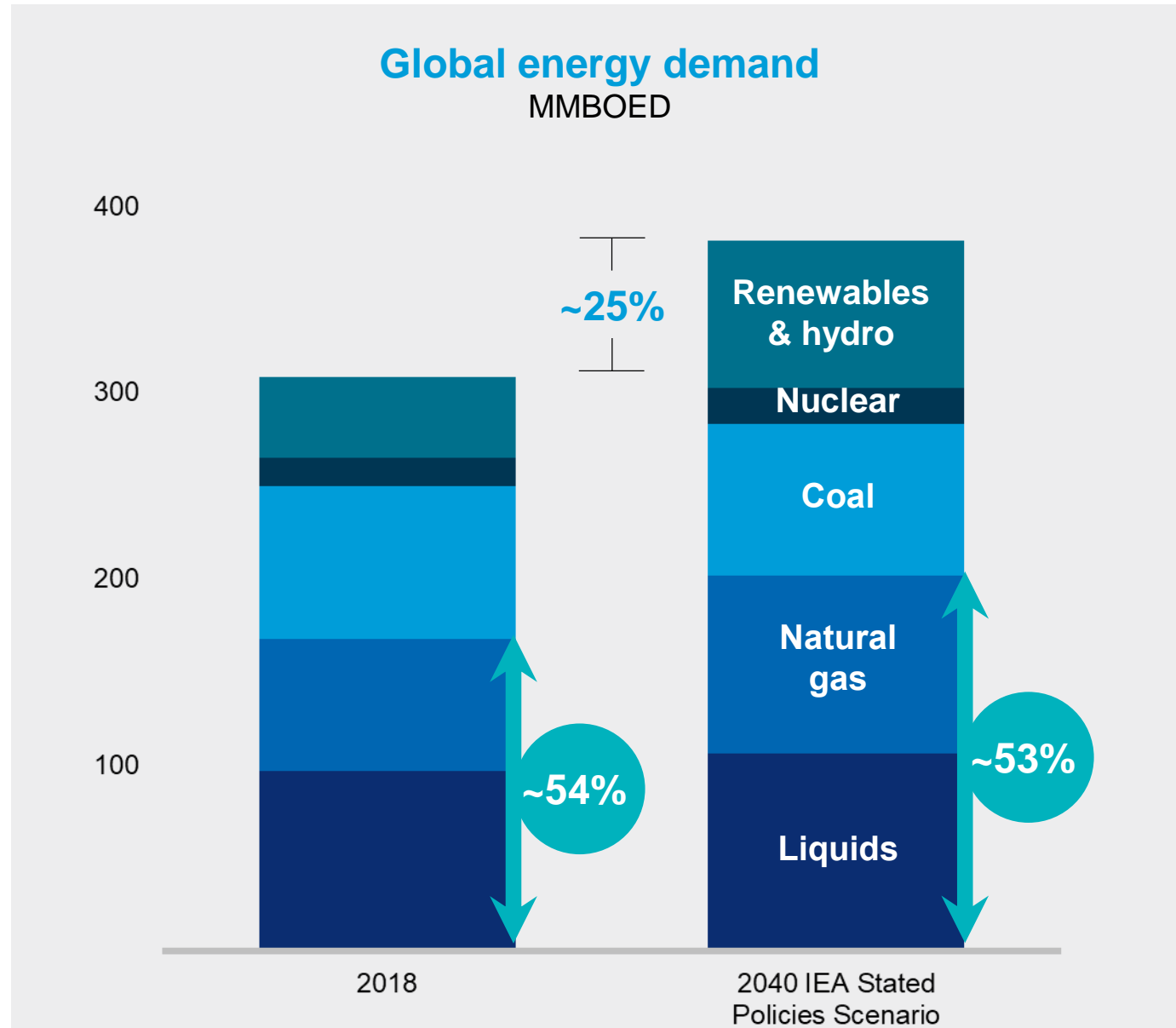
¹ Source: Global Benchmarking Group reporting. XOM and BP are lost time incident rates; RDS is lost time incident rates for injuries only; TOT is not included in competitor range due to reporting differences.

² Source: Global Benchmarking Group reporting. Oil spills greater than one barrel. Excludes sabotage events. XOM is not included in competitor range due to reporting differences. When needed, units converted to thousands of barrels.



³ Source: Global Benchmarking Group reporting. American Petroleum Institute Recommended Practice (RP) 754 defines Tier 1 loss-of-primary-containment (LOPC) incident as an unplanned or uncontrolled release of any material, including non-toxic and nonflammable materials from a process that results in an injury, shelter in place or evacuation, fire, or material release that meets the thresholds as defined in RP 754.

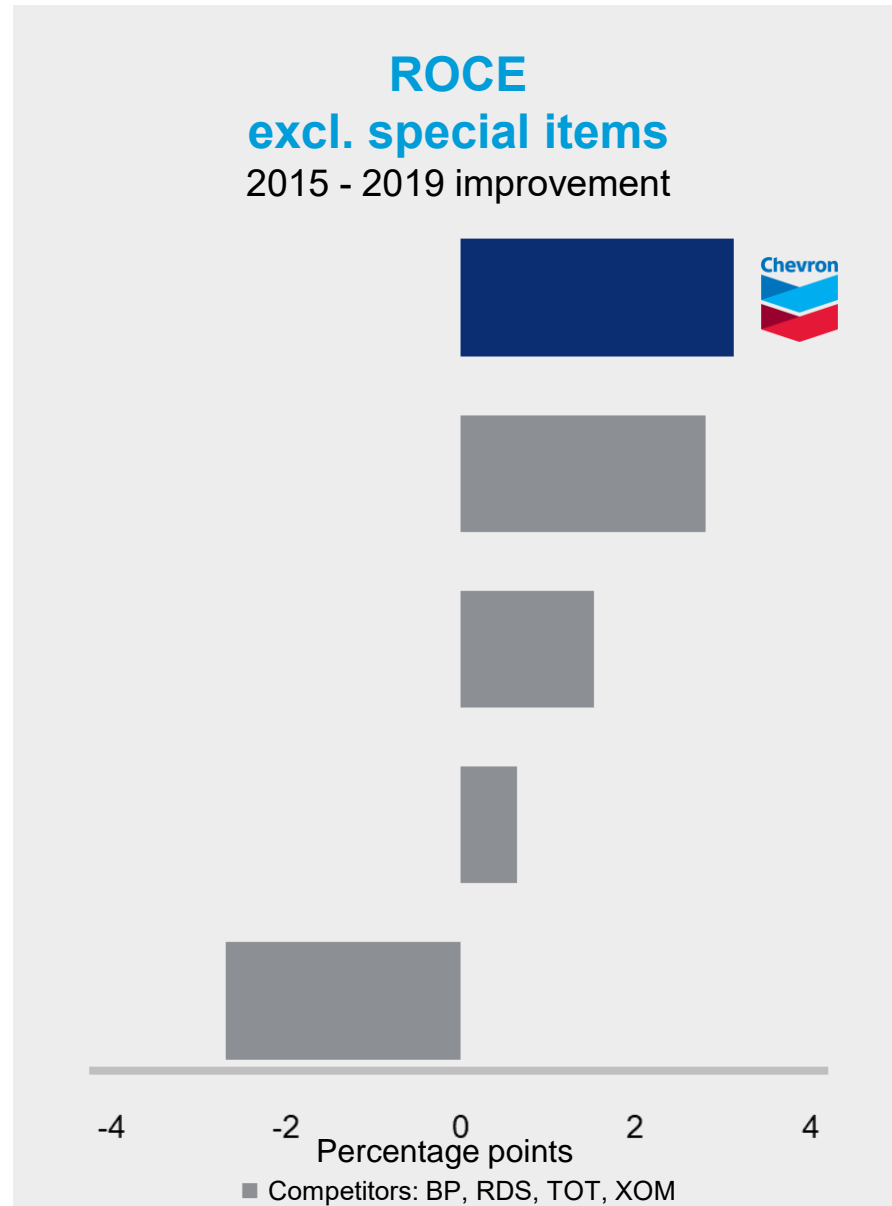
Growing demand for our products



Source: IEA Stated Policies Scenarios, *World Energy Outlook 2019*



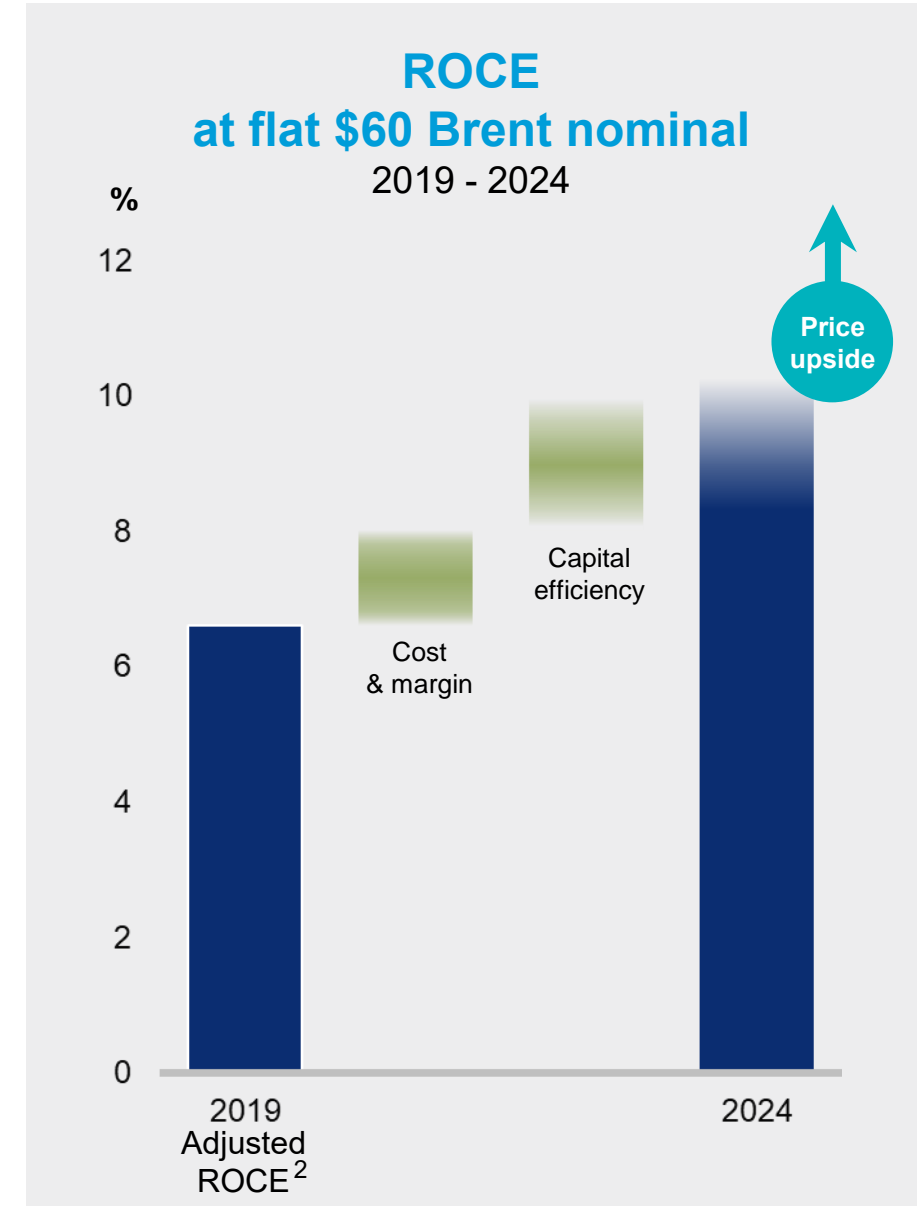
Increasing returns on capital



Strongest ROCE¹ improvement since 2015

Driving to >10% by 2024

~9% CAGR in adjusted EPS² supports ROCE growth

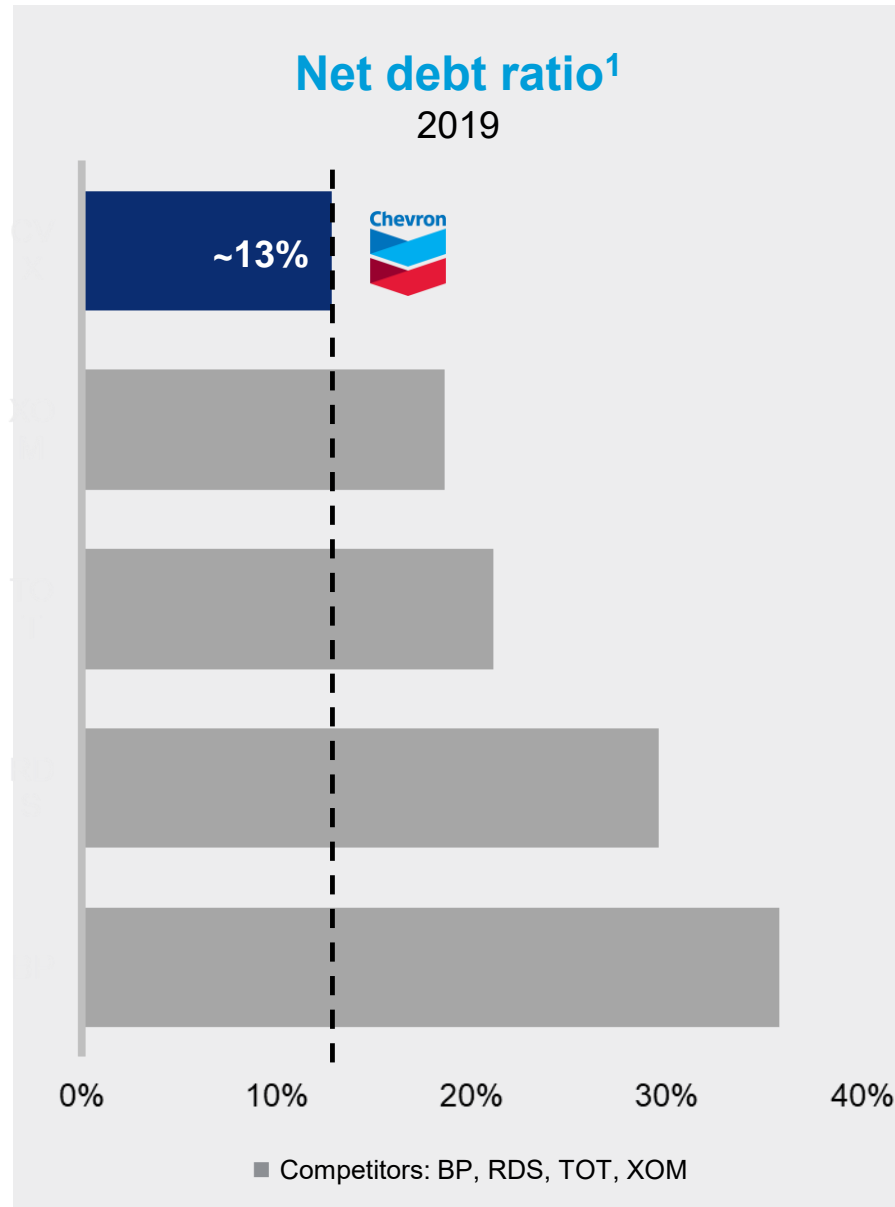


¹ ROCE excluding special items for all periods (2015 - 2019).
Note: \$60/bbl. Brent nominal is for illustrative purposes only and not necessarily indicative of Chevron's price forecast.

² Adjusted EPS and adjusted ROCE do not include earnings impact of special items and FX. Price normalized to \$60 Brent nominal and mid-cycle Downstream & Chemicals margins. Adjusted EPS includes assumption of \$5B per year share repurchase. \$1.1 billion mid-cycle Downstream & Chemical margins is based on past 7 years average margin.

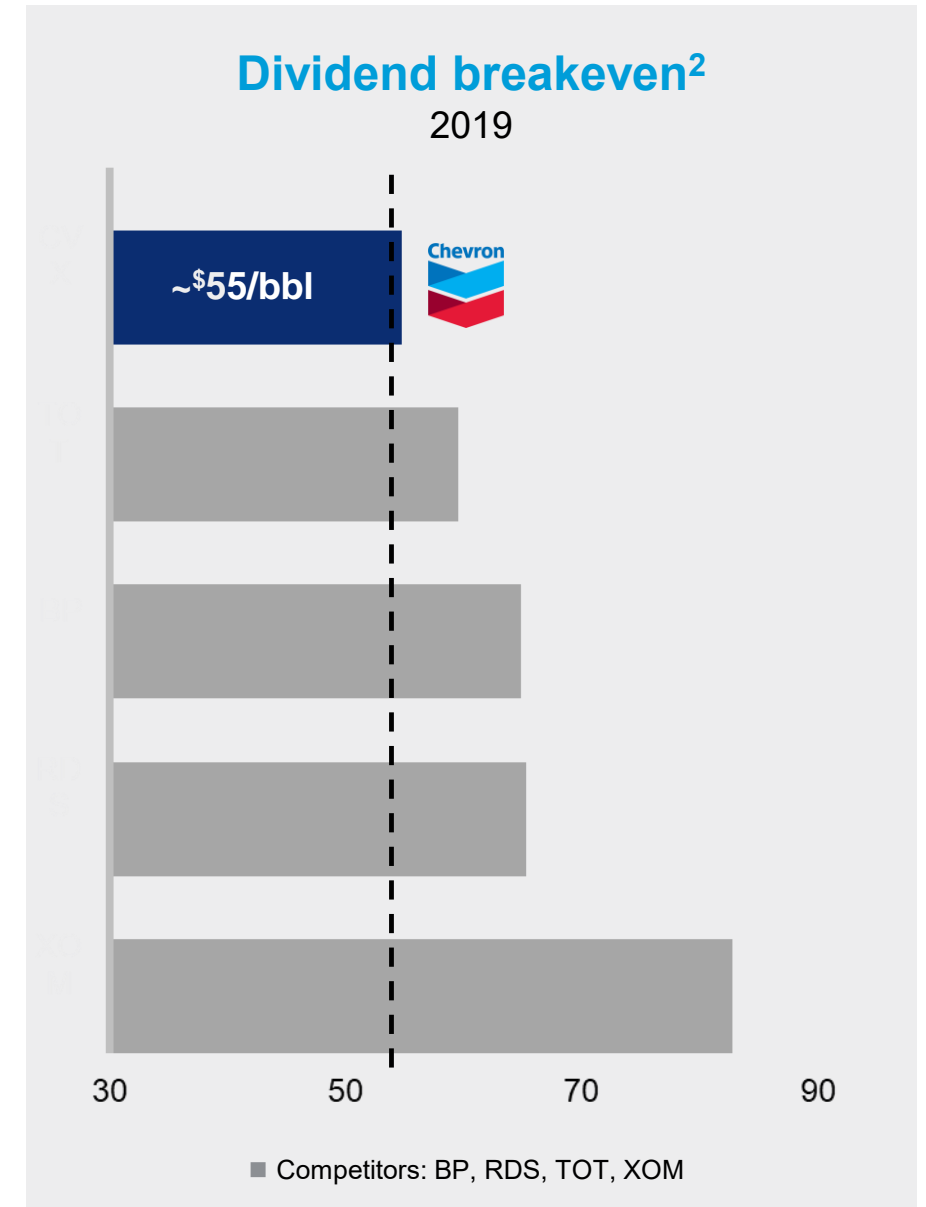


Unmatched financial strength



Strongest
balance sheet

Lowest
dividend breakeven



¹ Net debt ratio is defined as debt less cash, cash equivalents, marketable securities and time deposits divided by debt less cash, cash equivalents, marketable securities and time deposits plus stockholders' equity. All figures are based on published financial reports for each peer company and are preliminary subject to 20-F/10-K filings. Refer to the 2019 CVX 10-K for reconciliation.

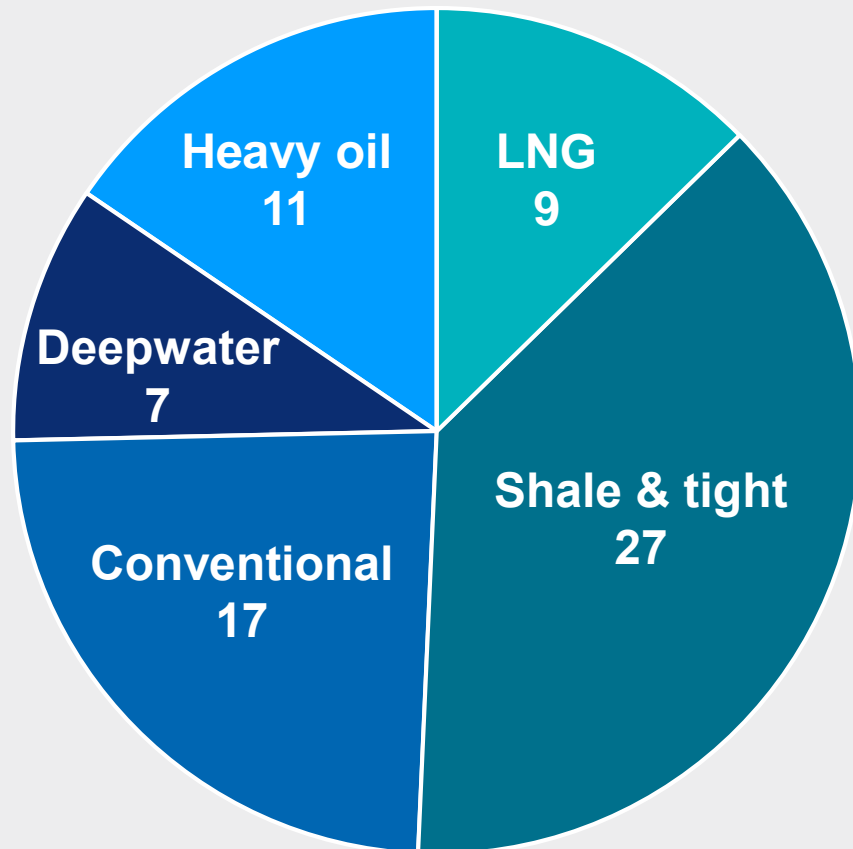
² Reflects the Brent price required for the CFFO to cover both cash C&E and dividend using cash flow sensitivities to Brent provided by each company's public disclosures. Adjusted for companies that exclude interest paid in CFFO.



Future investment opportunities

Upstream assets

6P resource
71 BBOE*



Exploration

Low cost

Proven
hydrocarbon basins



Downstream & Chemicals

Petrochemicals projects

Yeosu
USGC II
Ras Laffan

Value chain integration

Pasadena / Permian
Asia / Australia fuels



* 2019 Net unrisks resource as defined in the 2019 Supplement to the Annual Report.



Actions in response to current conditions



Maintain safe and reliable operations

Reduce short-cycle capital

Drive operating costs savings

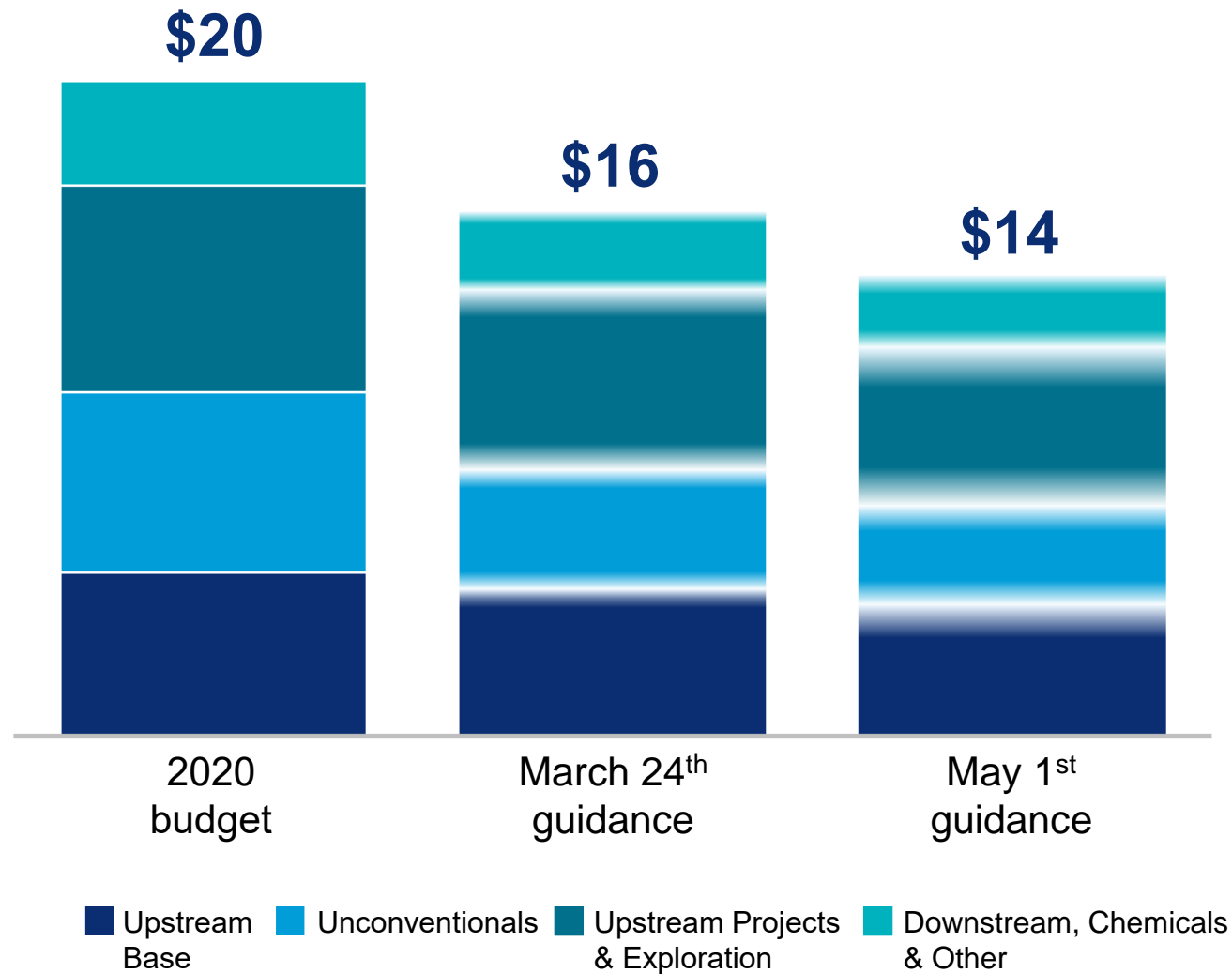
Guard balance sheet

Preserve long-term value

Reduce short-cycle capital

Capital & exploratory expenditures

\$ billions



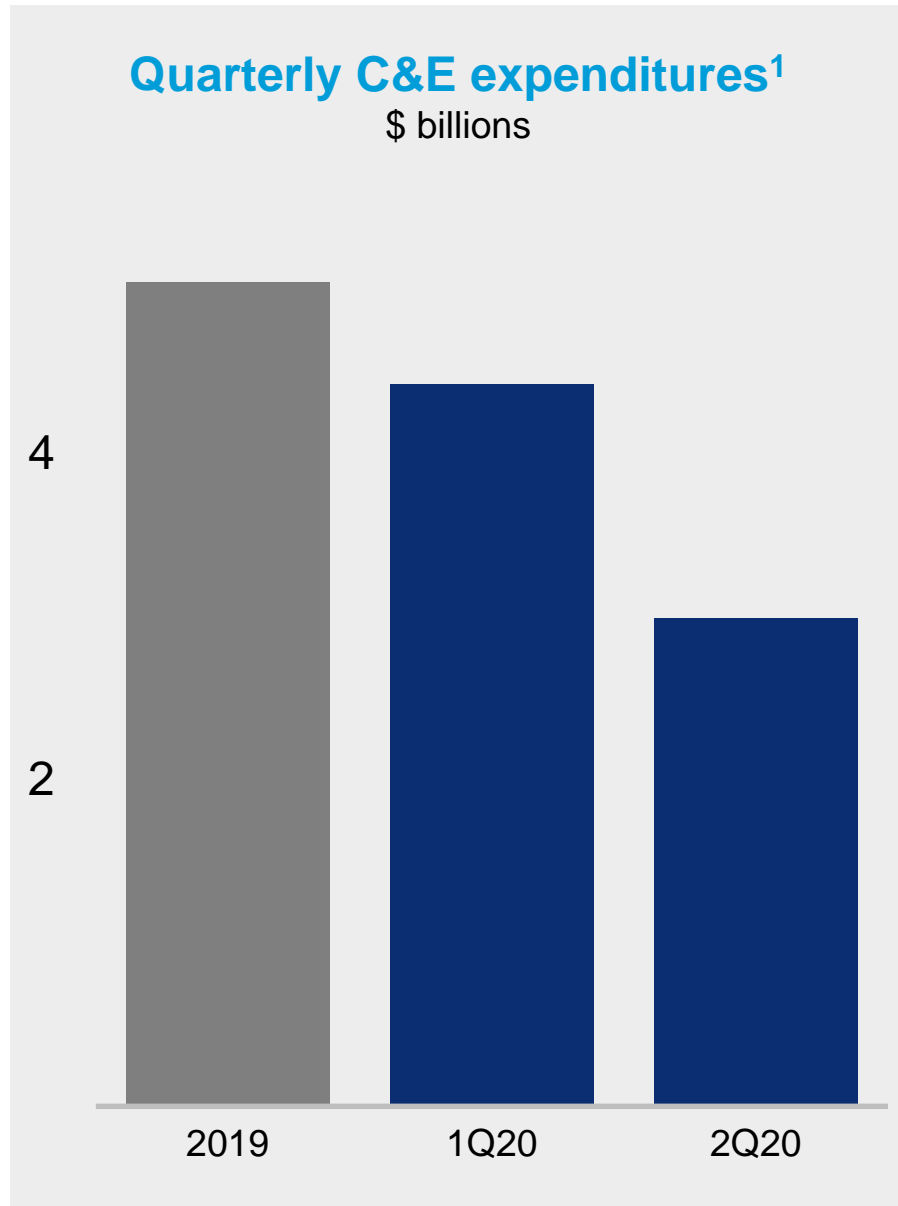
2H run rate up to 40% below budget

Deferring short-cycle investments

Prioritizing capital that preserves long-term value

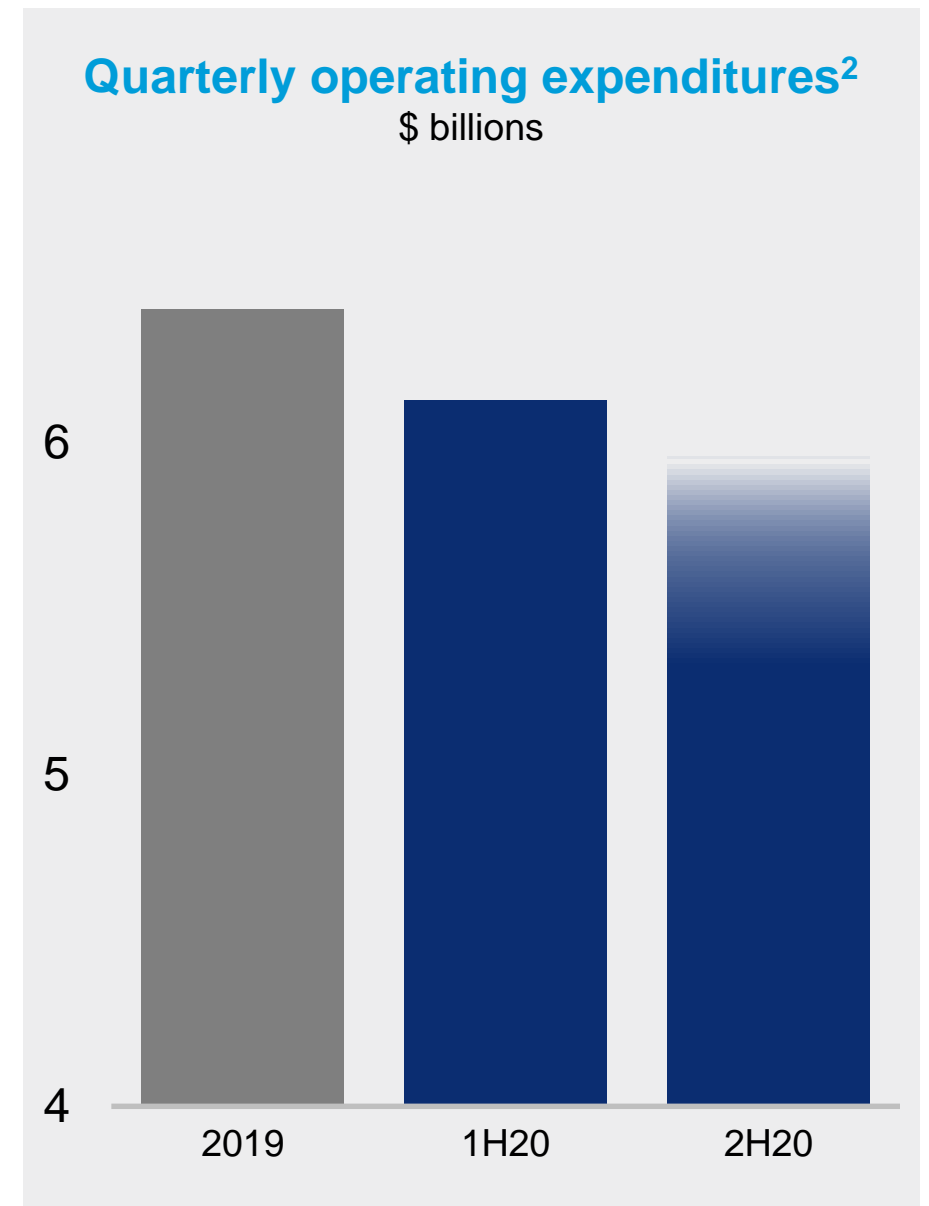


Capital and operating cost reductions on track



**2Q20 run-rate capex
40% below budget¹**

**2020 opex
\$1B lower than 2019**

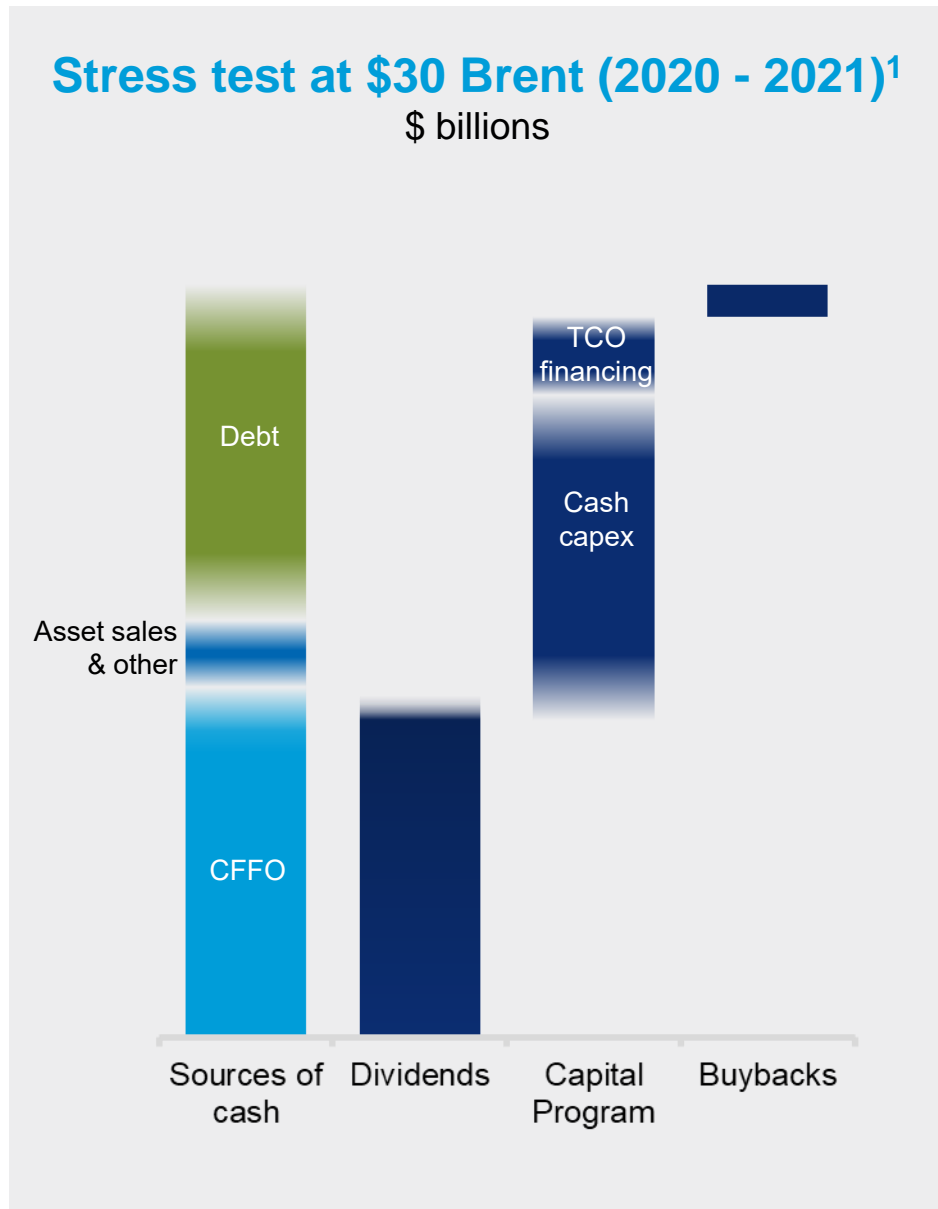


¹ Excludes inorganic capital.

² Excludes special items. Reconciliation of non-GAAP measures can be found in the appendix.



Guard balance sheet resilient at \$30 Brent

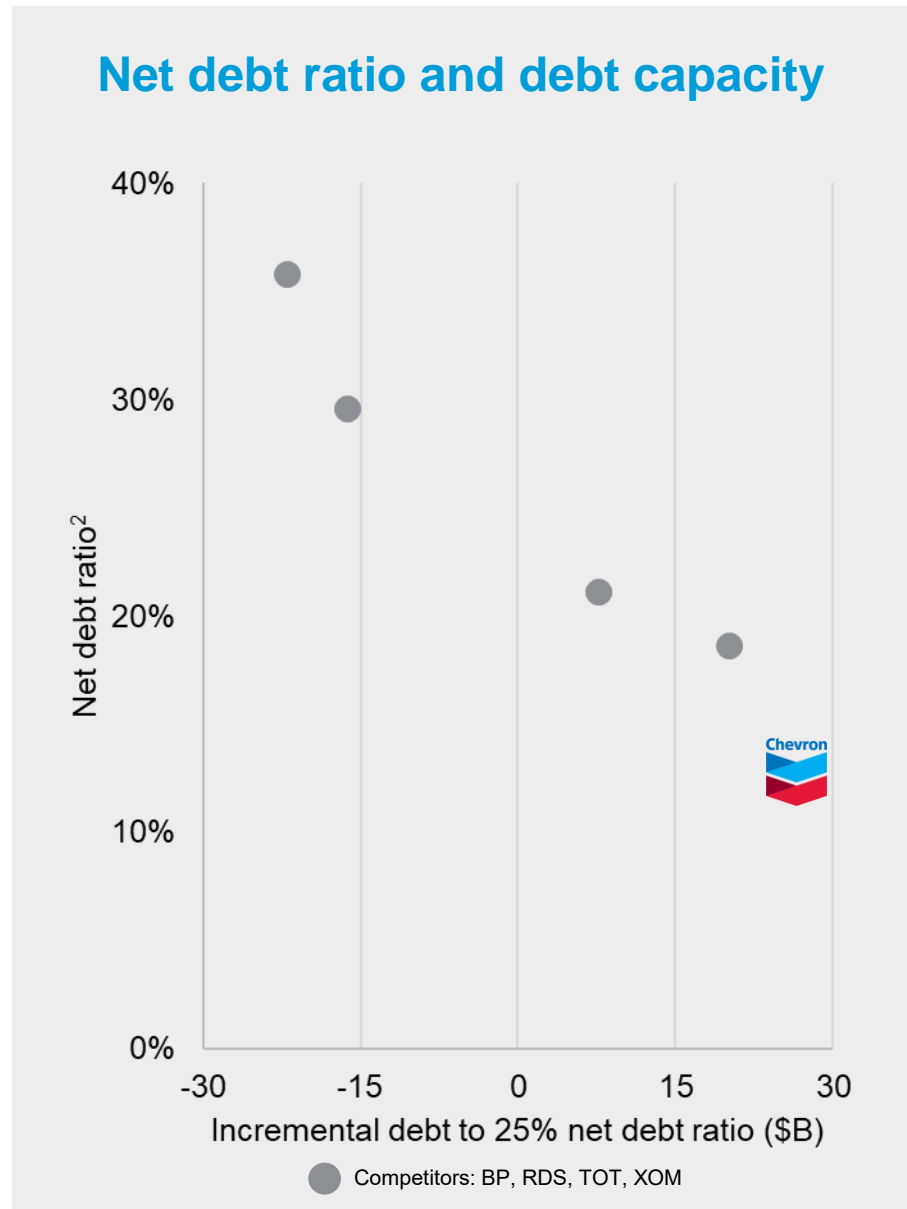


Suspend
share repurchase program

Minimize
pull on the balance sheet

Flex down
short-cycle capital

Protect
the dividend



¹ Excludes working capital. Assumes \$30/bbl Brent for 2020 and 2021, and Downstream & Chemicals margins remain weak in 2020 and recover in 2021.

² Net debt ratio as of year end 2019. All figures are based on published financial reports for each company. Refer to Chevron's 2019 Form 10-K for reconciliation of Chevron's net debt ratio.



Preserve long-term value



Assets

Maintain spend
on asset integrity and reliability

Complete projects
already under construction



Capabilities

Preserve ability
to ramp-up short-cycle investments

Continue exploration
in proven basins



Opportunities

Pace pre-FID projects
across the portfolio

Defer
short-cycle investments



Sustainability

Maintain commitment
to ESG priorities

Continue approach
to energy transition



Financial highlights

2Q20

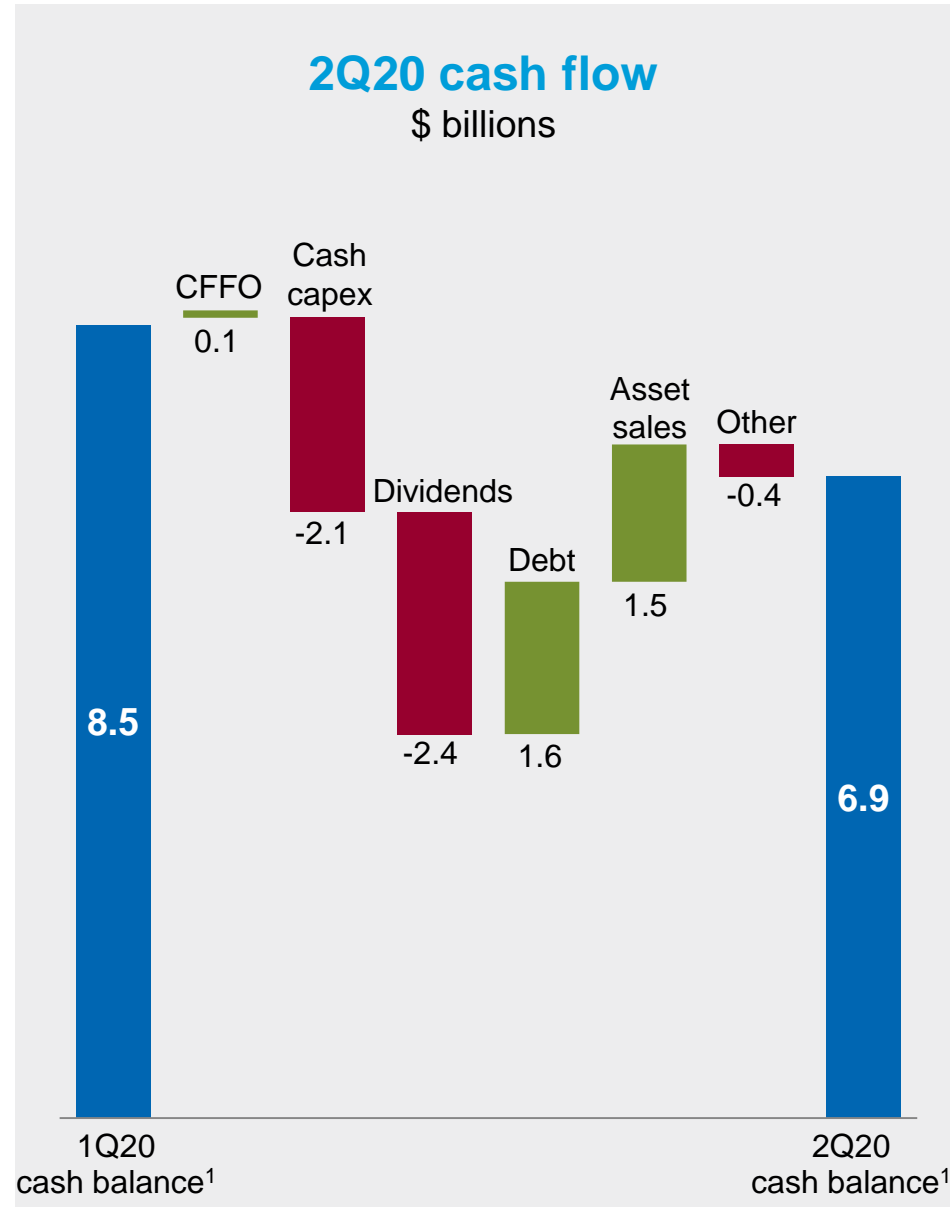
| | |
|--|--|
| Earnings / per diluted share | \$(8.3) billion / \$(4.44) |
| Adjusted earnings / per diluted share ¹ | \$(3.0) billion / \$(1.59) |
| Cash flow from operations / excl. working capital ¹ | \$0.1 billion / \$(0.6) billion |
| C&E / Organic C&E | \$3.3 billion / \$3.0 billion |
| Asset sale proceeds | \$1.5 billion |
| Dividends paid | \$2.4 billion |
| Debt ratio / Net debt ratio ² | 20% / 17% |

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

² As of 6/30/2020. Net debt ratio is defined as debt less cash, cash equivalents, marketable securities and time deposits divided by debt less cash, cash equivalents, marketable securities and time deposits plus stockholders' equity.



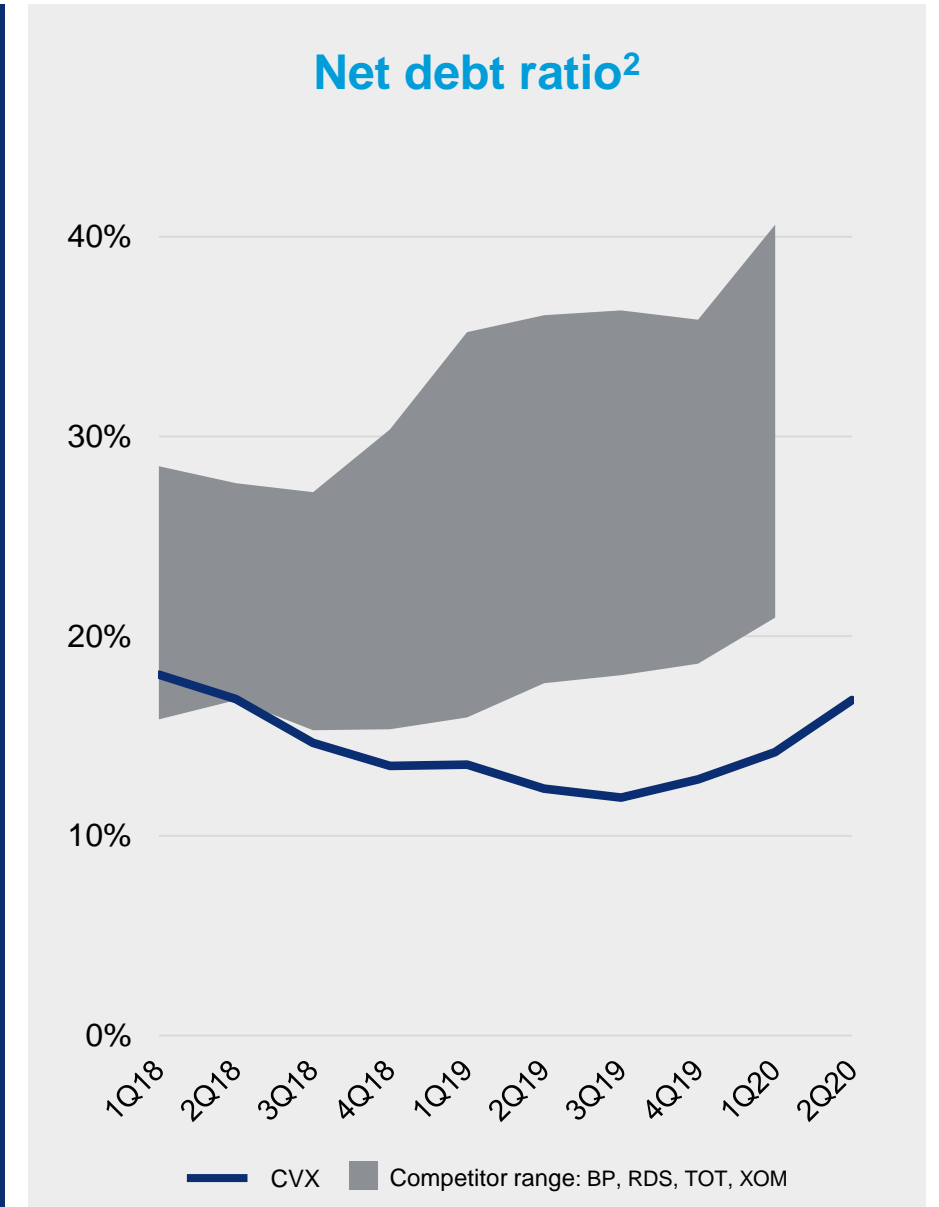
Maintaining financial strength



¹ Includes cash, cash equivalents, marketable securities, and time deposits. Excludes restricted cash. As of 3/31/2020 and 6/30/2020.
Note: Numbers may not sum due to rounding.

Financial priorities unchanged

Industry leading balance sheet



² Chevron net debt ratios from 3/31/2018 through 6/30/2020. Net debt ratio of competitors from 3/31/2018 through 3/31/2020. All figures are based on published financial reports for each company. Reconciliation of non-GAAP measures can be found in the appendix.



Asset sales program nearing completion



* Excludes returns of investment as presented in Statement of Cash Flows.



Strong liquidity position

Sources of liquidity*

\$ billions

\$30+



■ Cash ■ Commercial Paper ■ Revolver

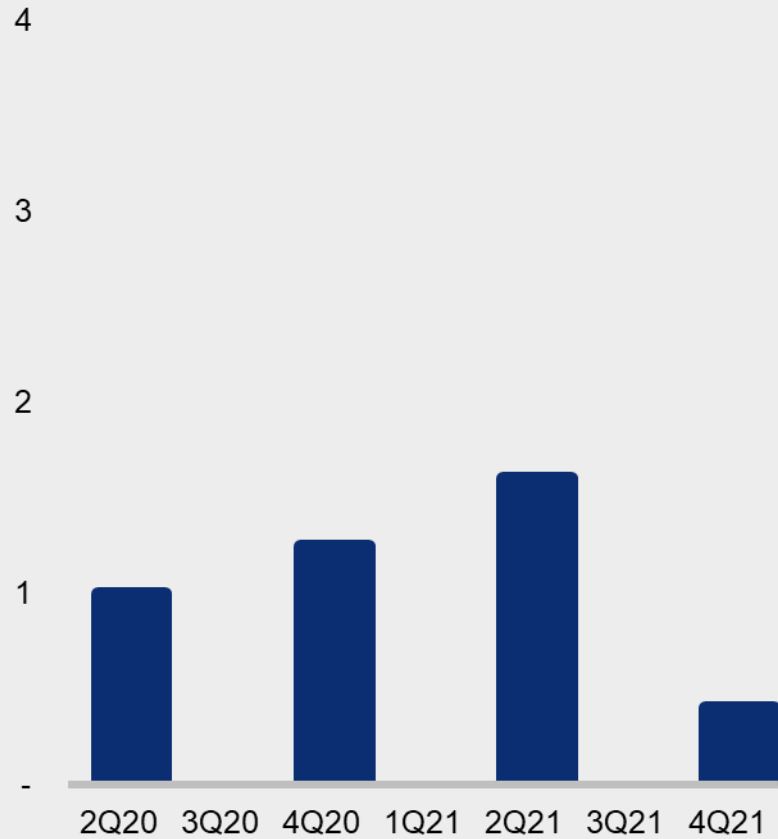
Reaffirmed AA
 credit rating

Modest
 debt maturity horizon

Ample access
 to debt markets

Long-term debt maturities

\$ billions



*Cash includes cash, cash equivalents, marketable securities, and time deposits; excludes restricted cash. Commercial paper is based on estimated readily available incremental capacity.



Recent highlights

Upstream

PZ operations restarted

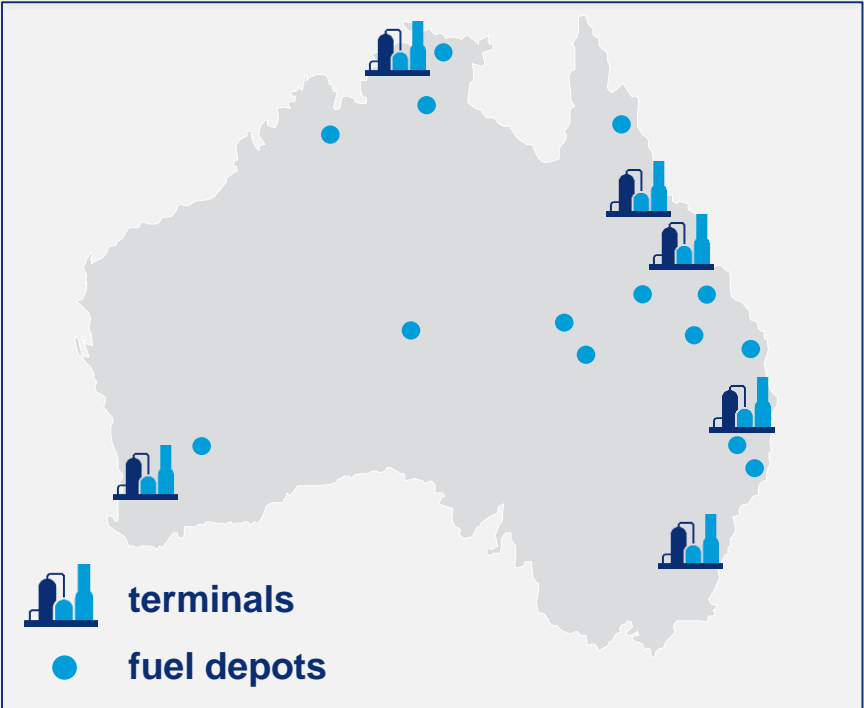
Safe start-up of production on July 1st
First export completed on July 30th



Downstream

Puma Energy (Australia) acquisition

Asia Pacific value chain integration
Extension of Caltex brand



Renewables

Algonquin partnership

Intent to develop >500 MW
Supports global operations



Looking ahead

Forward guidance



| | 3Q20 | Updated 2020 |
|------------|--|--|
| UPSTREAM | <ul style="list-style-type: none"> • Curtailments ~(150) MBOED • Turnarounds ~(110) MBOED • 3-6 month LNG pricing lag | <ul style="list-style-type: none"> • Net production roughly flat with 2019 • TCO co-lending ~\$2B |
| DOWNSTREAM | <ul style="list-style-type: none"> • Refinery turnarounds: \$(100) – \$(200)MM A/T earnings | |
| CORPORATE | | <ul style="list-style-type: none"> • “Other” segment earnings ~\$(2.5)B (excl. special items) • Distributions less affiliate income <\$(1)B (excl. special items) |



Upside leverage and downside resilience



High price

Leading dividend growth

Capital **discipline**

Surplus cash returned to shareholders

Liquids weighted



Low price

Leading dividend growth

Flexible capital

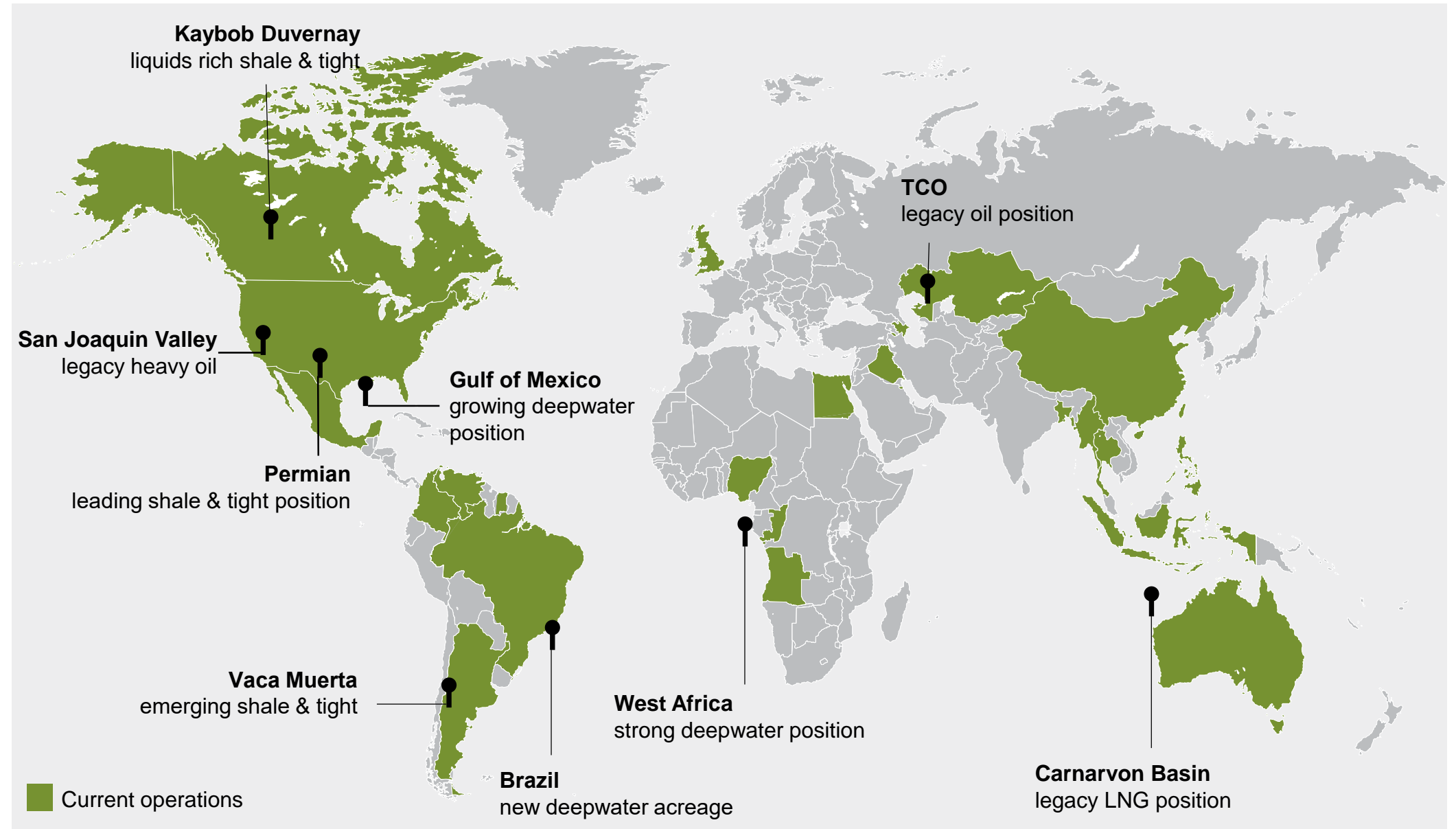
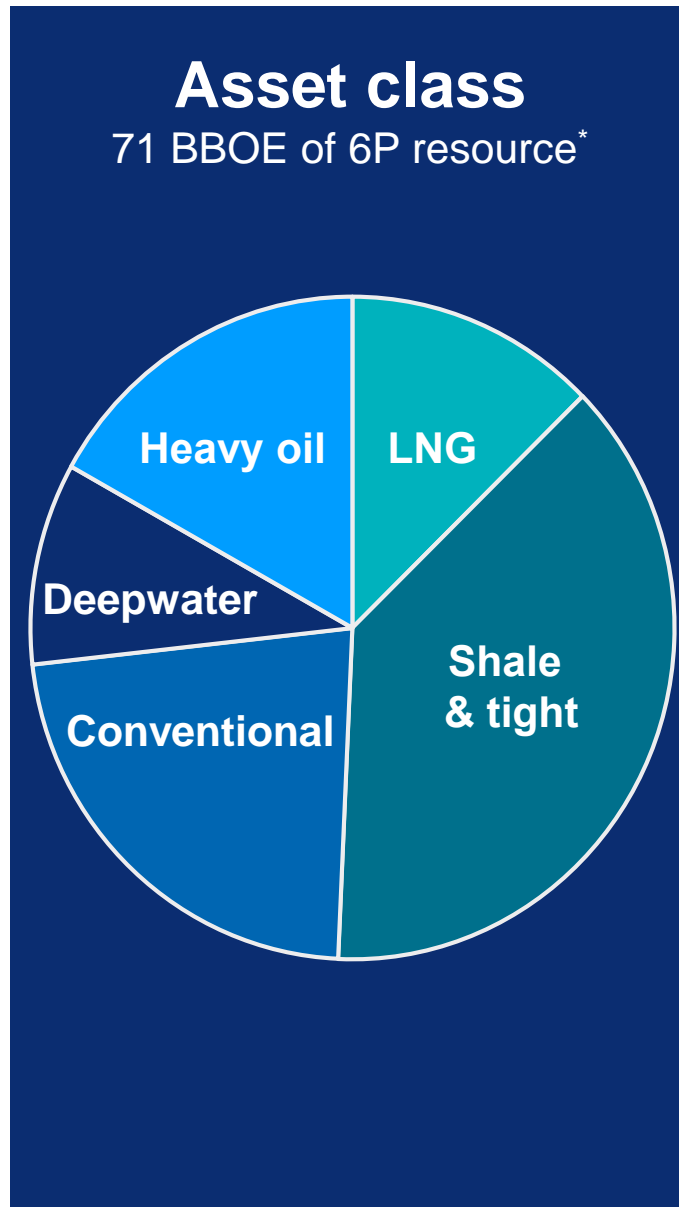
Balance sheet supports cash returns

Low breakeven



Upstream overview

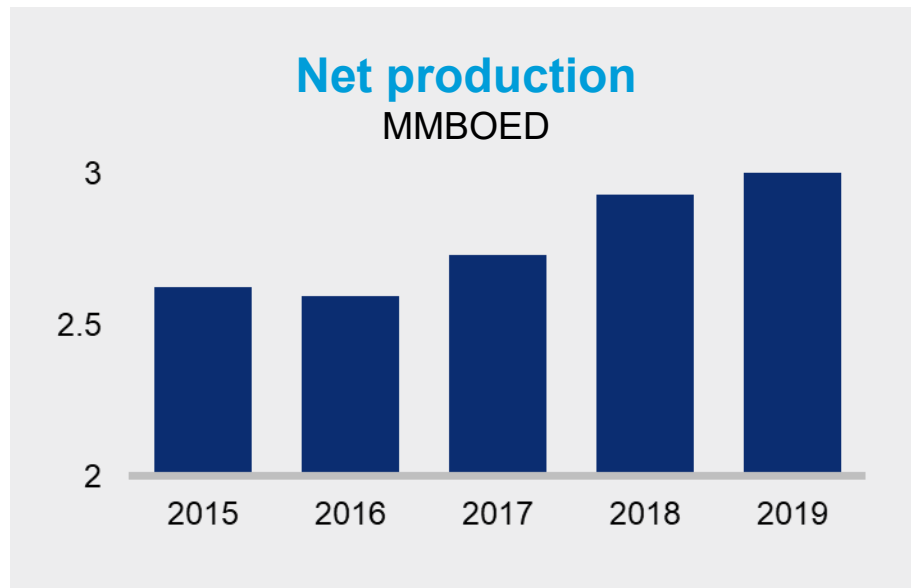
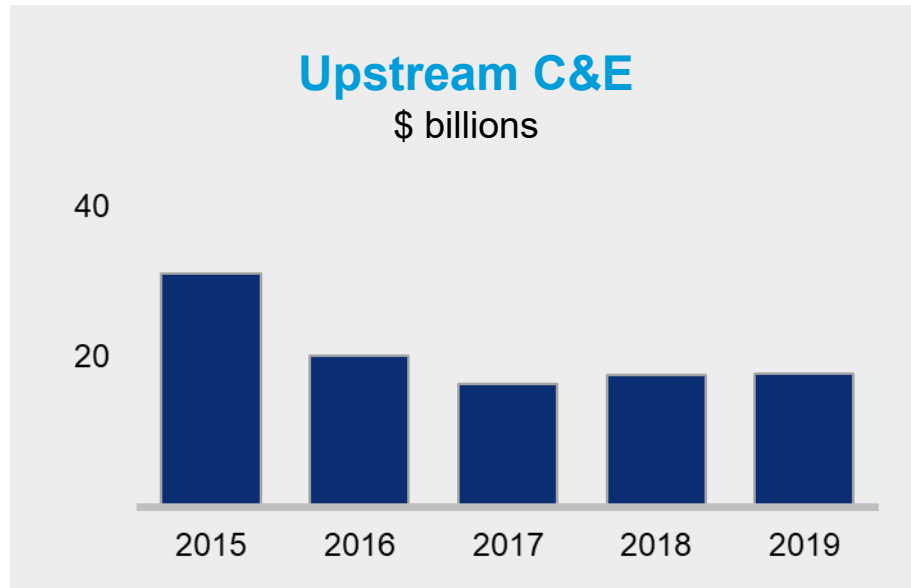
Diverse and advantaged portfolio



* 2019 Net unrisks resource as defined in the 2019 Supplement to the Annual Report.



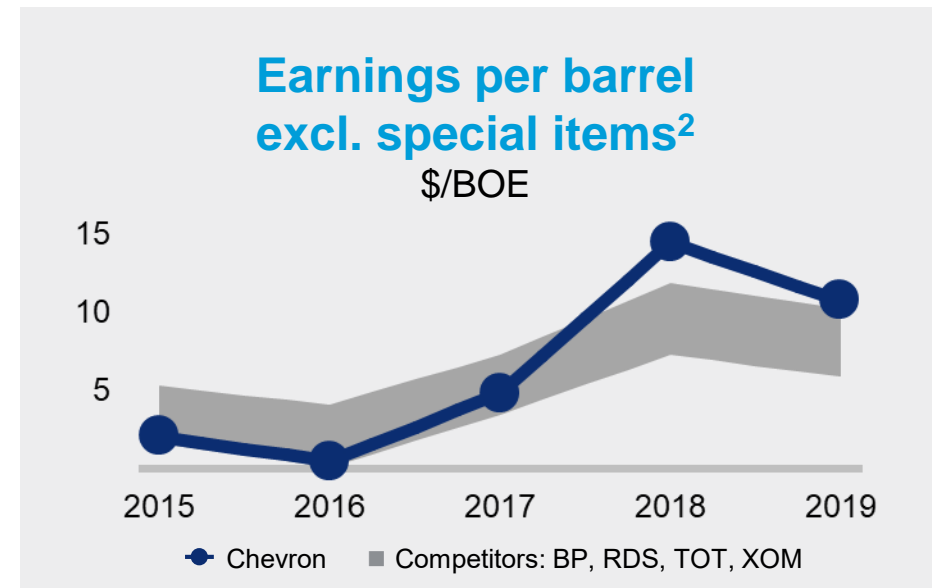
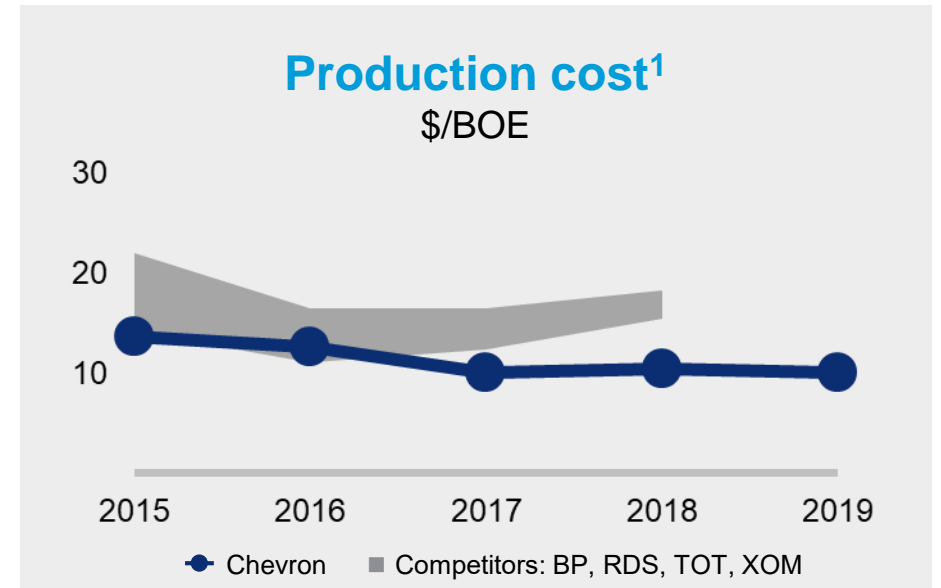
Industry leading performance



Capital discipline

Growing production

Industry leading results

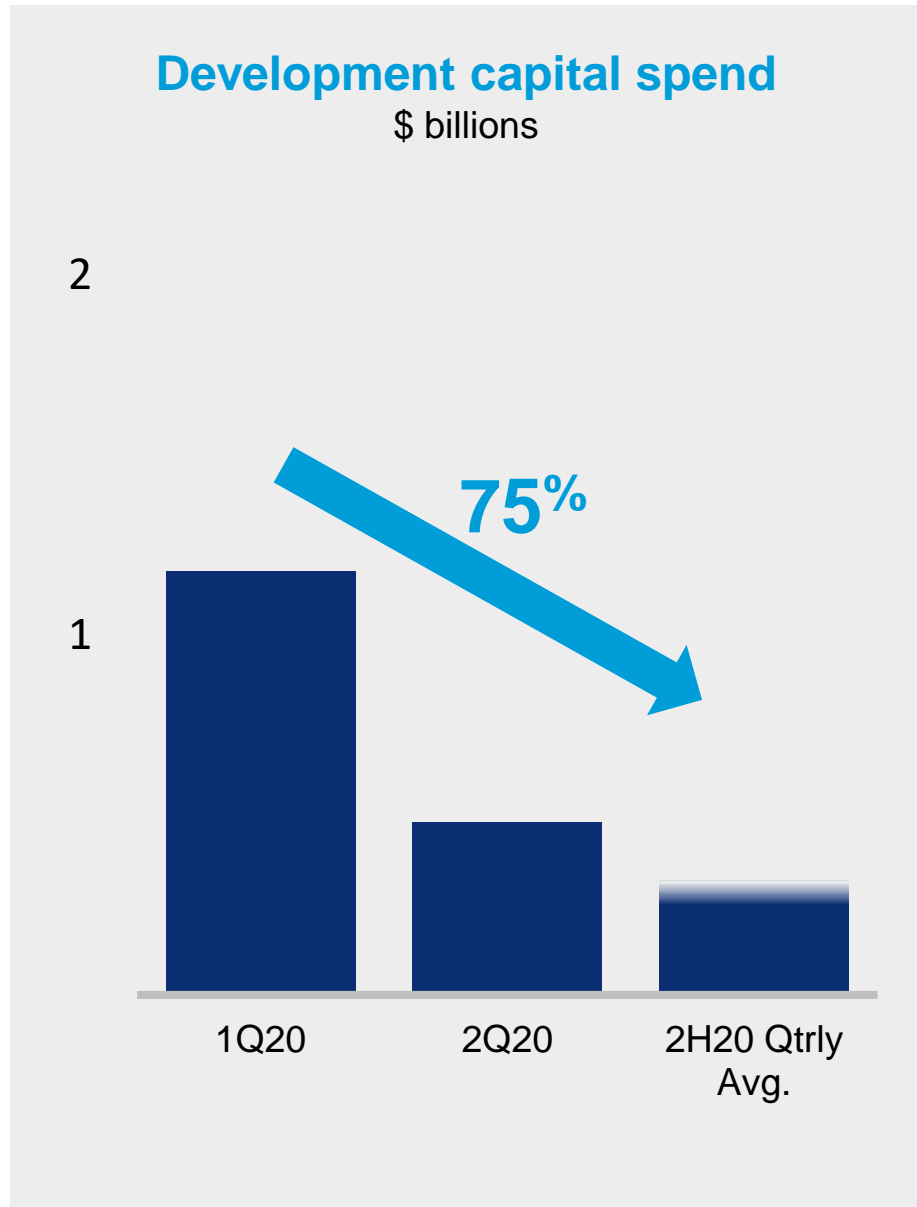


¹ Production costs per barrel sourced from Supplemental Information on Oil and Gas Producing Activities in Form 10-K, 20-F. Chevron source data for 2017-2019 is the 2019 Form 10-K. Includes production expense, non-income taxes, and other income/expense. Excludes asset sales gains, LNG liquefaction, transportation and other non-oil & gas activities reported under the upstream segment. Includes affiliates.

² See Appendix: reconciliation of non-GAAP measures. Source: Public information presented on a consistent basis and Chevron estimates. Excludes special items.



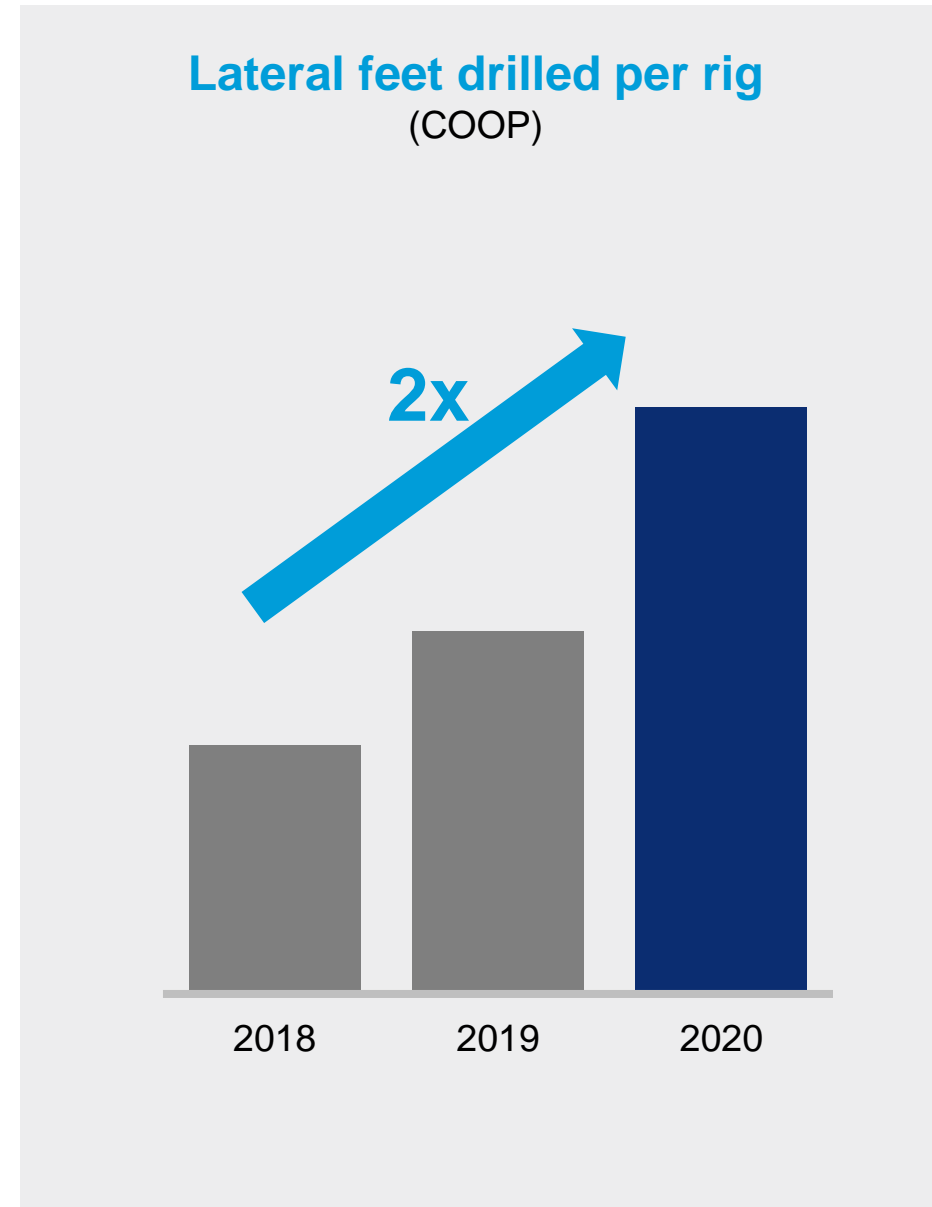
Reducing Permian capital while improving efficiency



Demonstrating capital flexibility

Continuing focus on efficiency

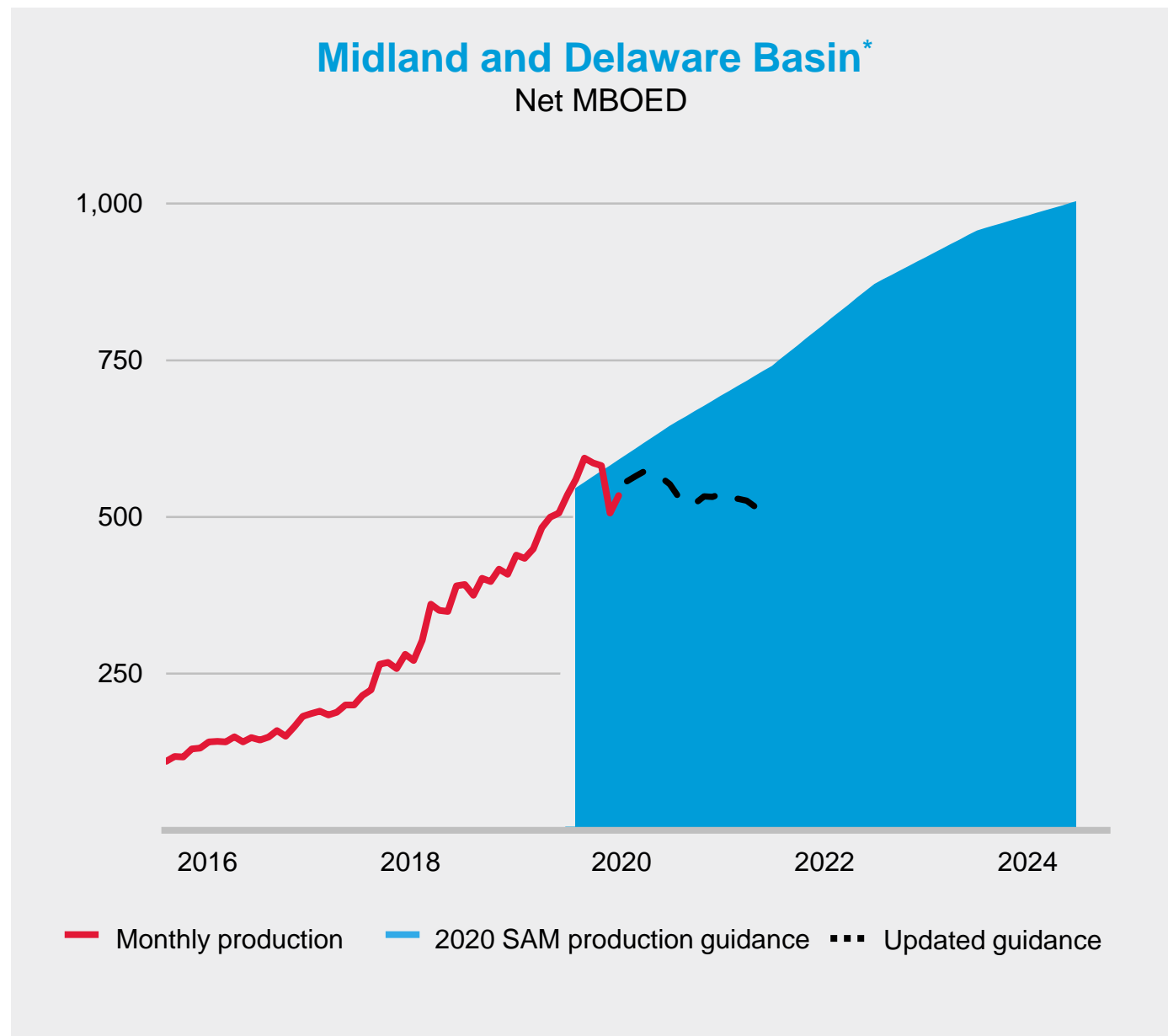
Free cash flow positive in 2020*



* Free cash flow is defined as estimated cash flow from operations less cash capital expenditures. Based on forward strip pricing as of 7/27/2020.



Expect lower near-term production



Focused on preserving
long-term value

Long-term resource
outlook unchanged

Maintaining
ramp-up capability

* Midland and Delaware Basin production reflects shale & tight production only. Forecast assumes current activity through 2021 and excludes any impact from the Noble Energy acquisition.



TCO FGP-WPMP progressing

2Q20 update

Overall progress 79%, construction at 57%

- Module fabrication complete
- Remaining modules in transit
- All materials on site for 2020 critical path
- Limited procurement impacts
- Construction workforce impacted by COVID



TCO FGP-WPMP outlook

Near-term action plan

Working with health experts and regulatory agencies

Comprehensive COVID mitigation measures

Crew change and initial remobilization

2H20 outlook

Complete the final sealift

Progress critical path construction activities

Preserve limited schedule 'float'

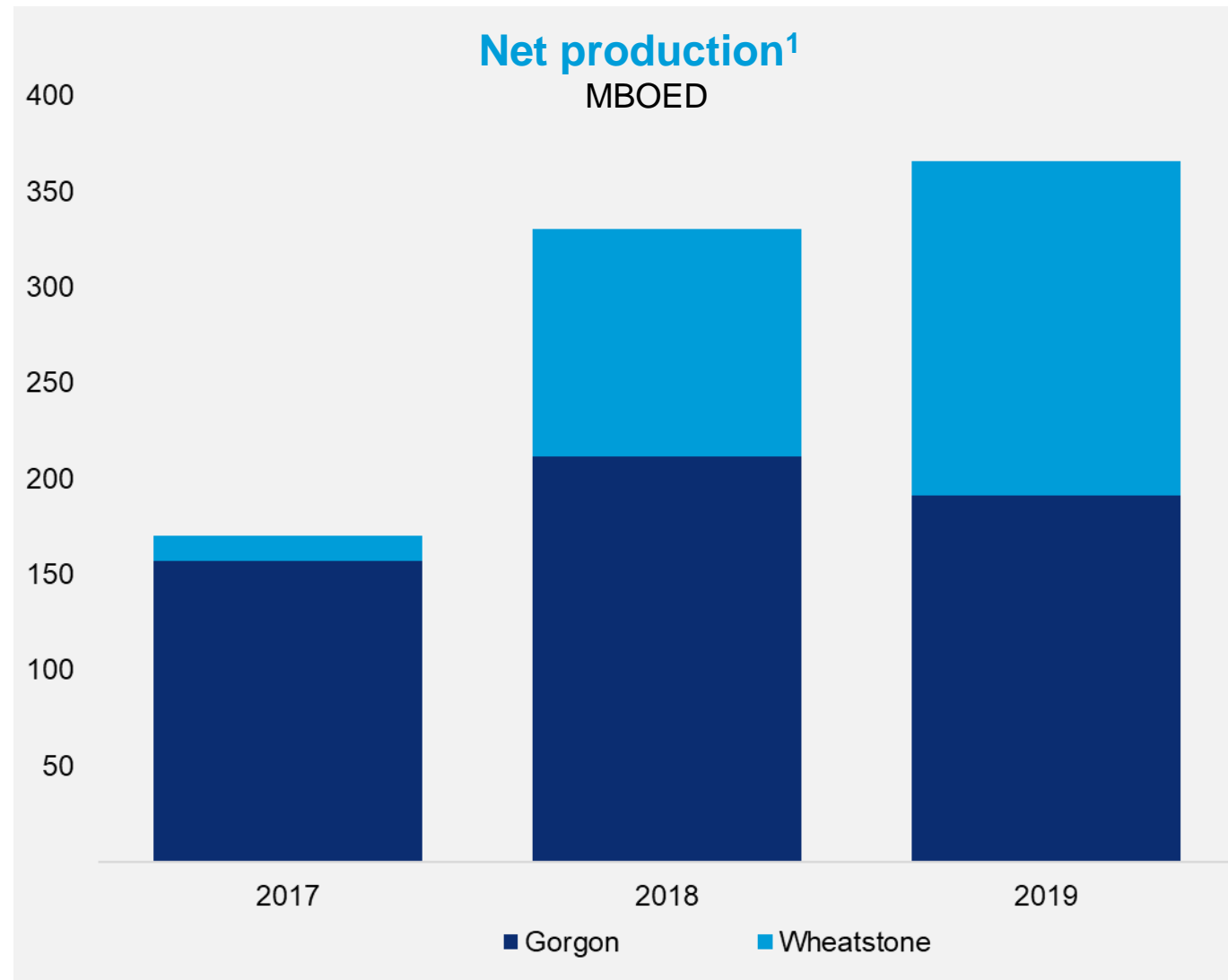
Complete remobilization and sustain construction workforce



Focusing on operational excellence in Australia

Growing
production

~50 TCF
of resource²



Improve
reliability

Increase
capacity

Optimize
value chain



Leader in CO₂ sequestration

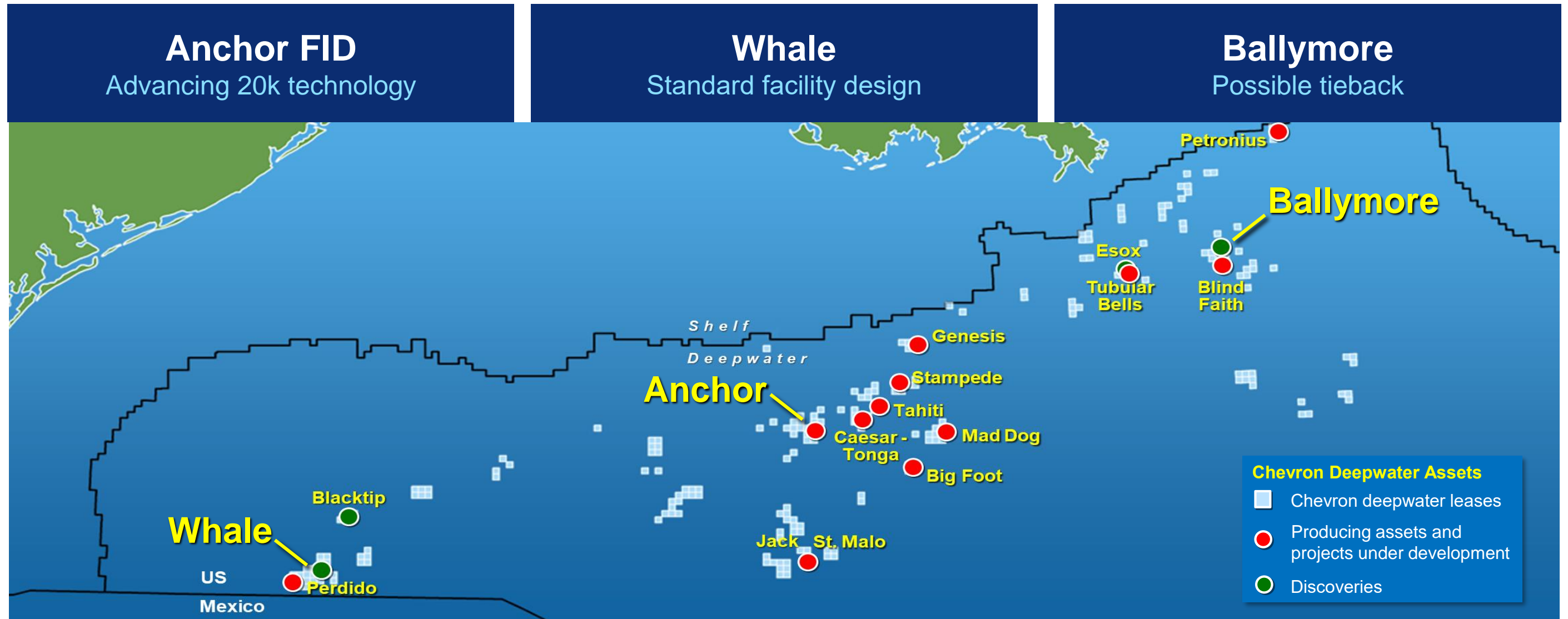
Environmental

¹ Production reflects net Chevron share.

² 2019 Net unrisks resource as defined in the 2019 Supplement to the Annual Report.



Advancing our Gulf of Mexico deepwater portfolio



Zero recordable spills* since 2013

Environmental

* Defined as Company operated petroleum spills greater than 1bbl.
Note: Map as of January 2020.



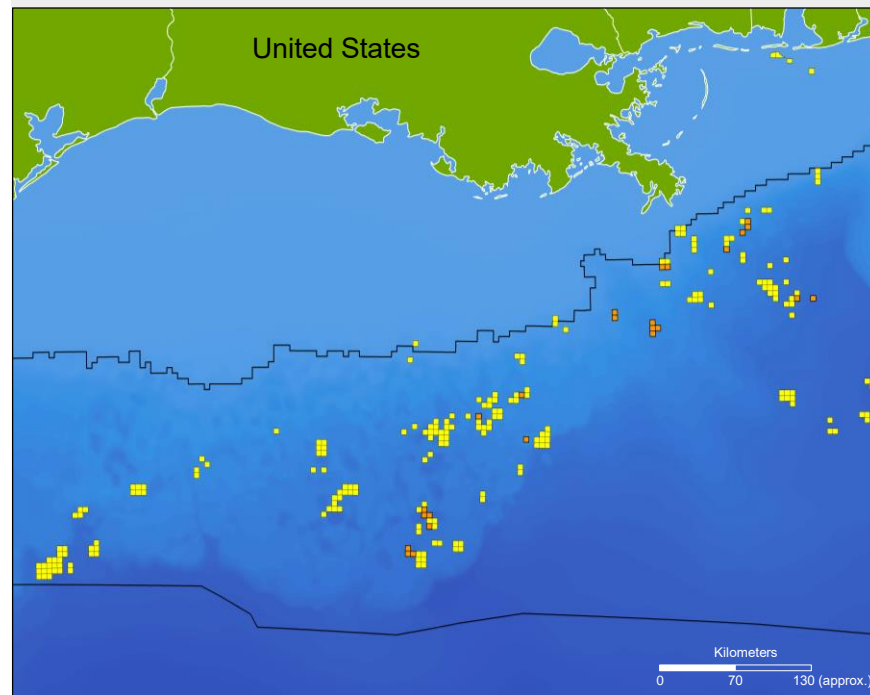
Pursuing high-impact exploration opportunities

Gulf of Mexico

24 blocks awarded 2019

4 wells in 2020

infrastructure-led exploration

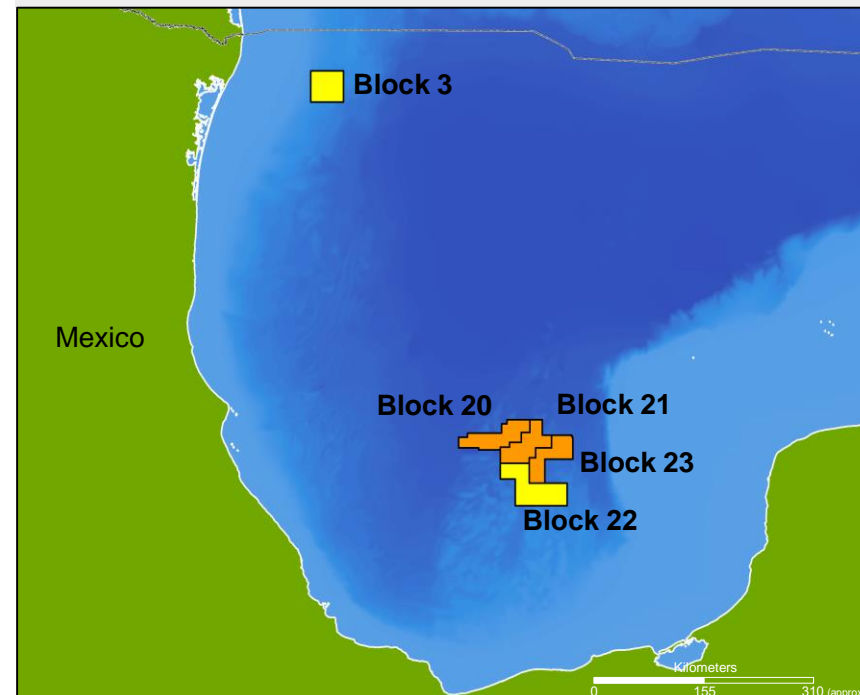


Mexico

5 blocks / 995k net acres

2 wells in 2020

multiple geologic plays

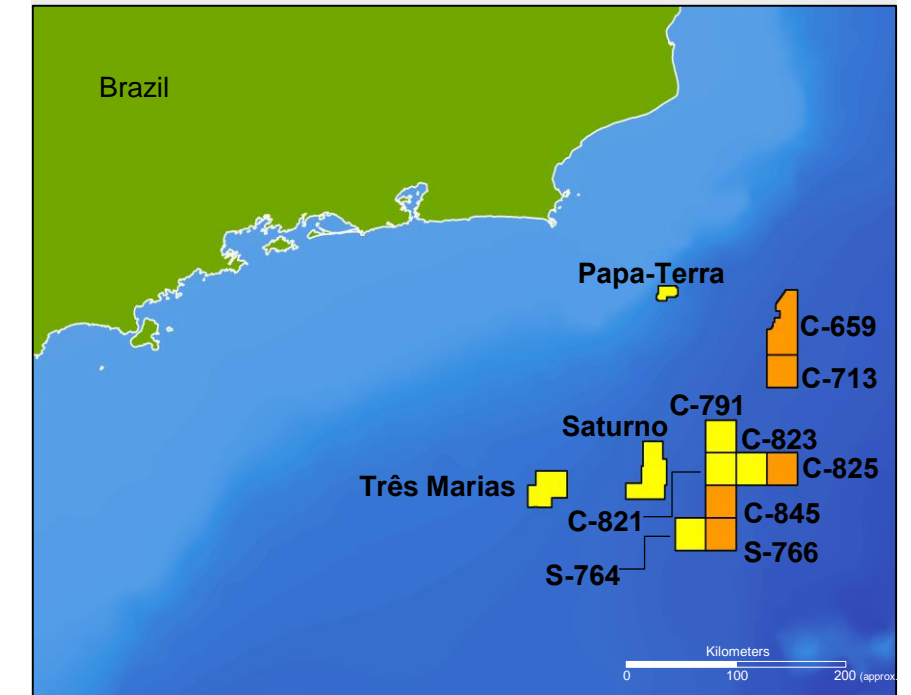


Brazil

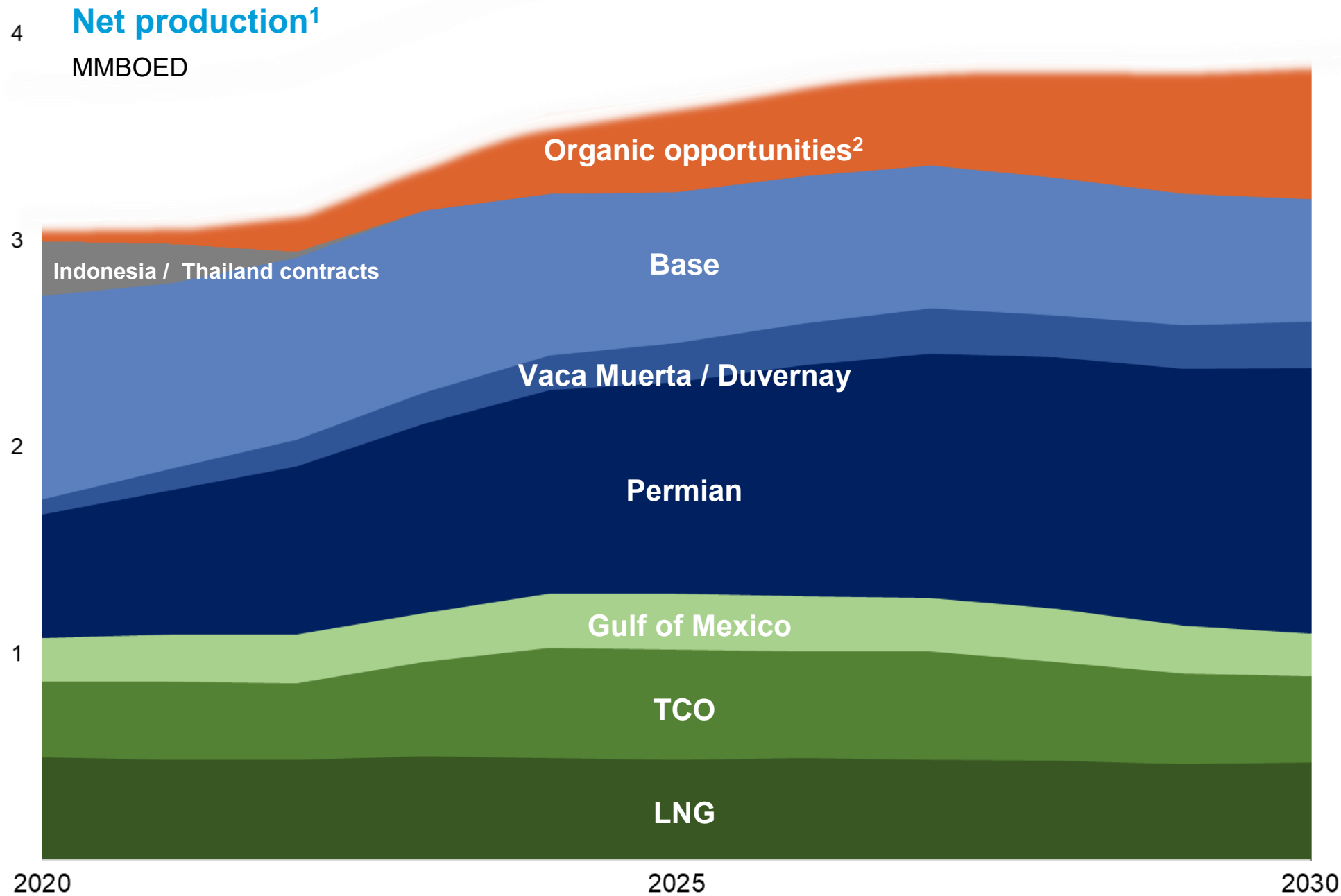
11 blocks / 824k net acres

2 wells in 2020

large pre-salt opportunities



A decade of sustainable production



Organic opportunities

- Additional shale & tight
- Partitioned Zone / Venezuela
- Exploration success
- Concession extensions

Strong long-lived assets

- Facility constrained
- Factory mindset
- Flexible growth
- Disciplined investment

¹ Includes impact of publicly disclosed asset sales.

² A risked view of opportunities already in our portfolio that require future investment decisions, exploration success or commercial activities.



Chevron



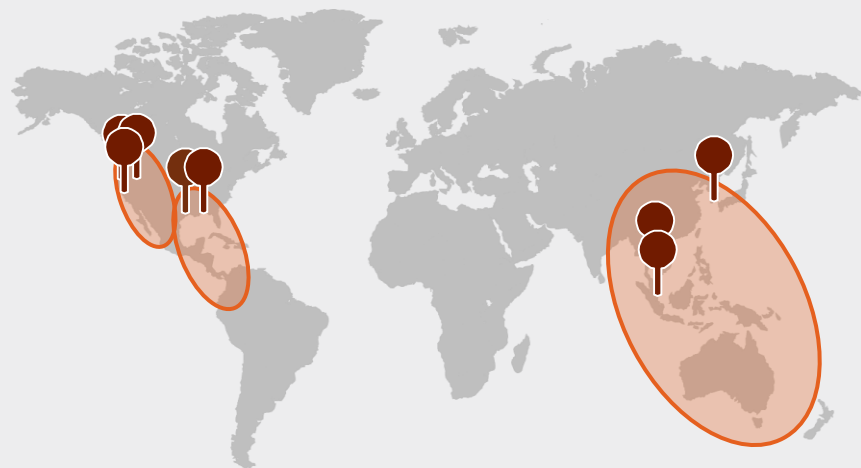
**the
human
energy
company™**

**Downstream &
Chemicals**

Portfolio focused on areas of strength

Fuels refining & marketing

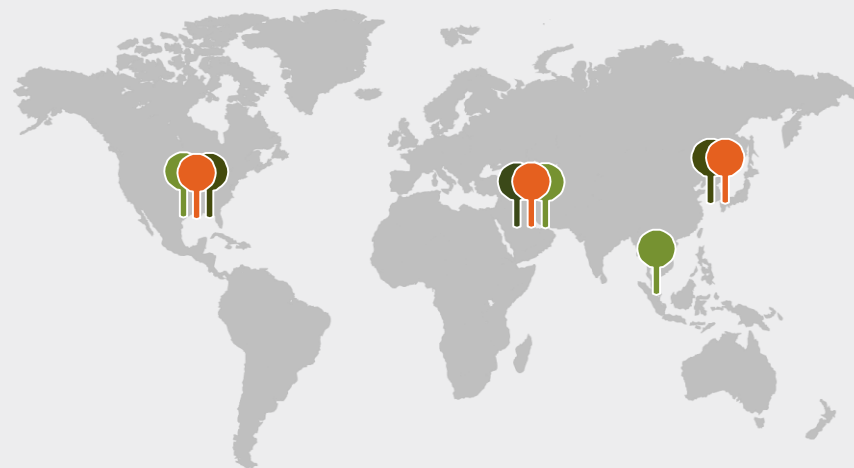
Focused,
regional optimization



- Refinery
- Integrated fuels value chain

Petrochemicals

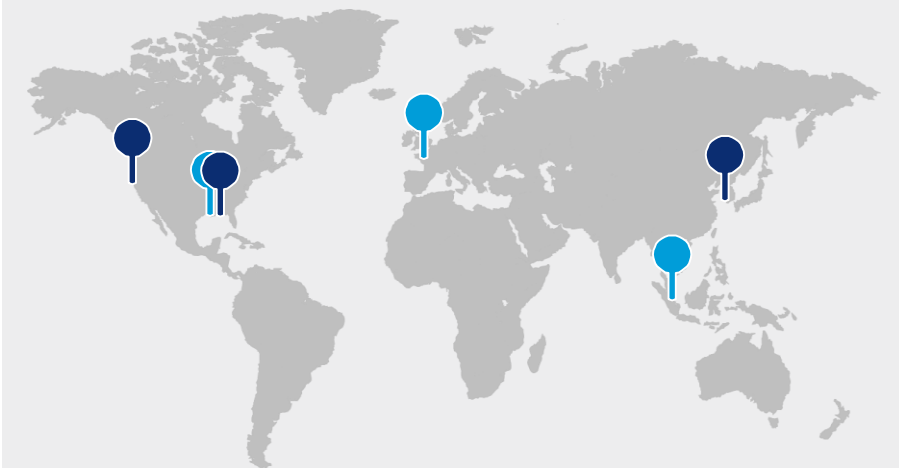
Advantaged feed,
scale and technology



- Major capital project
- Olefins / Polyolefins complexes
- Aromatics complexes

Lubricants & additives

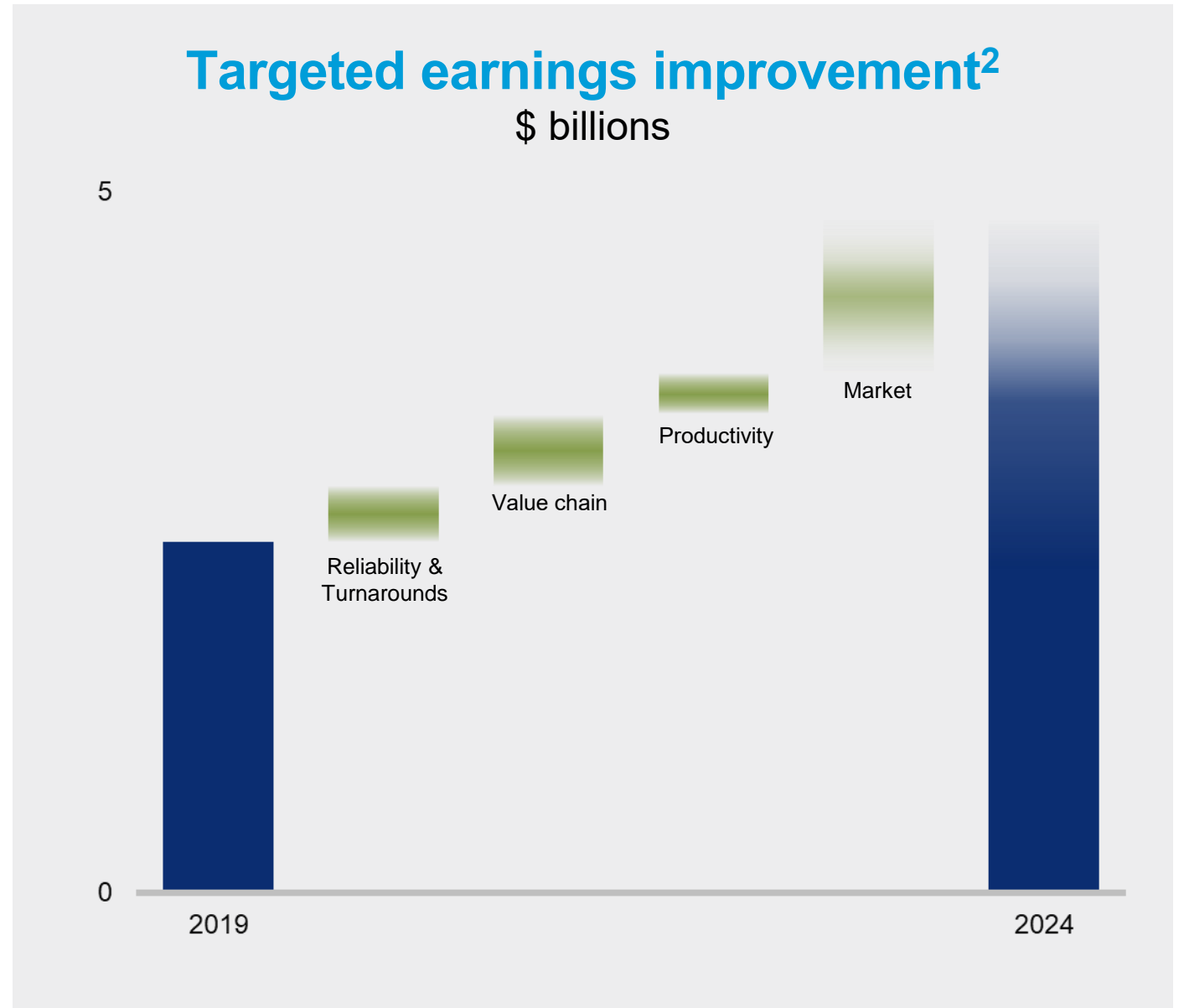
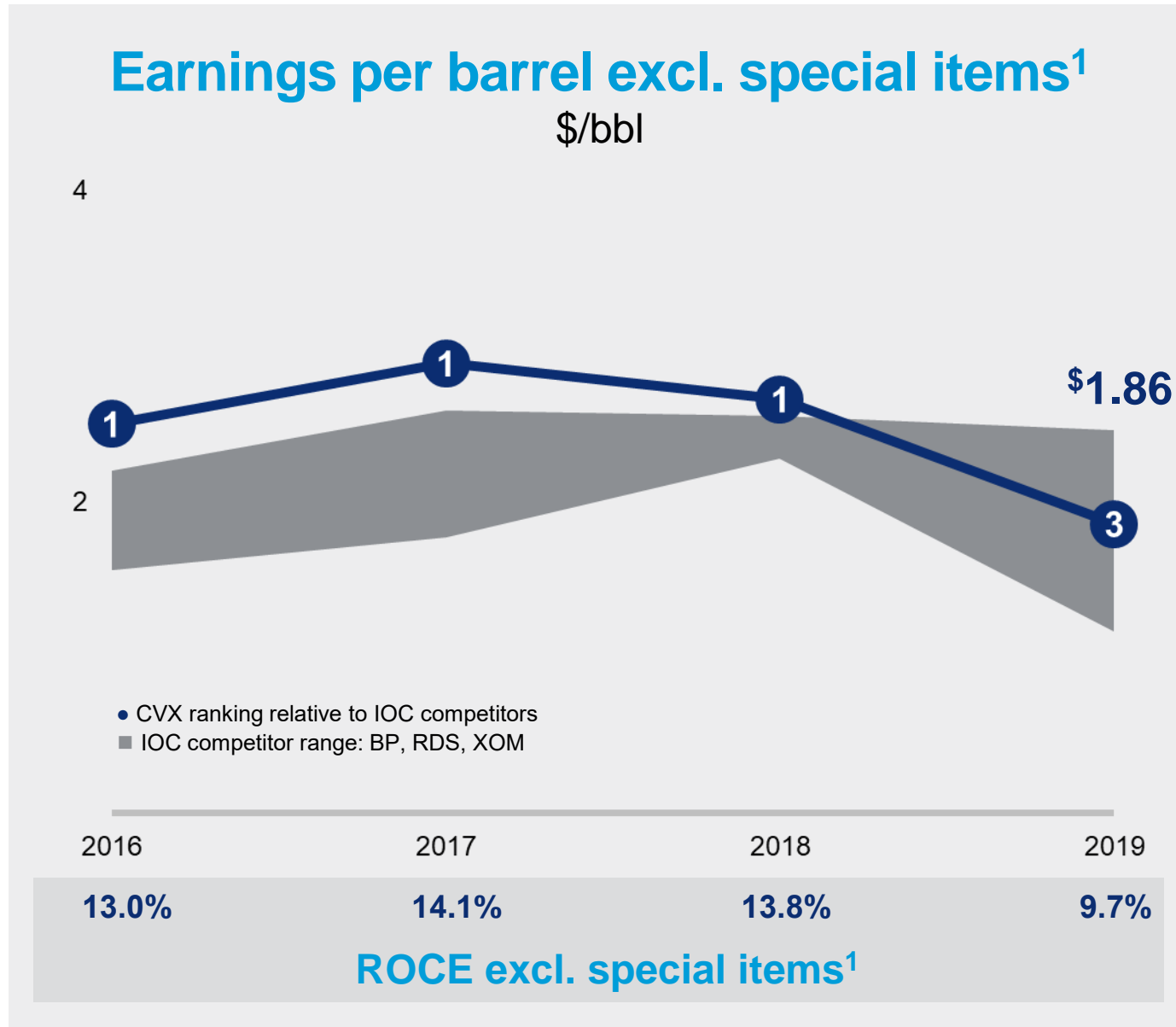
Strategic positions serving
global markets



- Premium base oil plant integrated with refinery
- World-scale additives plant



Committed to improved financial performance



¹ Excludes petrochemicals. See Appendix for reconciliation of non-GAAP measures.

² \$1.1 billion mid-cycle Downstream & Chemical margins is based on past 7 years average margin.



Strengthening integrated fuels value chains

U.S. West Coast

#1 brand share in Western U.S.



U.S. Gulf Coast

Optimizing across the value chain



Asia Pacific

Strengthening marketing positions



First to co-process biofeed in FCC this year

Environmental

Petrochemicals with low-cost feedstock, world-scale facilities and proprietary technology

Major investments

| Start-up | 2018 | 2021 | 2024 | 2025 |
|---------------|--|--|---|---|
| | CPChem USGC Petrochemicals I | GS Caltex Mixed-feed cracker | CPChem USGC Petrochemicals II | CPChem Ras Laffan Petrochemical |
| Status | <i>Operating</i> | <i>Construction</i> | <i>FEED</i> | <i>Pre-FEED</i> |



Founding member of Alliance to End Plastic Waste

Environmental



Fully integrated lubricants business



Base oil

Leading premium producer

Group II, II+ and III



Additives

Leading developer & manufacturer

Construction of China plant



Finished lubricants

Global marketer

Ultra-low ash technology launch



Developing renewable base oil with Novvi

Environmental



Chevron



**the
human
energy
company™**

Finance and ESG overview

Creating sustainable value

Enabling human progress

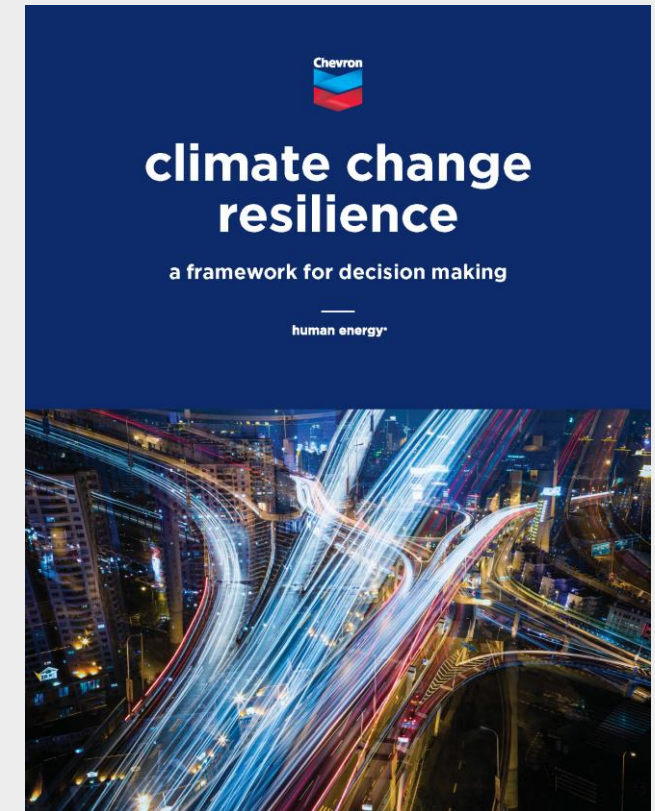


Protecting
the environment

Empowering
people

Getting results
the right way

Robust disclosure and stakeholder engagement



Approach to the energy transition

Lower carbon intensity cost efficiently



2016 - 2023 Upstream targets

Oil net GHG intensity 5 - 10% ↓

Gas net GHG intensity 2 - 5% ↓

Flaring intensity 25 - 30% ↓

Methane emissions intensity 20 - 25% ↓

Increase renewables in support of our business



Renewable natural gas

Co-processing biofeed

Renewable PPAs

Invest in the future target breakthrough technologies



Future energy fund

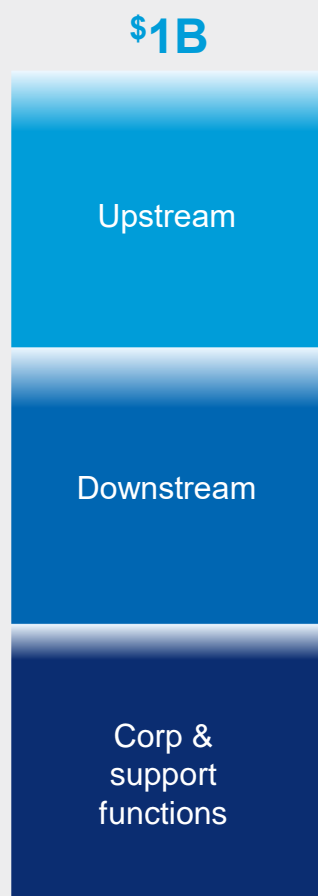
Trialing carbon capture technology

Contribution to OGCI's \$1B+ fund

Gorgon CO₂ sequestration

Lower cost and higher returns

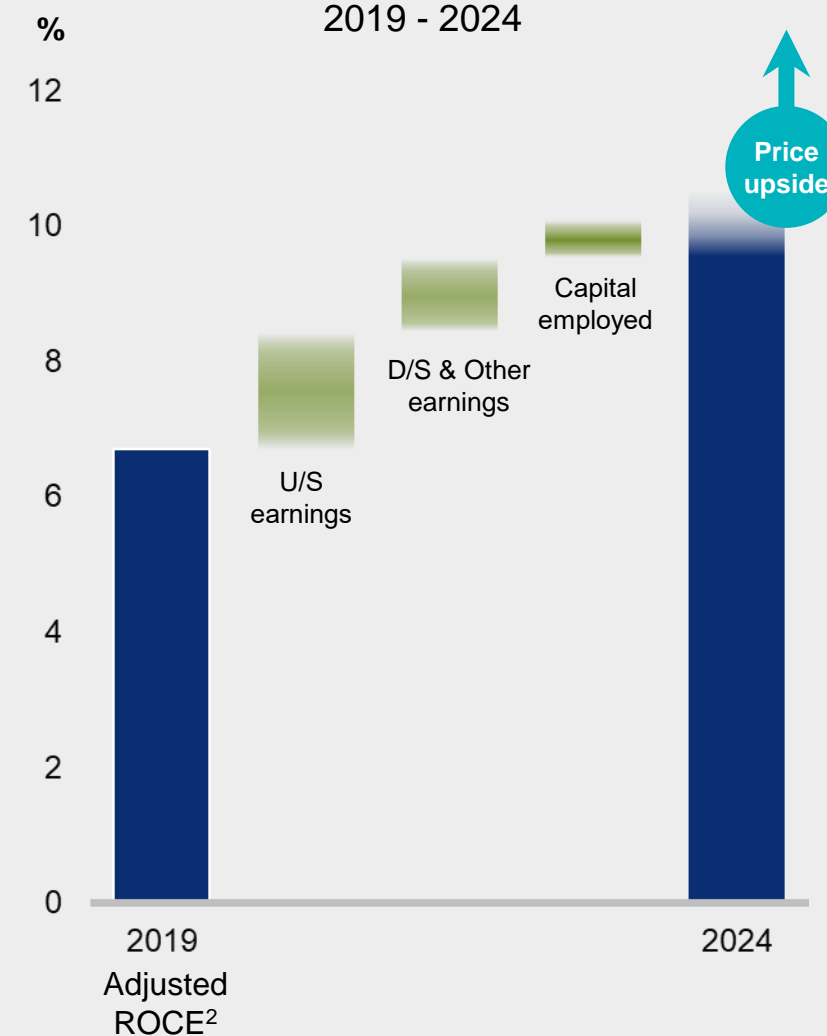
Operating cost savings in 2021



Run-rate opex savings¹ of **\$1B by year-end**

ROCE higher through **capital efficiency and margin improvement**

ROCE at flat \$60 Brent nominal 2019 - 2024



¹ Expected to achieve \$1 billion (before-tax) of run-rate operating expense reduction by year-end 2020.

² Adjusted ROCE does not include earnings impact of special items and FX. Price normalized to \$60 Brent nominal and mid-cycle Downstream & Chemicals margins. See Appendix for reconciliation of non-GAAP measures.



Financial priorities unchanged

Maintain and grow dividend

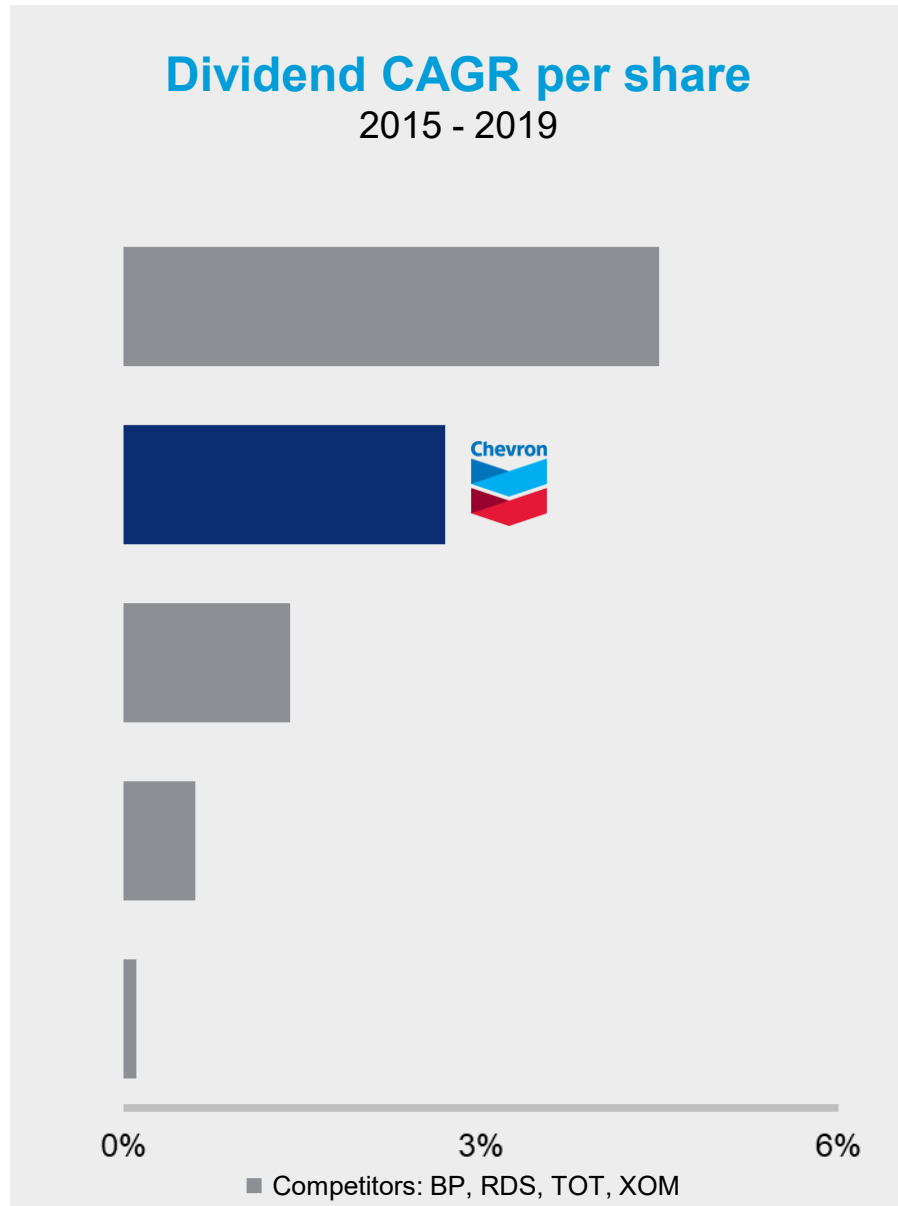
Fund capital program

Strong balance sheet

Return surplus cash



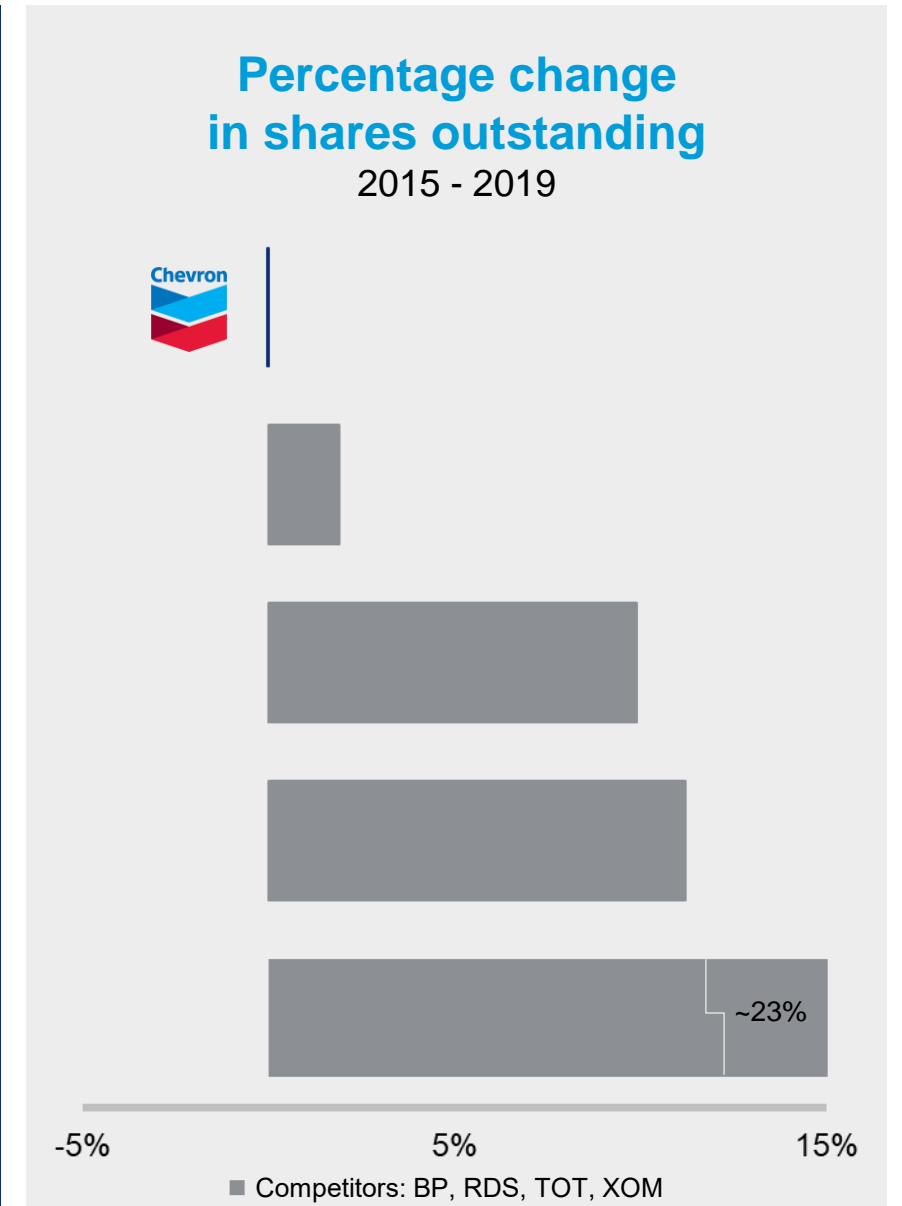
Attractive shareholder distributions



Competitive dividend growth

Leading share repurchase program

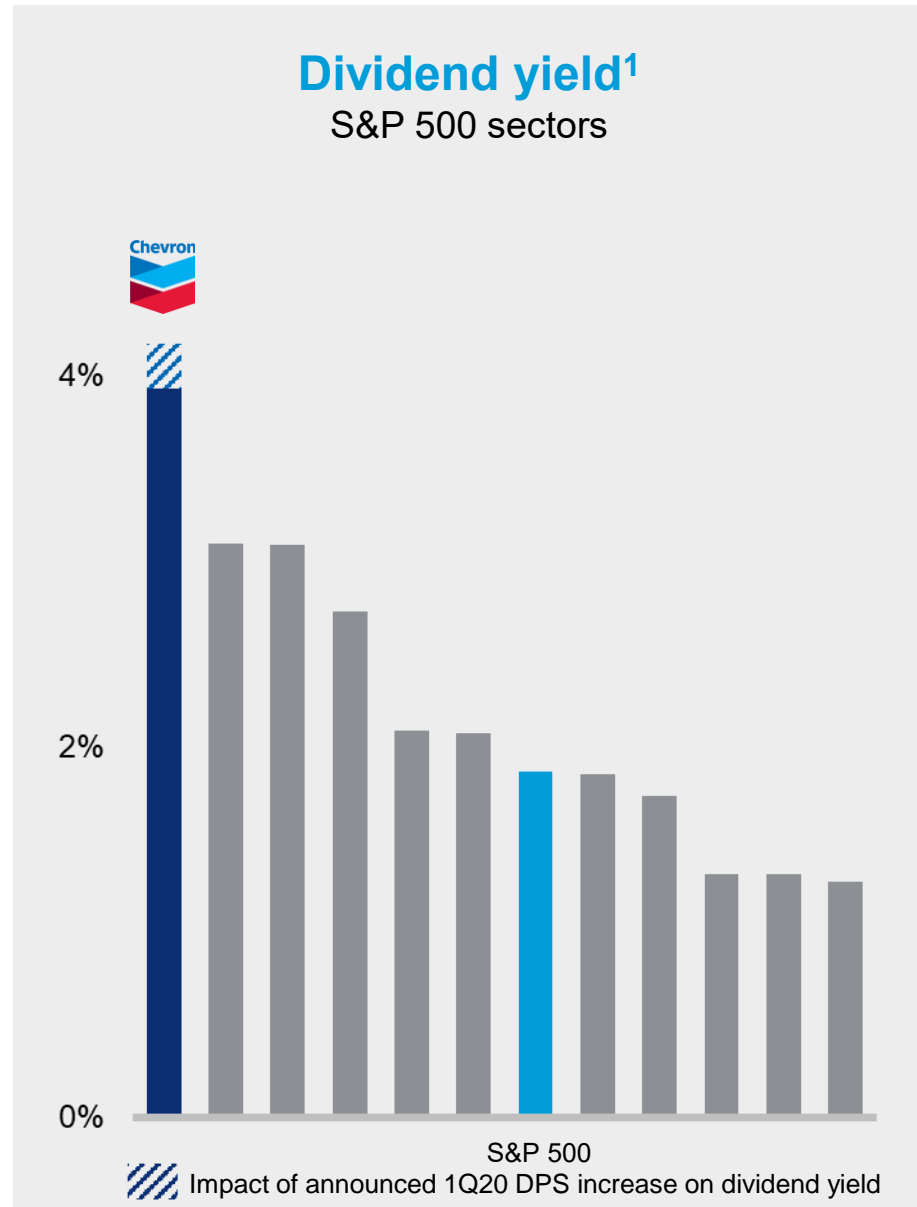
Total shareholder yield ~7%*



* Represents an estimate of 2020 distributions (dividends + share repurchases) using Market Cap as of January 31, 2020.

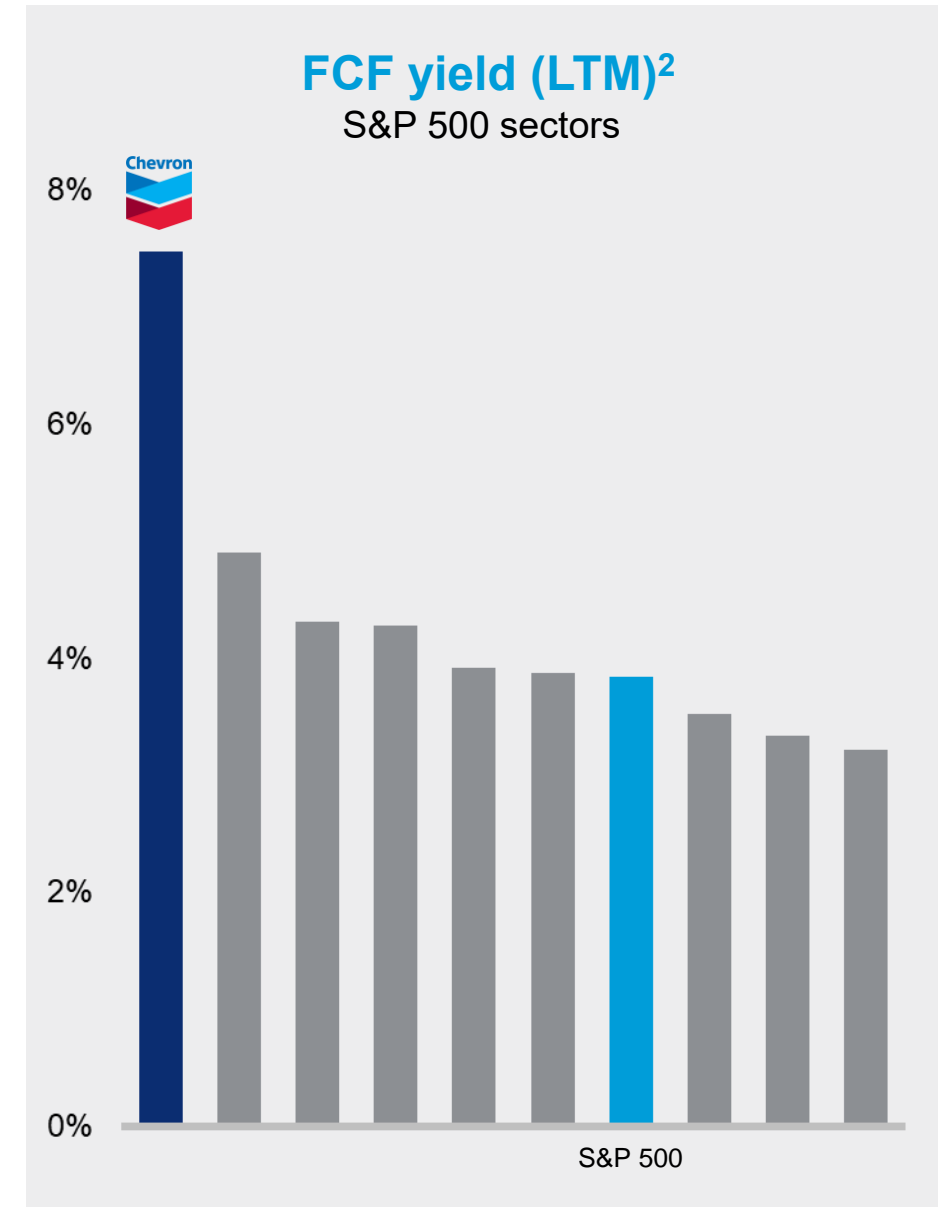


Leading dividend and free cash flow yield



Competitive dividends
Dividend yield >4%

Strong free cash flow generation
FCF yield >7%



¹ S&P 500 sectors based on announced 2019 dividends as provided by the S&P 500 and a share price as of 12/31/2019. The Chevron dividend yield is based on 2019 dividends paid and a share price as of 12/31/2019.

² S&P 500 sectors based on last twelve months (LTM) FCF from the reported financial statements as of 9/30/2019 defined as Cash Flow from Operations less cash capex (excluding cash acquisitions) as tracked by Sibilis and applying a share price as of 12/31/2019. Sibilis combines Real Estate and Financials into a single sector. Sectors with negative FCF yield have been excluded. The Chevron FCF yield is calculated on the same basis.





Chevron

**the
human
energy
company™**



**Midstream
overview**

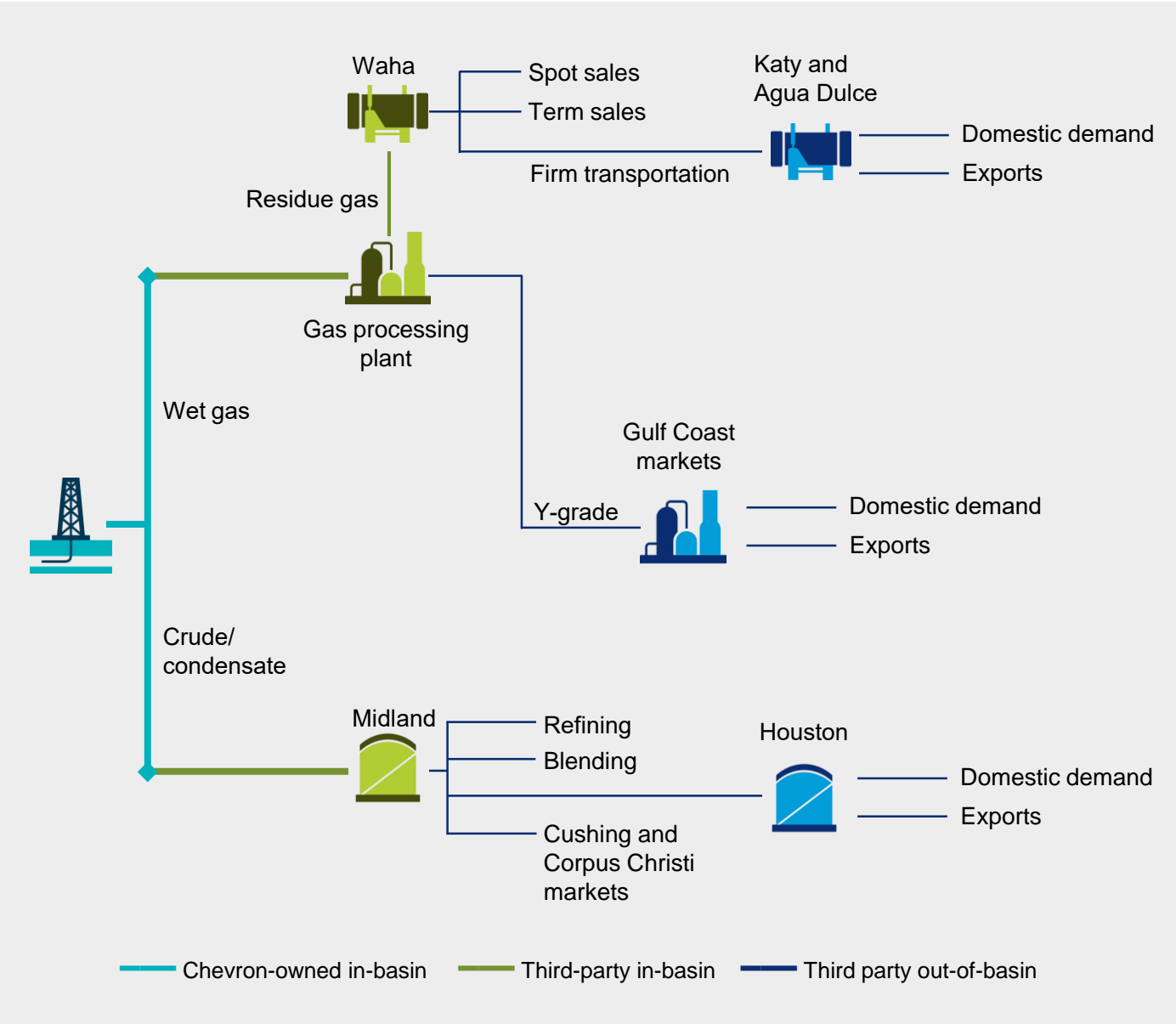
Permian value chain strategy

**Maximize earnings
for the enterprise**

Advantaged commercial agreements

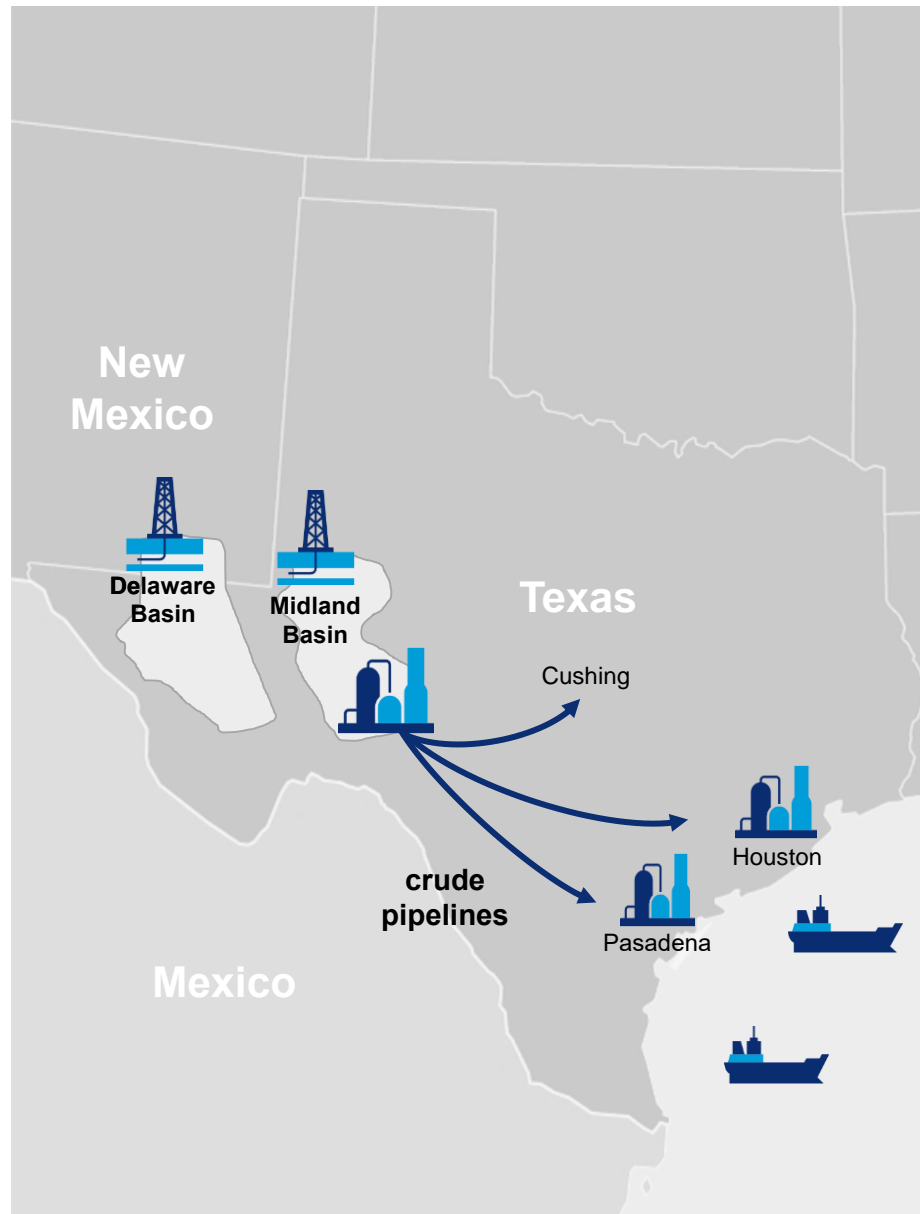
Flow assurance for crude, gas, and NGLs

Global presence enables margin capture



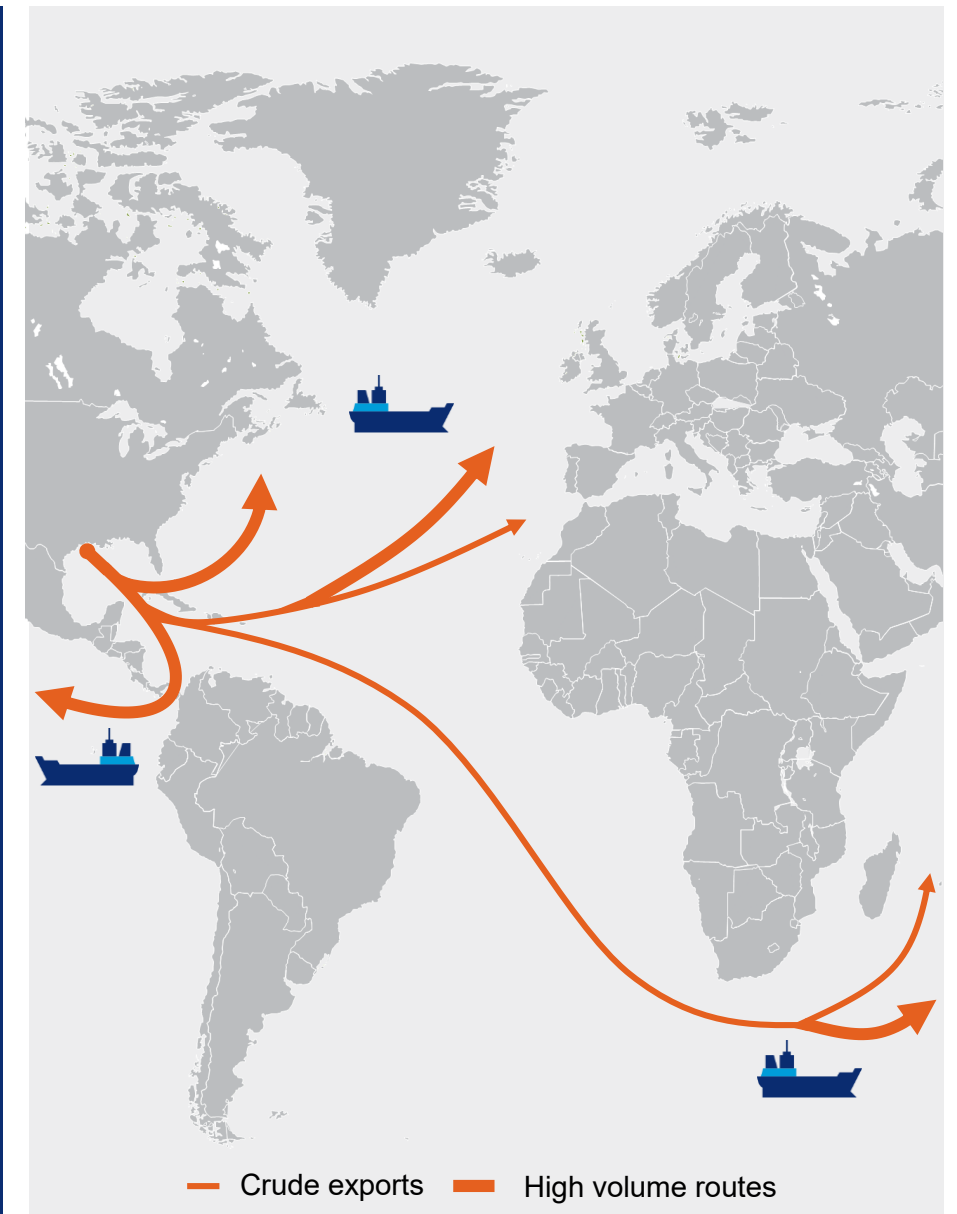
Permian takeaway and export capacity

Crude oil strategy



**Sufficient contracted
takeaway capacity
through 2024**

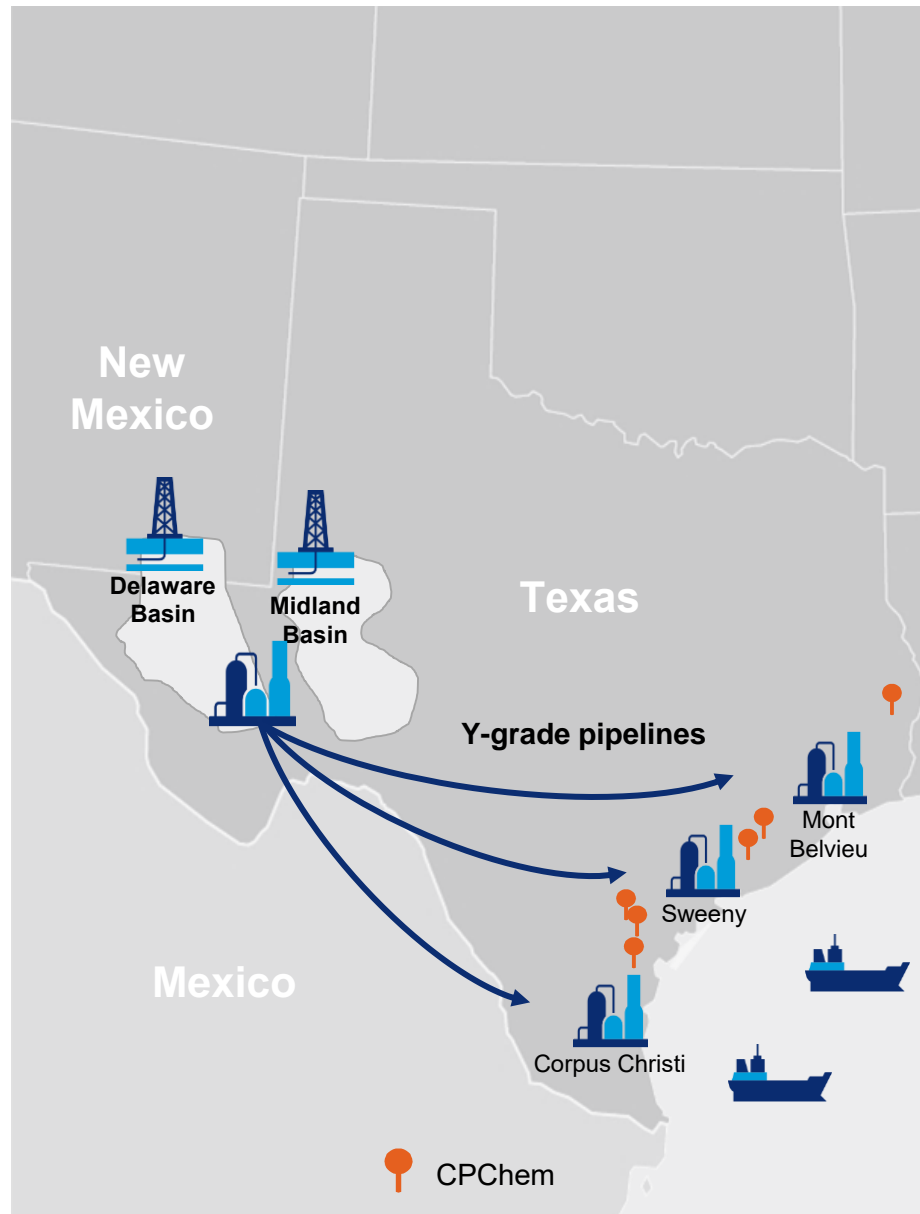
**Sufficient contracted
export capacity
to support growing production
through 2024**



Note: high volume refers to regular shipments >150MBD

Permian takeaway and export capacity

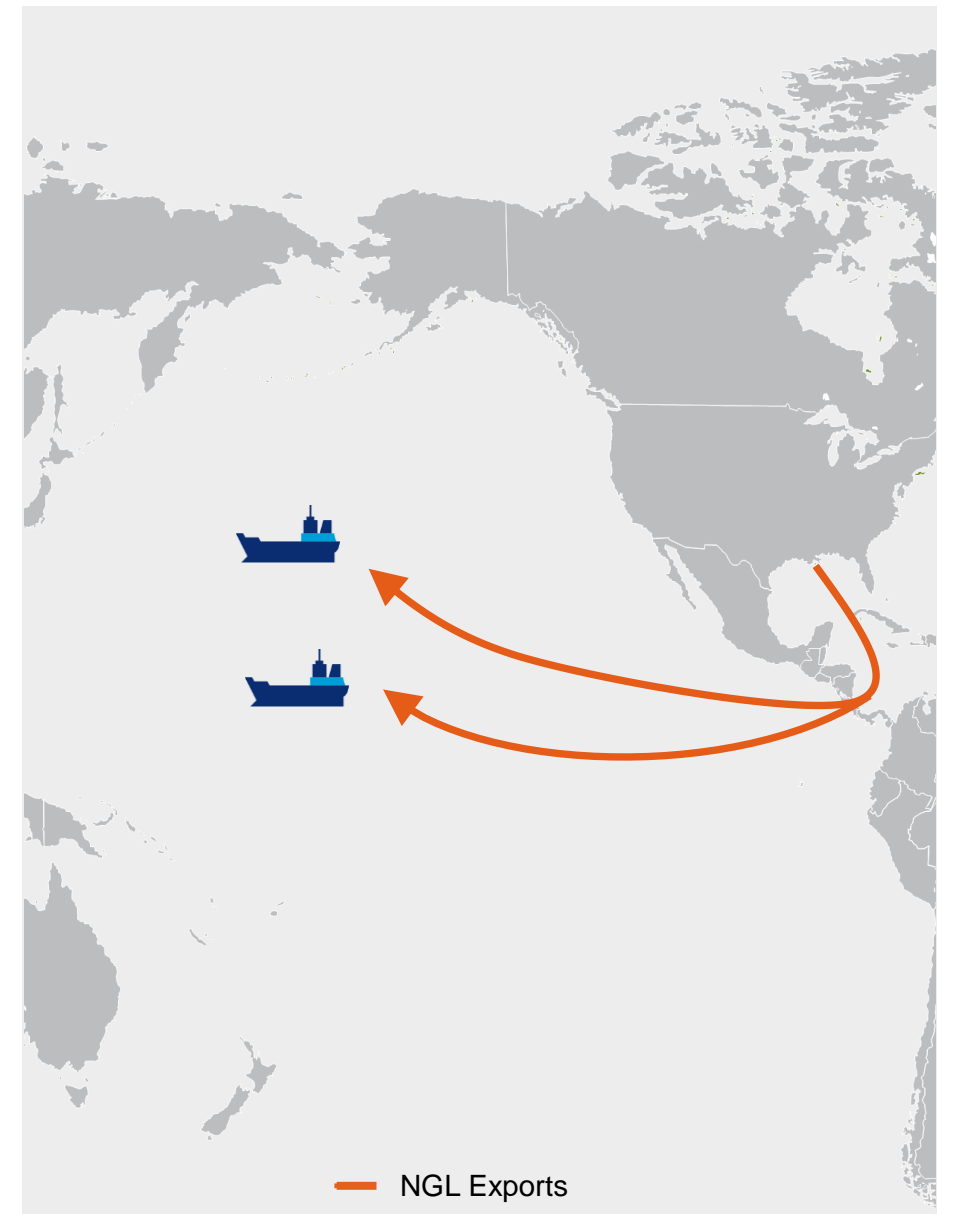
NGL strategy



Sufficient contracted transportation and fractionation coverage for NGL production through 2021

Maximize connectivity and contractual flexibility to access multiple markets

LPG export capacity increasing from 70% to 95% by 2022



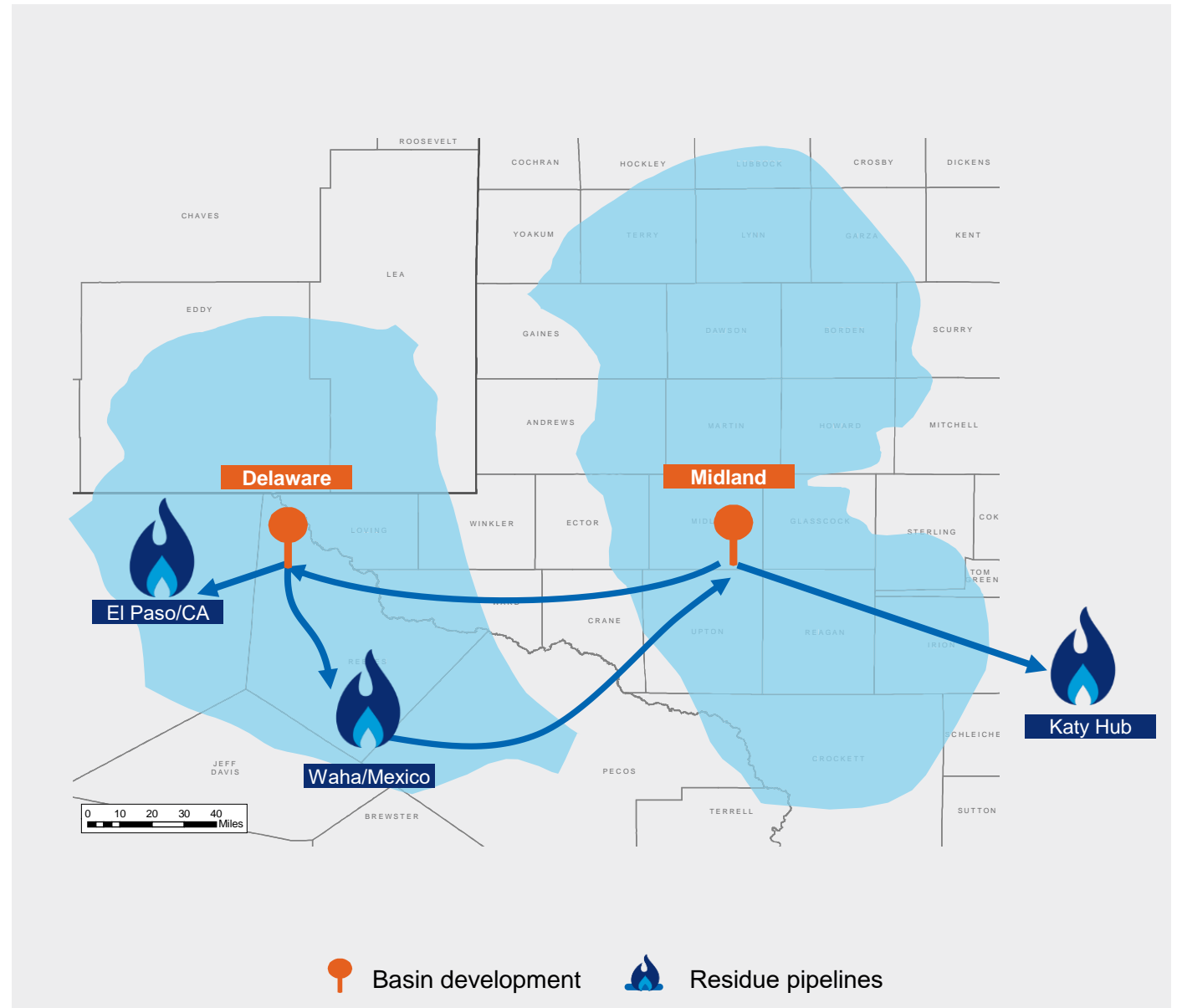
Permian takeaway capacity

Natural gas strategy

No routine flaring
to enable production

100% in-basin flow assurance

Access to
Houston Ship Channel pricing
increasing from 30% to 100%
by 4Q21



Delivering on our Gulf Coast integration plan

Permian equity crude supply
into Pasadena

Feedstock optimization
with Pascagoula

Fuel supply into key markets
in Texas and Louisiana

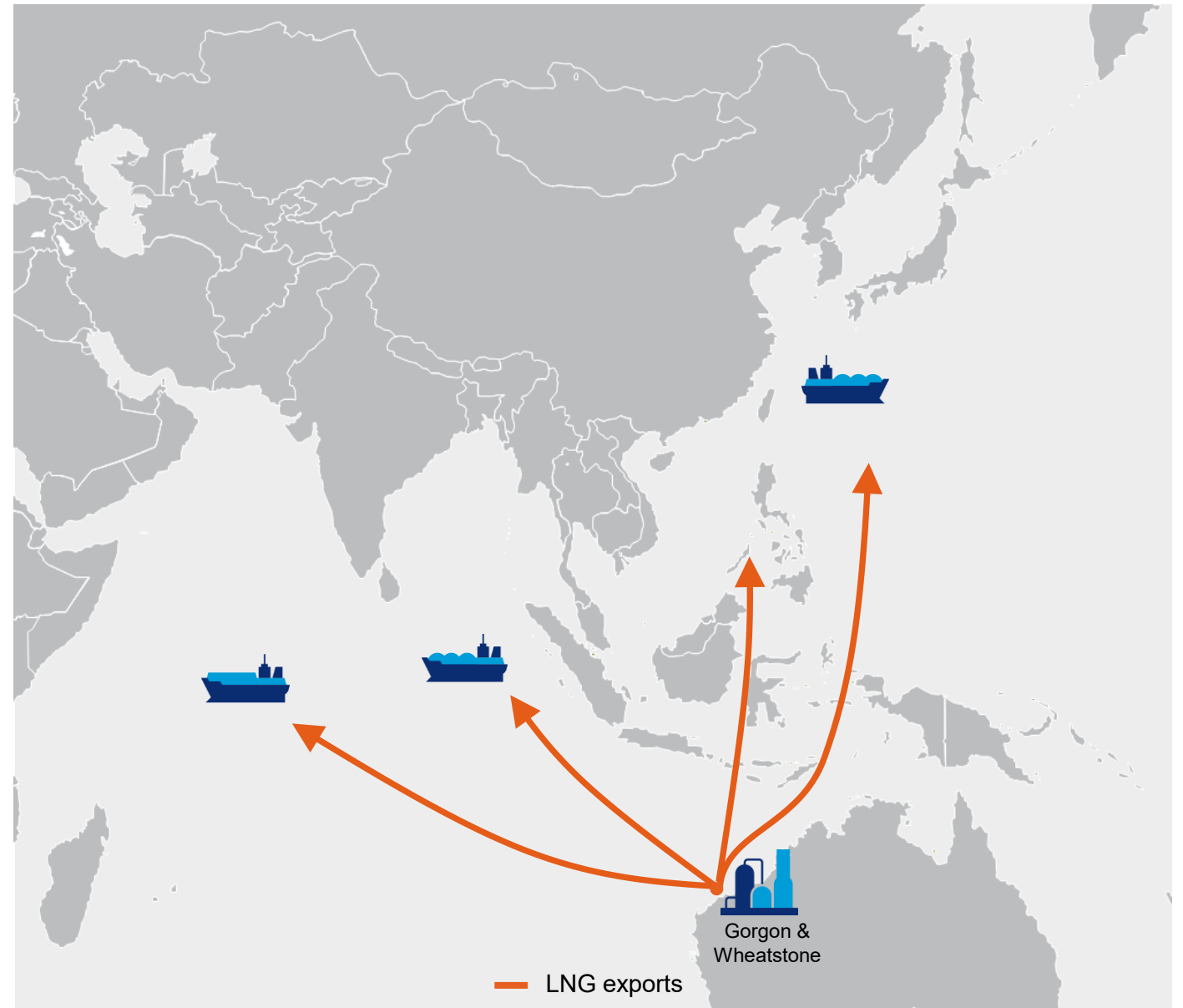


LNG value chain strategy

Driven by **value, reliability,**
and optionality

Primarily **oil-linked contracts**

Continual optimization
for evolving market conditions





Chevron to acquire Noble Energy

July 20, 2020

Cautionary statement

CAUTIONARY STATEMENTS RELEVANT TO FORWARD-LOOKING INFORMATION FOR THE PURPOSE OF “SAFE HARBOR” PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995

This communication contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements generally include statements regarding the potential transaction between Chevron Corporation (“Chevron”) and Noble Energy, Inc. (“Noble Energy”), 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 run-rate operating and other cost synergies and anticipated accretion to return on capital employed, free cash flow, and earnings per share), projected financial information, future opportunities, and any other statements regarding Chevron’s and Noble Energy’s future expectations, beliefs, plans, objectives, results of operations, financial condition and cash flows, or future events or performance. These statements are often, but not always, made through the use of words or phrases such as “anticipates,” “expects,” “intends,” “plans,” “targets,” “forecasts,” “projects,” “believes,” “seeks,” “schedules,” “estimates,” “positions,” “pursues,” “may,” “could,” “should,” “will,” “budgets,” “outlook,” “trends,” “guidance,” “focus,” “on schedule,” “on track,” “is slated,” “goals,” “objectives,” “strategies,” “opportunities,” “poised,” “potential” and similar expressions. All such forward-looking statements are based on current expectations of Chevron’s and Noble Energy’s management and therefore involve estimates and assumptions that are subject to risks, uncertainties and other factors that could cause actual results to differ materially from the results expressed in the statements. Key factors that could cause actual results to differ materially from those projected in the forward-looking statements include the ability to obtain the requisite Noble Energy stockholder approval; uncertainties as to the timing to consummate the potential transaction; the risk that a condition to closing the potential transaction may not be satisfied; the risk that regulatory approvals are not obtained or are obtained subject to conditions that are not anticipated by the parties; the effects of disruption to Chevron’s or Noble Energy’s respective businesses; the effect of this communication on Chevron’s or Noble Energy’s stock prices; the effects of industry, market, economic, political or regulatory conditions outside of Chevron’s or Noble Energy’s control; transaction costs; Chevron’s ability to achieve the benefits from the proposed transaction, including the anticipated annual run-rate operating and other cost synergies and accretion to return on capital employed, free cash flow, and earnings per share; Chevron’s ability to promptly, efficiently and effectively integrate acquired operations into its own operations; unknown liabilities; and the diversion of management time on transaction-related issues. Other important factors that could cause actual results to differ materially from those in the forward-looking statements are: changing crude oil and natural gas prices and demand for our products and production curtailments due to market conditions; crude oil production quotas or other actions that might be imposed by the Organization of Petroleum Exporting Countries and other producing countries; public health crises, such as pandemics (including coronavirus (COVID-19)) and epidemics, and any related government policies and actions; changing economic, regulatory and political environments in the various countries in which the company operates; general domestic and international economic and political conditions; changing refining, marketing and chemicals margins; the company’s ability to realize anticipated cost savings, expenditure reductions and efficiencies associated with enterprise transformation initiatives; actions of competitors or regulators; timing of exploration expenses; timing of crude oil liftings; the competitiveness of alternate-energy sources or product substitutes; technological developments; the results of operations and financial condition of the company’s suppliers, vendors, partners and equity affiliates, particularly during extended periods of low prices for crude oil and natural gas during the COVID-19 pandemic; the inability or failure of the company’s joint-venture partners to fund their share of operations and development activities; the potential failure to achieve expected net production from existing and future crude oil and natural gas development projects; potential delays in the development, construction or start-up of planned projects; the potential disruption or interruption of the company’s operations due to war, accidents, political events, civil unrest, severe weather, cyber threats, terrorist acts, or other natural or human causes beyond the company’s control; the potential liability for remedial actions or assessments under existing or future environmental regulations and litigation; significant operational, investment or product changes required by existing or future environmental statutes and regulations, including international agreements and national or regional legislation and regulatory measures to limit or reduce greenhouse gas emissions; the potential liability resulting from pending or future litigation; the company’s future acquisitions or dispositions of assets or shares or the delay or failure of such transactions to close based on required closing conditions; the potential for gains and losses from asset dispositions or impairments; government-mandated sales, divestitures, recapitalizations, industry-specific taxes, tariffs, sanctions, changes in fiscal terms or restrictions on scope of company operations; foreign currency movements compared with the U.S. dollar; material reductions in corporate liquidity and access to debt markets; the receipt of required Board authorizations to pay future dividends; the effects of changed accounting rules under generally accepted accounting principles promulgated by rule-setting bodies; the company’s ability to identify and mitigate the risks and hazards inherent in operating in the global energy industry; and the factors set forth under the heading “Risk Factors” on pages 18 through 21 of the company’s 2019 Annual Report on Form 10-K and in subsequent filings with the U.S. Securities and Exchange Commission. Other unpredictable or unknown factors not discussed in this communication could also have material adverse effects on forward-looking statements. Chevron assumes no obligation to update any forward-looking statements, except as required by law. Readers are cautioned not to place undue reliance on these forward-looking statements that speak only as of the date hereof.

Important Information For Investors And Stockholders

This communication does not constitute an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended. In connection with the potential transaction, Chevron expects to file a registration statement on Form S-4 with the Securities and Exchange Commission (“SEC”) containing a preliminary prospectus of Chevron that also constitutes a preliminary proxy statement of Noble Energy. After the registration statement is declared effective, Noble Energy will mail a definitive proxy statement/prospectus to stockholders of Noble Energy. This communication is not a substitute for the proxy statement/prospectus or registration statement or for any other document that Chevron or Noble Energy may file with the SEC and send to Noble Energy’s stockholders in connection with the potential transaction. INVESTORS AND SECURITY HOLDERS OF CHEVRON AND NOBLE ENERGY ARE URGED TO READ THE PROXY STATEMENT/PROSPECTUS AND OTHER DOCUMENTS FILED WITH THE SEC CAREFULLY AND IN THEIR ENTIRETY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION. Investors and security holders will be able to obtain free copies of the proxy statement/prospectus (when available) and other documents filed with the SEC by Chevron or Noble Energy through the website maintained by the SEC at <http://www.sec.gov>. Copies of the documents filed with the SEC by Chevron will be available free of charge on Chevron’s website at <http://www.chevron.com/investors> and copies of the documents filed with the SEC by Noble Energy will be available free of charge on Noble Energy’s website at <http://investors.nblenergy.com>.

Chevron and Noble Energy 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, 2019, which was filed with the SEC on February 21, 2020, and its proxy statement for its 2020 annual meeting of stockholders, which was filed with the SEC on April 7, 2020. Information about the directors and executive officers of Noble Energy is set forth in its Annual Report on Form 10-K for the year ended December 31, 2019, which was filed with the SEC on February 12, 2020, and its proxy statement for its 2020 annual meeting of stockholders, which was filed with the SEC on March 10, 2020. 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.

As used in this presentation, the term “Chevron” and such terms as “the company,” “the corporation,” “our,” “we,” “us” and “its” may refer to Chevron Corporation, one or more of its consolidated subsidiaries, or to all of them taken as a whole. All of these terms are used for convenience only and are not intended as a precise description of any of the separate companies, each of which manages its own affairs.

Terms such as “resources” may be used in this news release to describe certain aspects of Chevron’s and Noble Energy’s portfolio and oil and gas properties beyond the proved reserves. For definitions of, and further information regarding, this and other terms, see the “Glossary of Energy and Financial Terms” on pages 54 through 55 of Chevron’s 2019 Supplement to the Annual Report available at chevron.com.

This presentation is meant to be read in conjunction with the Chevron Announces Agreement to Acquire Noble Energy Transcript posted on chevron.com under the headings “Investors,” “Events & Presentations.”



Noble Energy enhances Chevron's performance

High quality assets

Low-cost resource

Attractive synergies



Expected to be accretive
across key financial metrics*



Earnings per share



Free cash flow
per share



ROCE

* Projected one year after closing; assumes average annual \$40/bbl Brent nominal.
Free Cash Flow represents the cash available to creditors and investors after investing in the business
Return on Capital Employed (ROCE) is net income attributable to Chevron (adjusted for after-tax
interest expense and noncontrolling interest) divided by average capital employed

Key transaction terms

100% stock consideration

0.1191 Chevron shares for each share of Noble Energy

Total consideration of \$10.38 per share, ~12% premium based on 10-day average*

Target closing in fourth quarter 2020

Subject to Noble Energy shareholder and regulatory approval



* Based on closing prices on July 17, 2020.

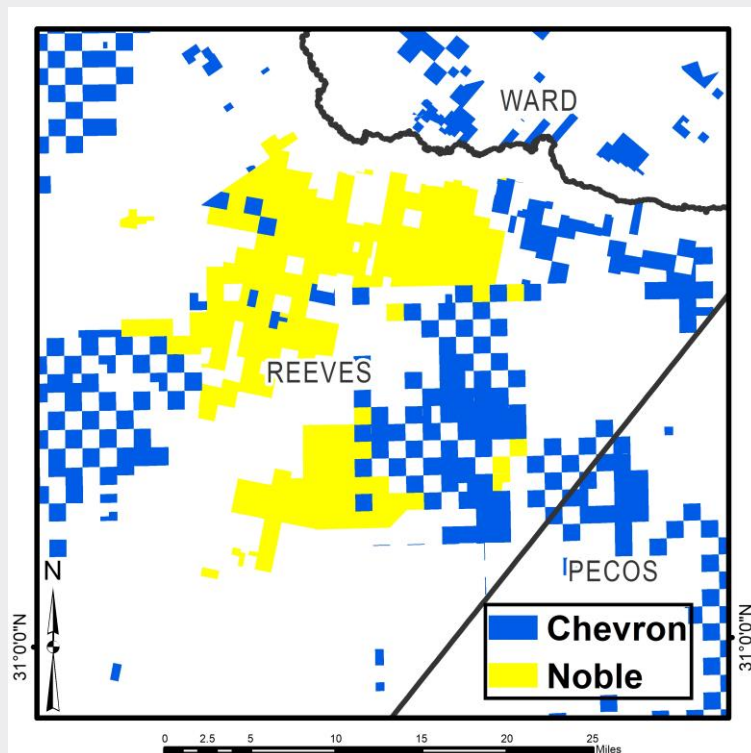
High quality, complementary assets

US onshore

Permian Basin

Contiguous and adjacent

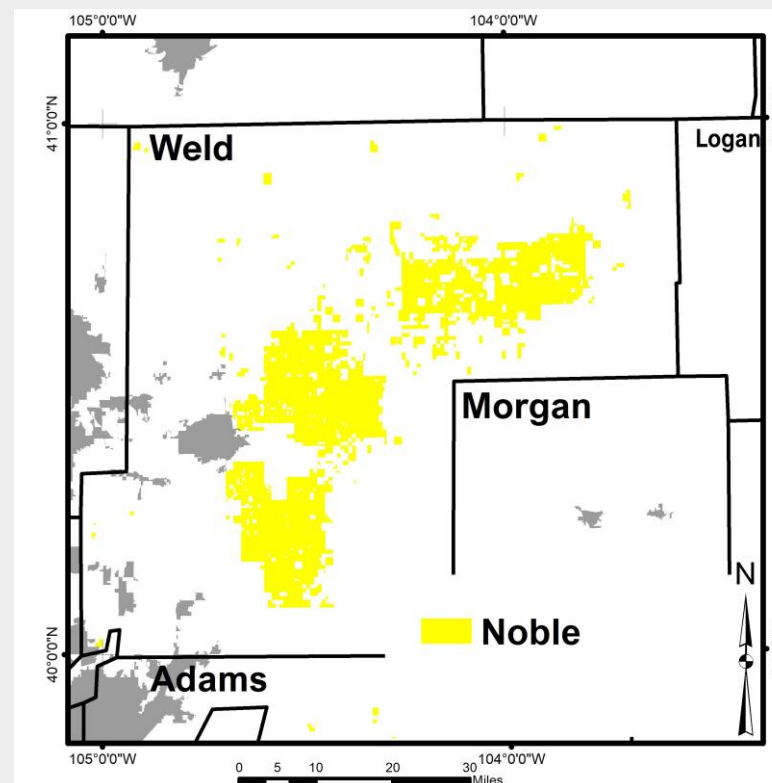
92k net acres
~65 mboed in 2019
~80% liquids weighted profile



DJ Basin

Leverages well factory model

336k net acres
~150 mboed in 2019
~70% liquids weighted profile



Other US

Eagle Ford

35k net acres in Webb/Dimmit counties
~55 mboed in 2019

Noble Midstream Partners

Significant dedications in Permian & DJ



High quality, complementary assets

International

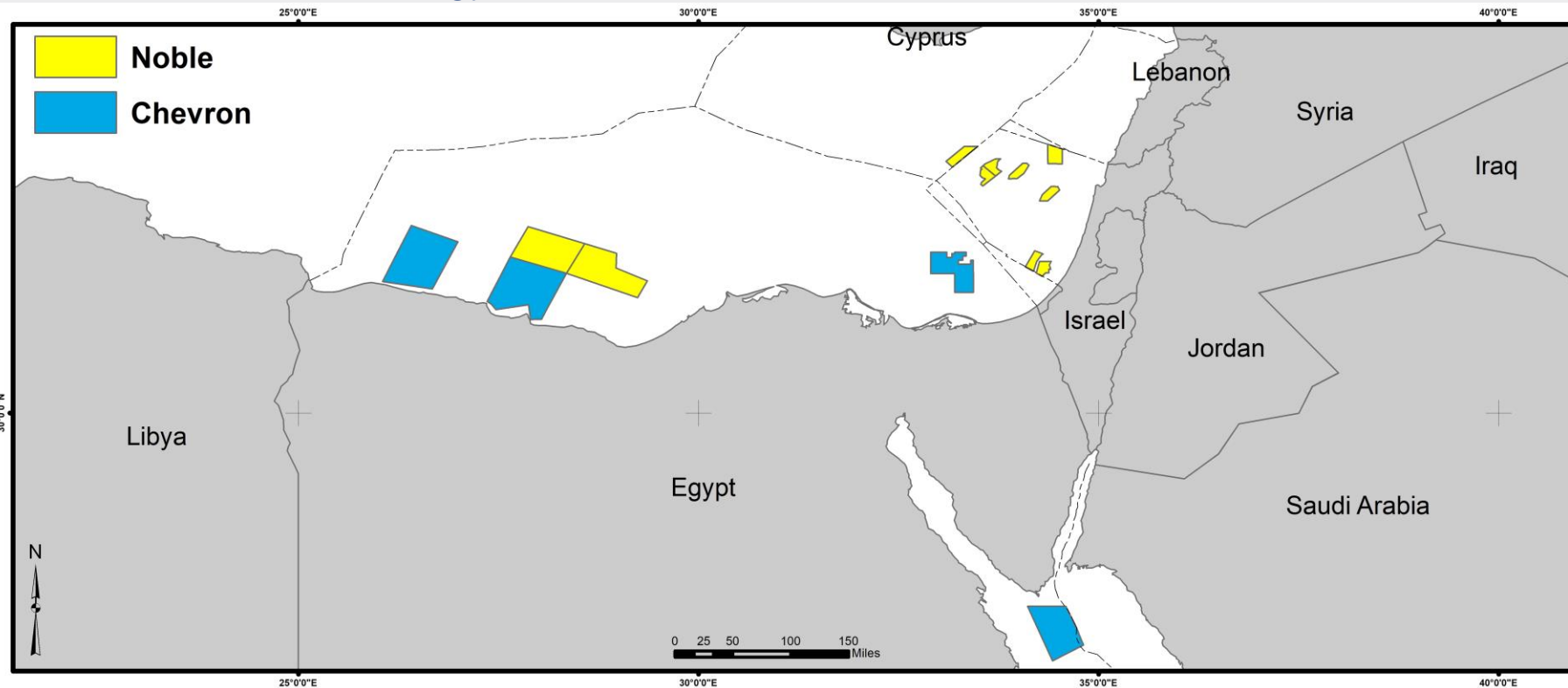
Eastern Mediterranean

Long-lived, operated production

Leviathan (39.6% WI) & Tamar (25% WI)
 Ramp to 300+ mboed (gross)
 Supplies Israel, Egypt and Jordan

Regional growth potential

2 exploration blocks in Egypt
 1 DRO in Cyprus

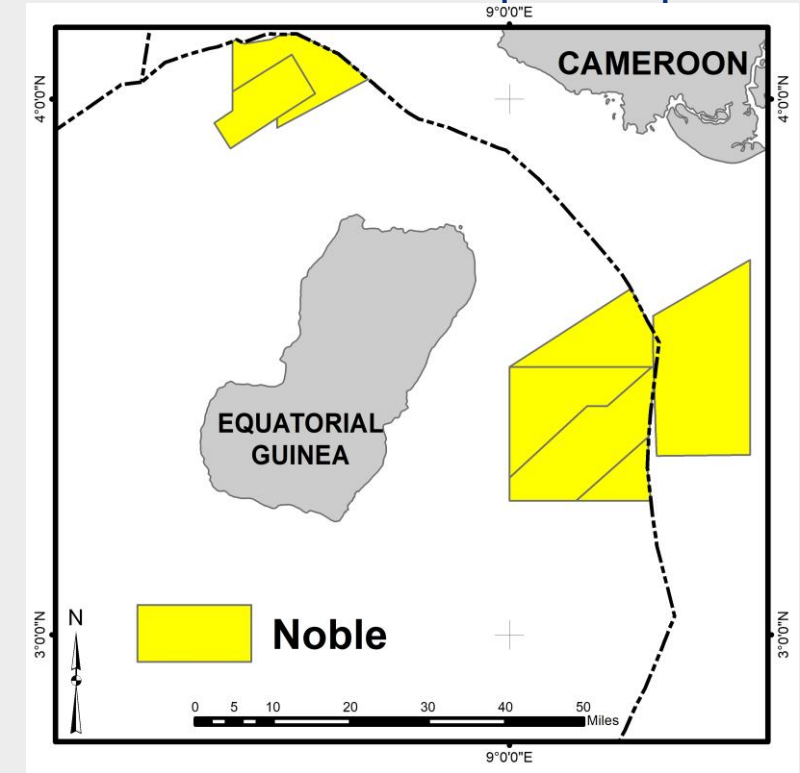


Includes Egyptian blocks that are pending final government approval.

West Africa

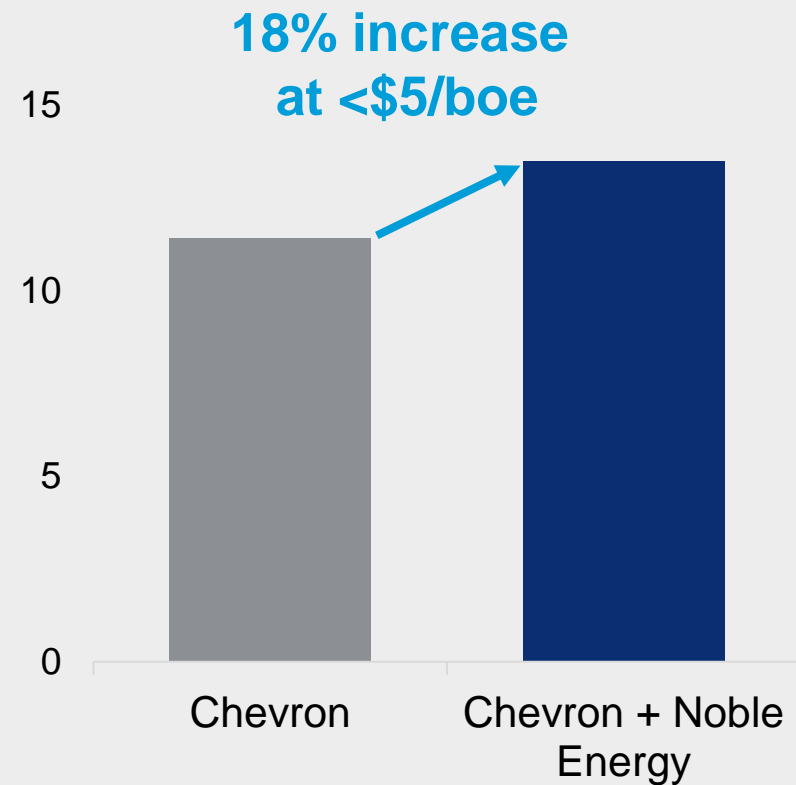
Equatorial Guinea

Legacy Alba position
 Further gas monetization in Block O/I
 Minimal near-term capital required

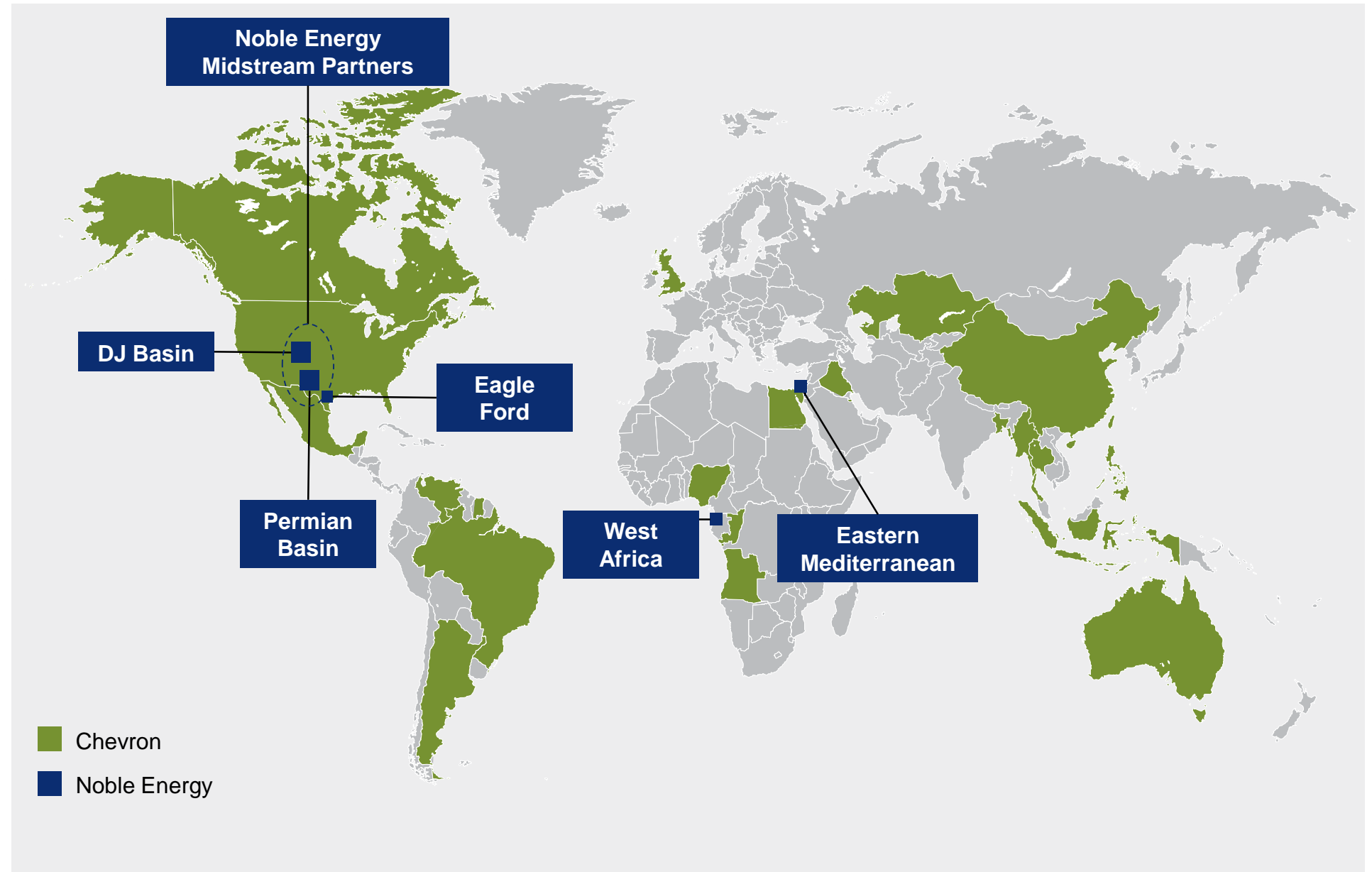


Low cost resource strengthens the global portfolio

2019 year-end proved reserves (billion boe)



~75% of Noble Energy's proved reserves are developed



Attractive cost synergies and flexible capital

Expected run rate synergies¹
(\$ million, before-tax)

\$300 million



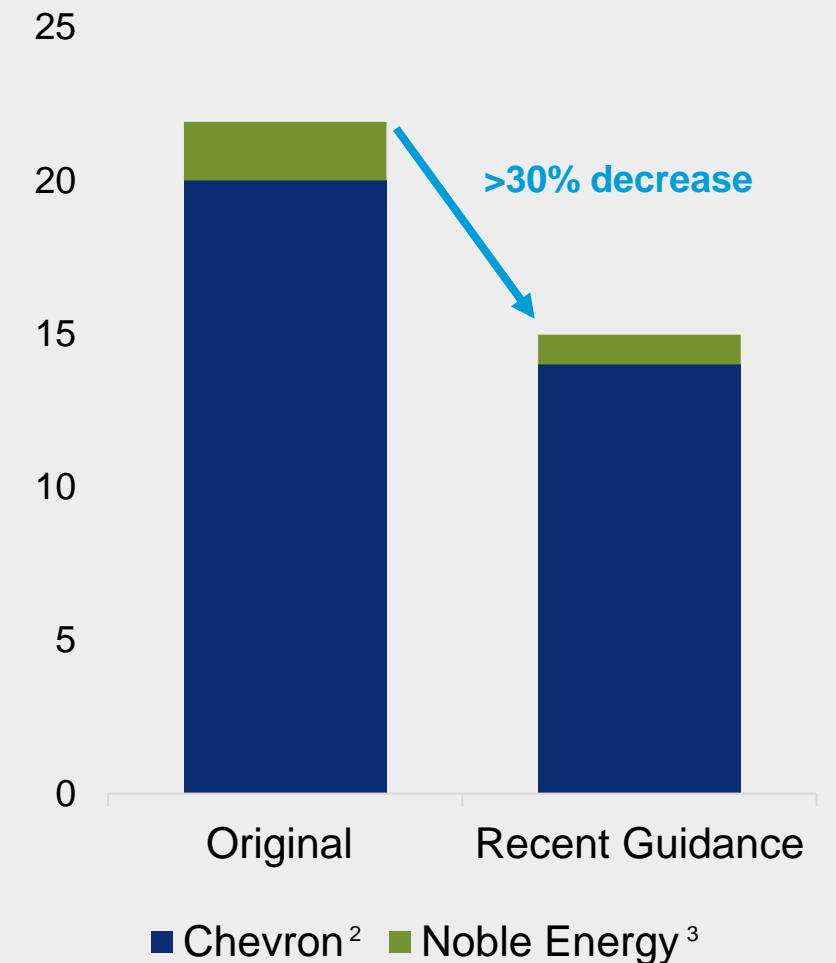
■ Operating cost ■ Other

Attractive synergy potential

Flexible capital

Enhanced cash generation

2020 organic capital budget
(\$ billion)



¹ Projected one year after closing; Relative to 2019 results.

² Based on guidance provided on May 1, 2020.

³ Based on guidance provided on May 8, 2020. Includes Noble Midstream Partners net organic capital.



Transaction aligns with Chevron's value proposition



**Improved
returns**

Accretive

on key financial metrics

Competitive

returns in existing portfolio



**Less
risk**

Low-cost

resource acquisition

Maintain

strong balance sheet



**Resilient
cash**

Flexible capital

short cycle projects

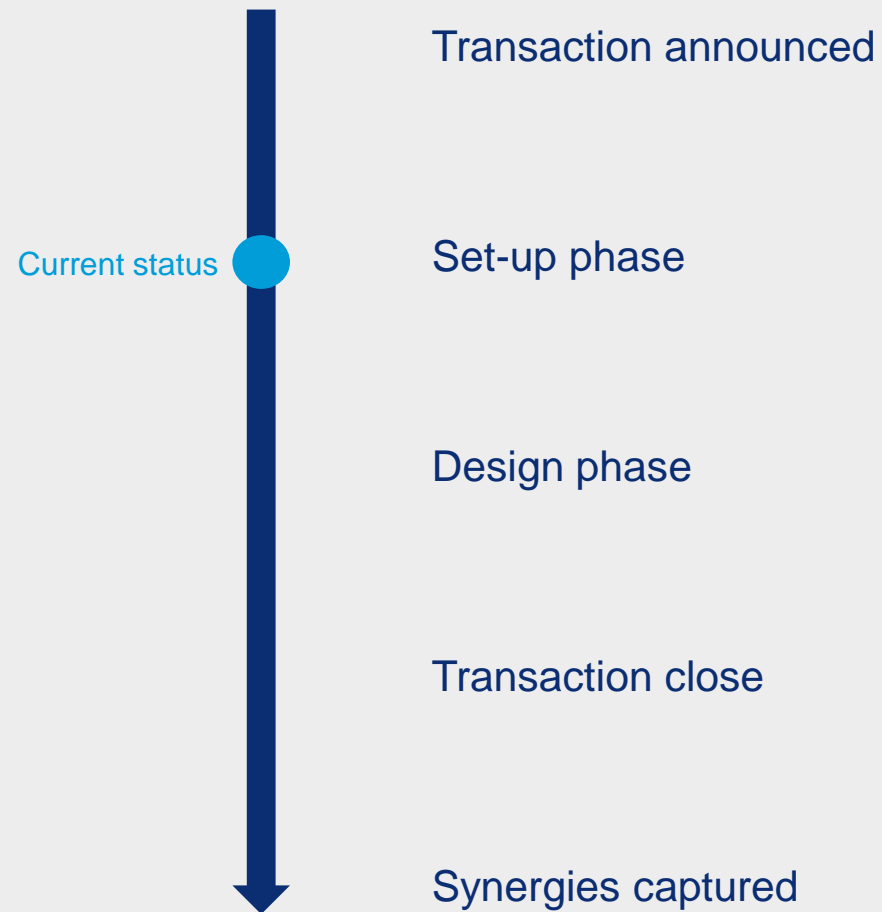
Advantaged assets

with low breakeven



Noble Energy acquisition update

Timeline



Integration planning
underway

Leverage
internal transformation

Rapid synergy capture
expected

Appendix Slides



Corporate



Chevron poised to deliver winning performance at flat \$60 Brent nominal



Improved
returns

Grow ROCE to
>10% by 2024

\$2B¹
cost & margin improvements



Less
risk

C&E **\$19 - \$22B²**

Net debt ratio³
~13% YE2019



Robust
cash

Adjusted FCF⁴ per share
~2X by 2024

Adjusted CFFO⁵ per share
~9% CAGR



Leading
payout

~7%
total shareholder yield⁶

\$75 - \$80B
shareholder distributions

¹ \$2 billion is before-tax.

² Assumes average annual \$60/bbl. Brent nominal, 2020-2024.

³ Net debt ratio is defined as debt less cash, cash equivalents, marketable securities and time deposits divided by debt less cash, cash equivalents, marketable securities and time deposits plus stockholders' equity. Refer to the 2019 CVX 10-K for reconciliation.

Note: \$60/bbl Brent nominal is for illustrative purposes only and not necessarily indicative of Chevron's price forecast.

⁴ FCF represents the cash available to creditors and investors after investing in the business. Adjusted FCF excluding working capital per share defined as CFFO less cash capex, working capital and special items divided by average diluted shares outstanding. 2019 is price normalized to \$60 Brent nominal and mid-cycle Downstream & Chemicals margins. Calculation includes assumption of \$5B per year share repurchase.

⁵ Adjusted CFFO excl working capital per share defined as CFFO less working capital and special items divided by average diluted shares outstanding. 2019 is price normalized to \$60 Brent nominal and mid-cycle Downstream & Chemicals margins. Calculation includes assumption of \$5B per year share repurchase.

⁶ Represents an estimate of 2020 distributions (dividends + share repurchases) using Chevron Market Cap as of January 31, 2020.



Targeting \$2 billion of annual improvement



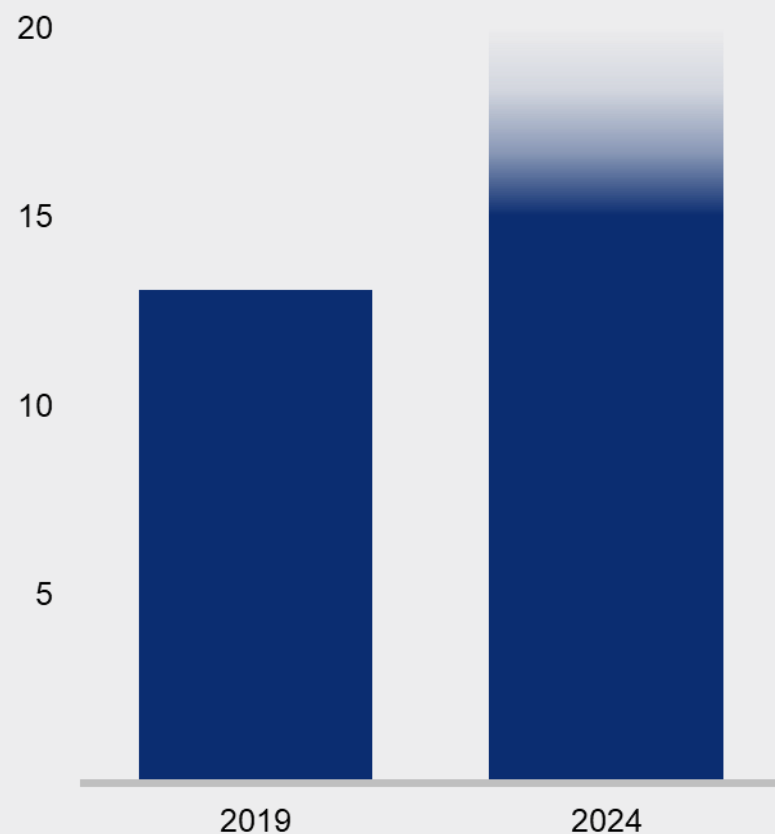
¹ Expected to achieve \$1 billion (before-tax) of run-rate operating expense reduction by year-end 2020.
Note: \$2 billion of annual improvement is before-tax.

² Based on 2019 operating expenses excluding transportation and fuel.
³ Expected to achieve \$1 billion (before-tax) of run-rate margin capture benefits by year-end 2021.



Cash flow expansion at flat \$60 Brent nominal

**Adjusted CFFO
excl. working capital¹**
\$/share

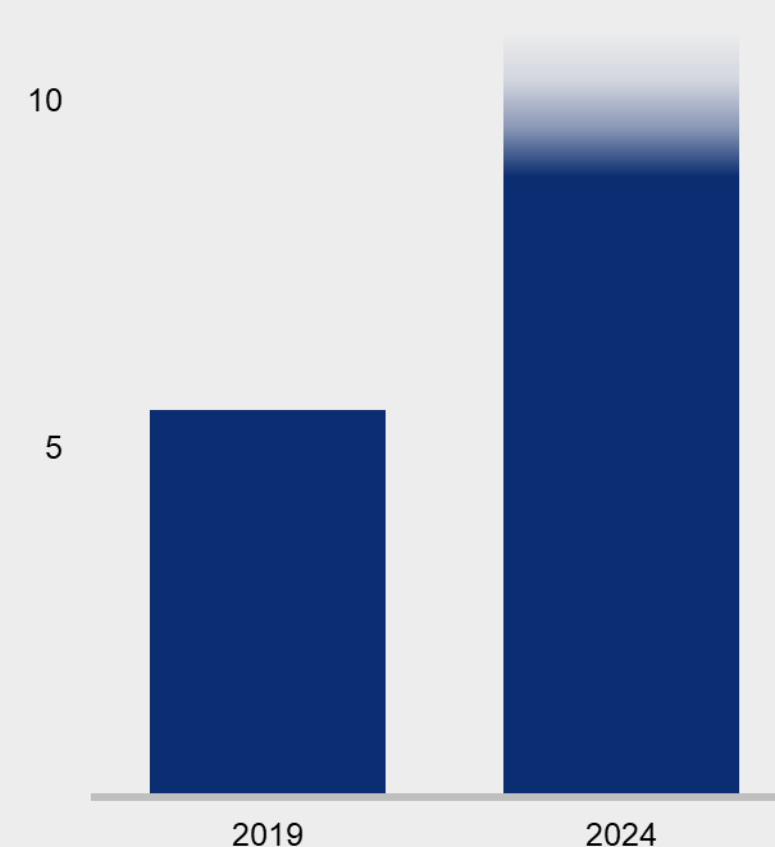


~9% CAGR
in adjusted CFFO per share¹

~2X increase
in adjusted FCF per share²

**Supports
increased payout
to shareholders**

**Adjusted FCF
excl. working capital²**
\$/share



¹ Adjusted CFFO excl working capital per share defined as CFFO less working capital and special items divided by average diluted shares outstanding. 2019 is price normalized to \$60 Brent nominal and mid-cycle Downstream & Chemicals margins. Calculation includes assumption of \$5B per year share repurchase. See Appendix: reconciliation of non-GAAP measures. Notes: \$60/bbl. Brent nominal is for illustrative purposes only and not necessarily indicative of Chevron's price forecast. \$1.1 billion mid-cycle Downstream & Chemical margins is based on past 7 years average margin.
© 2020 Chevron Corporation

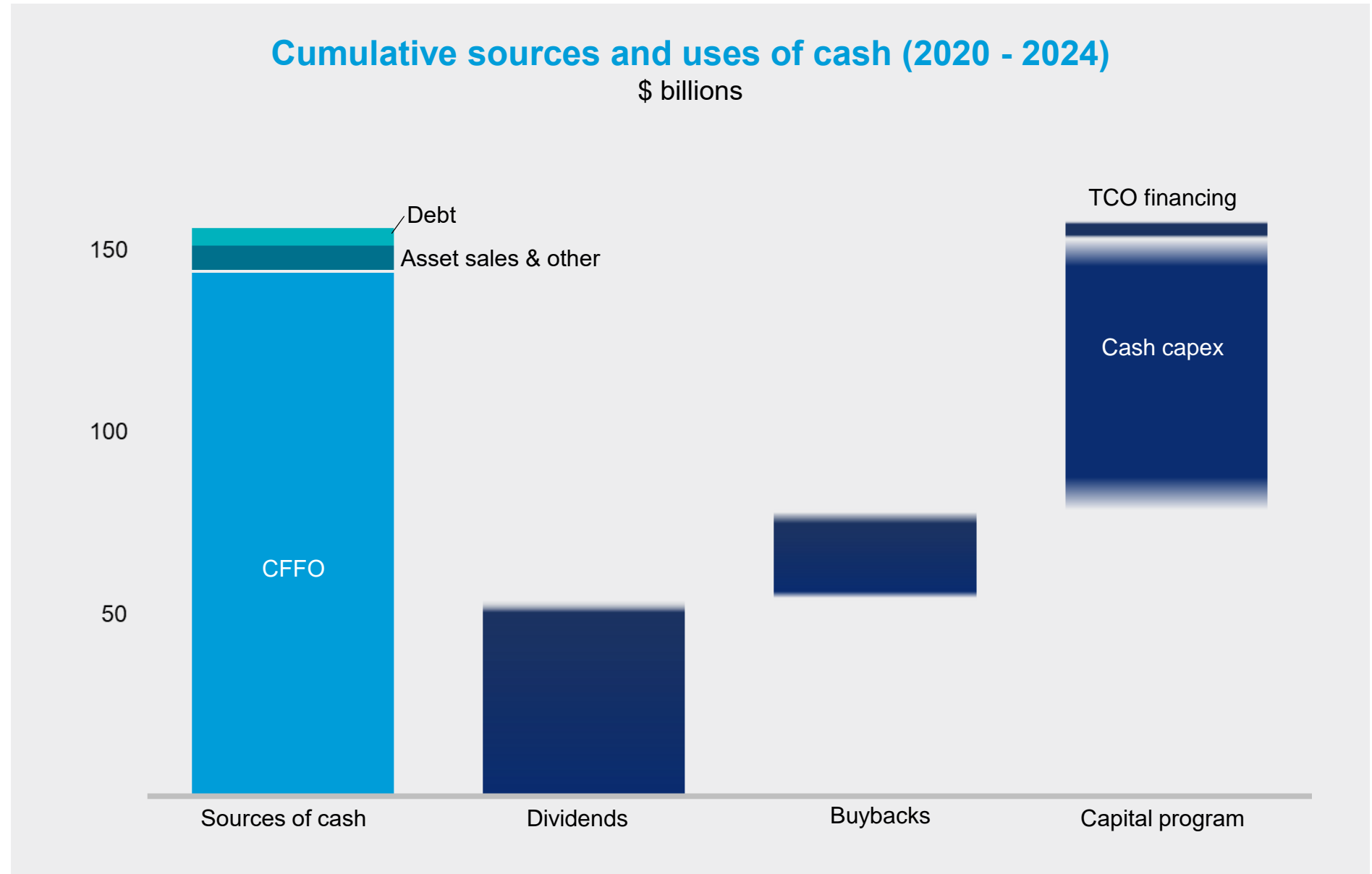


² FCF represents the cash available to creditors and investors after investing in the business. Adjusted FCF excluding working capital per share defined as CFFO less cash capex, working capital and special items divided by average diluted shares outstanding. 2019 is price normalized to \$60 Brent nominal and mid-cycle Downstream & Chemicals margins. Calculation includes assumption of \$5B per year share repurchase. See Appendix: reconciliation of non-GAAP measures.

Strong cash distribution to shareholders at flat \$60 Brent nominal

\$75 - \$80B in shareholder
distributions

Cash framework
balanced at \$60/bbl



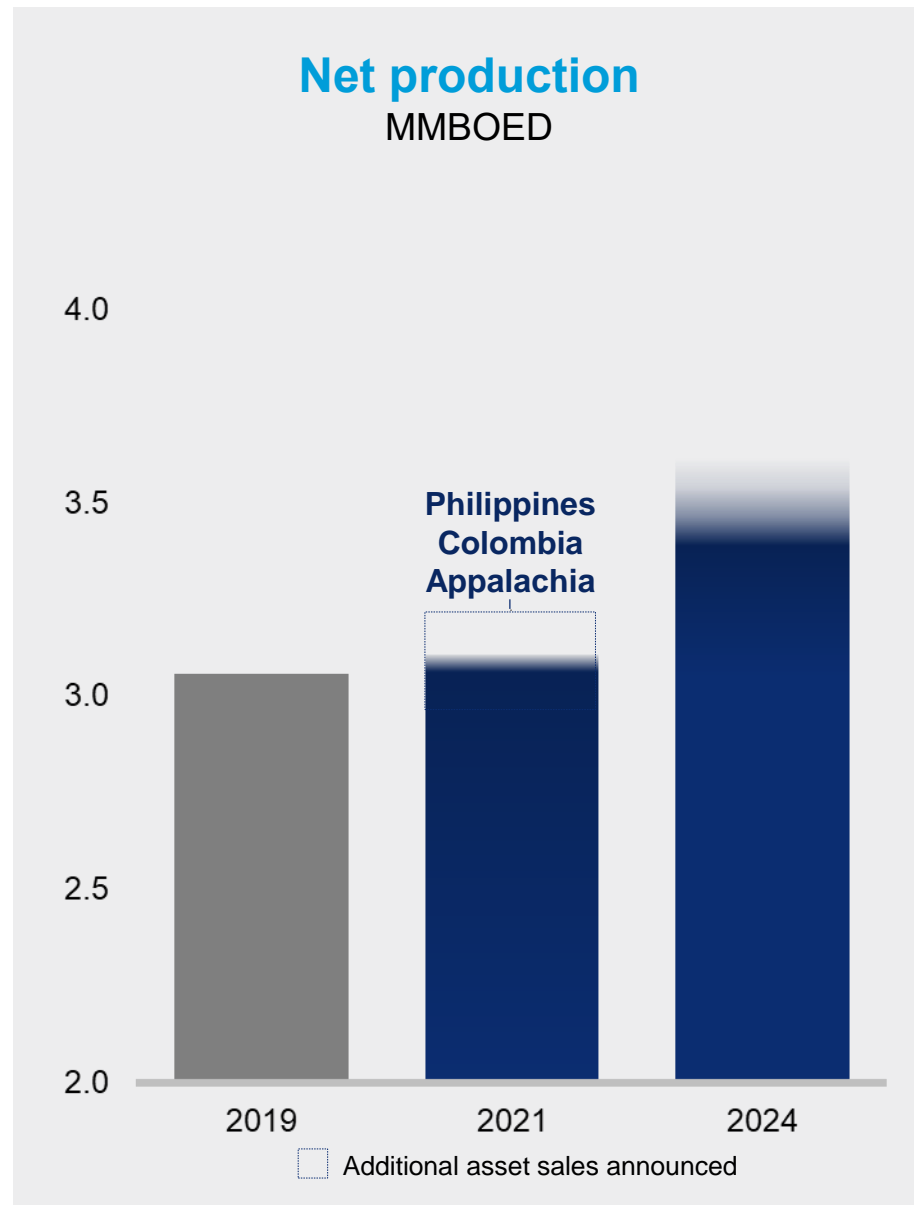
Notes: \$60/bbl. Brent nominal is for illustrative purposes only and not necessarily indicative of Chevron's price forecast. \$1.1 billion mid-cycle Downstream & Chemical margins is based on past 7 years average margin.



Upstream

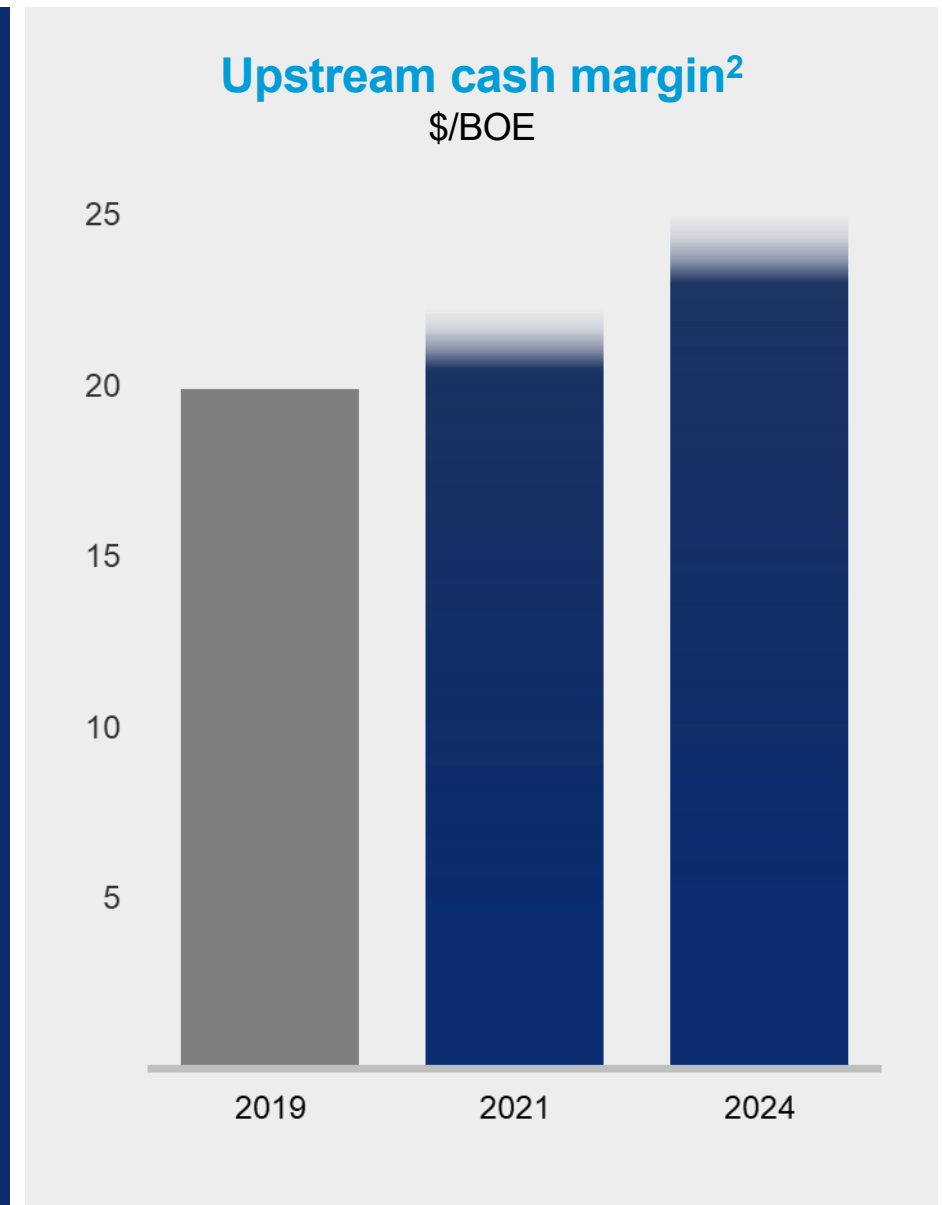


Growing upstream cash generation at flat \$60 Brent nominal



Production growth
2019 - 2024: >3% CAGR¹

Growing cash margins

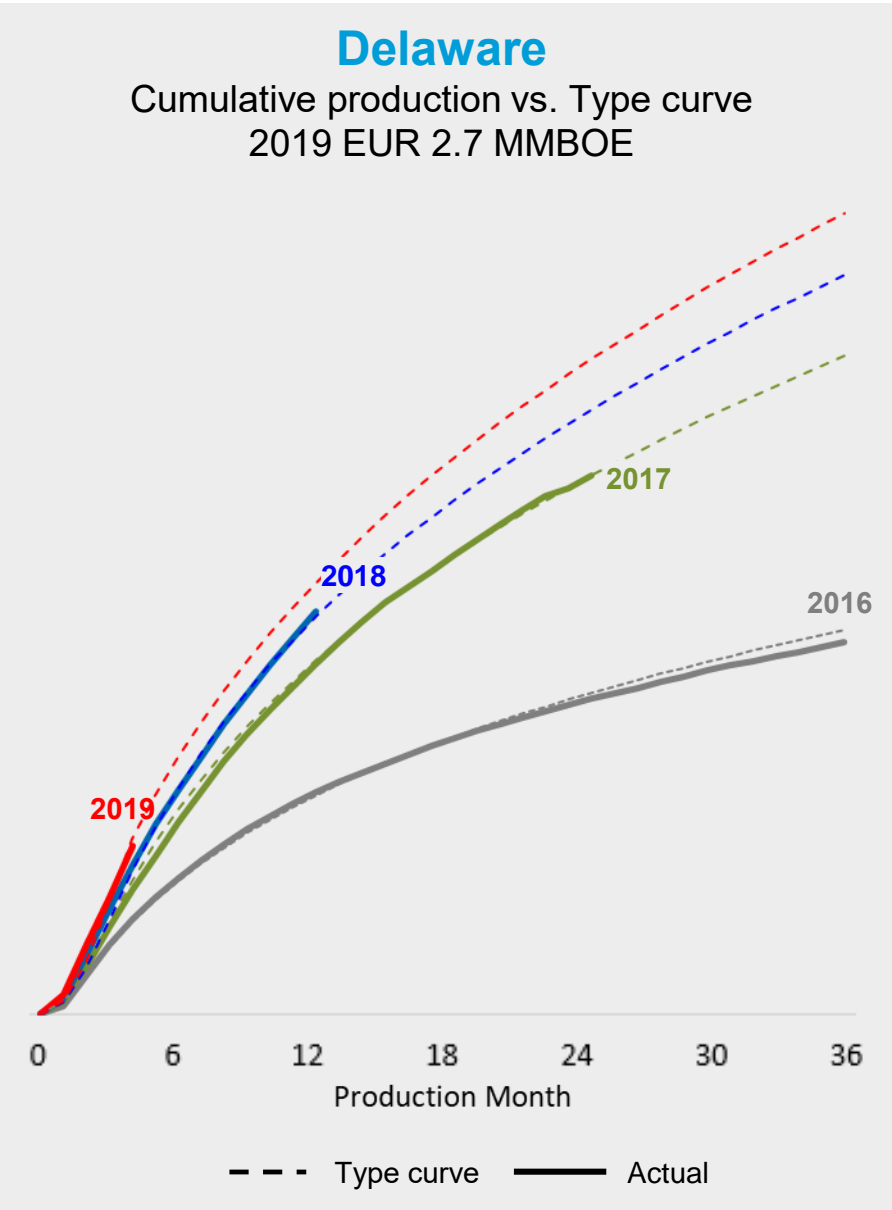


¹ CAGR includes the effect of expected asset sales in the public domain and Thailand/Indonesia contract expirations. Range factors: PZ and Venezuela, asset sales, and other.
Note: \$60/bbl. Brent nominal is for illustrative purposes only and not necessarily indicative of Chevron's price forecast.

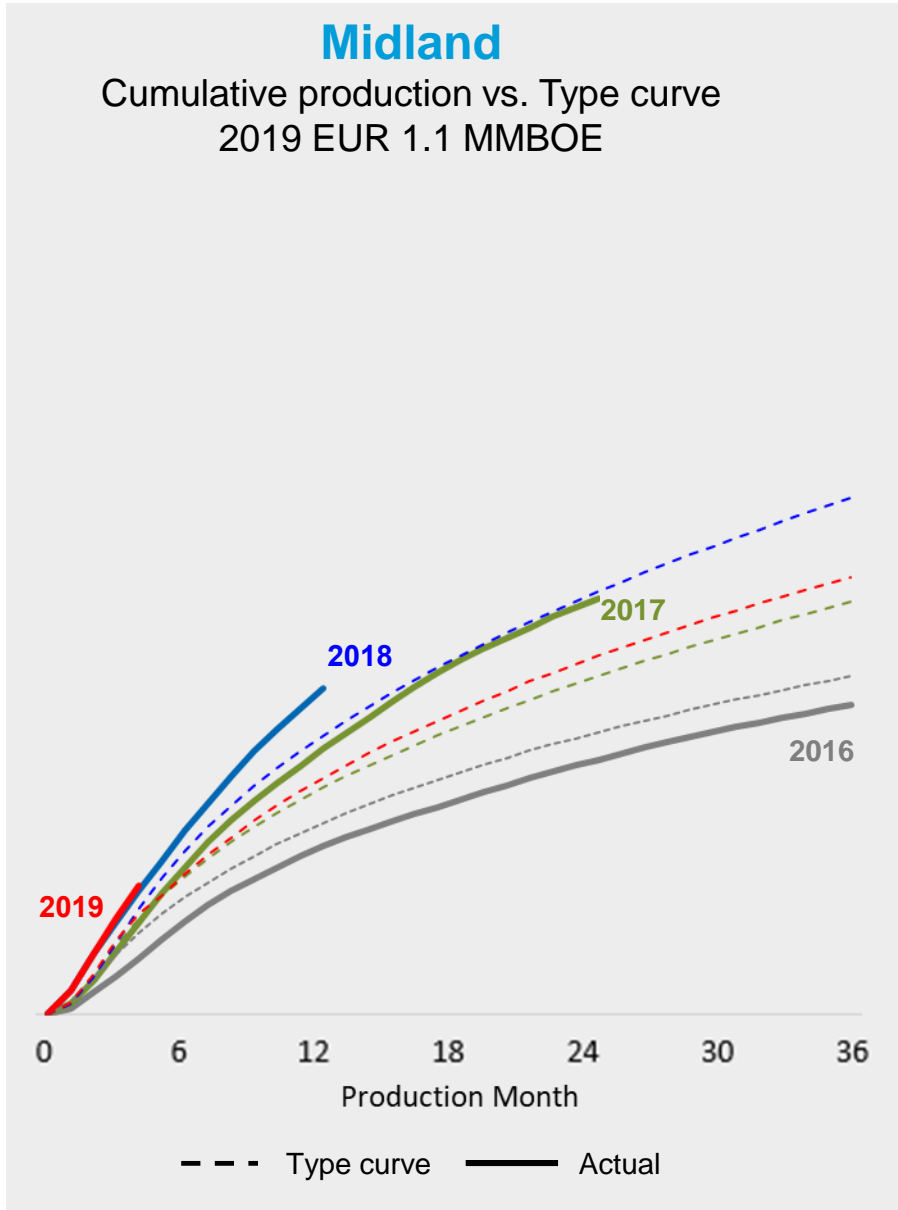
² Upstream cash margin is an operating measure. Estimated after-tax upstream cash flow from operations margin based on Chevron's internal analysis. 2019 cash flow from operations excludes working capital and is normalized to \$60/bbl., assuming historical sensitivity of \$450MM cash flow impact per \$1/bbl. change in Brent price.



Permian continuous improvement and predictability



Well performance
increasing & predictable



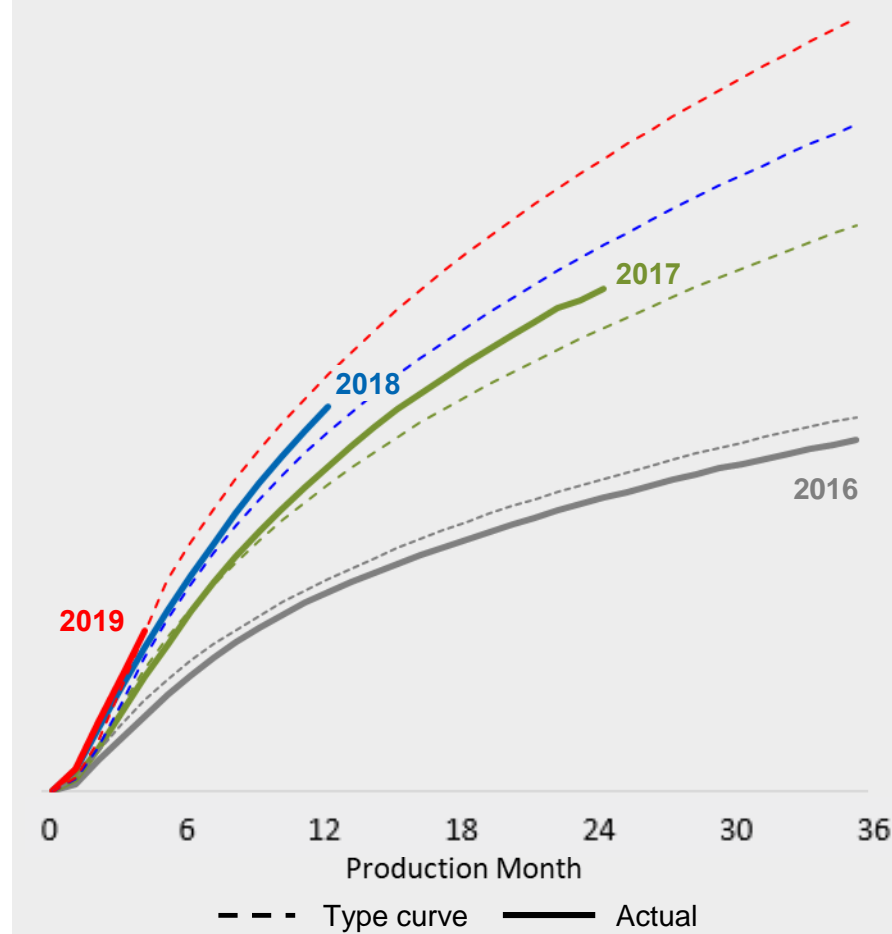
Note: Production curves represent the cumulative average actual well production for all Chevron wells put on production during the year. Type curves represent the expected value cumulative production forecast for all wells completed in a given basin in a given year.



Optimizing the Permian factory

Capital efficient execution

Cumulative production vs. type curve¹
2019 EUR 2.1 MMBOE

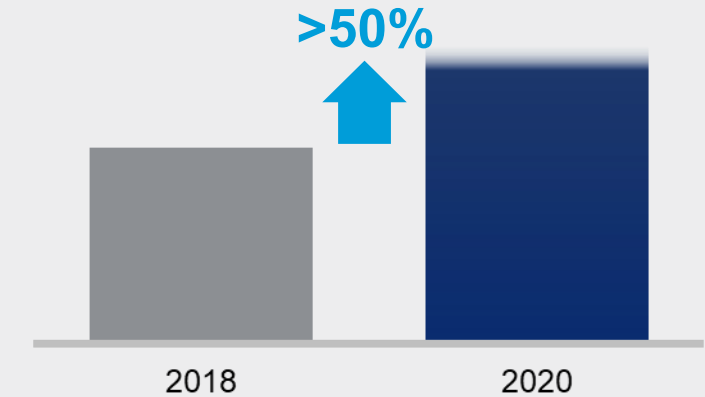


Innovating and adopting best practices

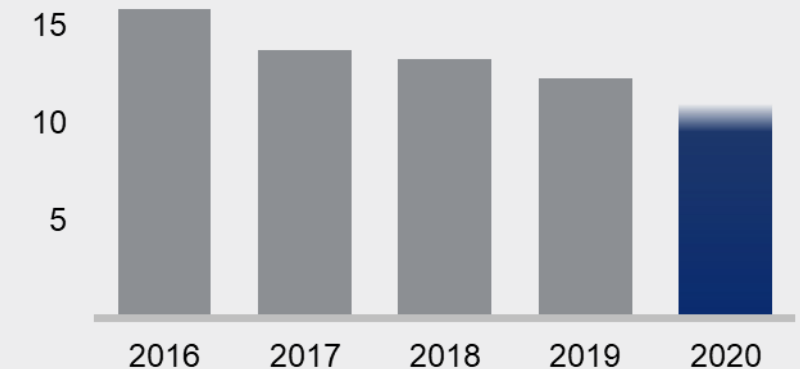
Well performance increasing & predictable

Unit costs decreasing

Lateral feet drilled per rig²



Development and production costs³
\$/BOE



Wind powered operations

Environmental

¹ Production curves represent the cumulative average actual well production for all Chevron wells put on production during the year. Type curves represent the expected value cumulative production forecast for all wells completed in a given basin in a given year.
² Refers to CVX operated wells.



³ 2016-2019 total costs per BOE are calculated as the sum of actual operating costs per BOE produced plus development costs per BOE expected ultimate recovery (EUR) for wells put on production 2016-2020. Development costs are \$/BOE, gross capital excluding G&A and gross three-stream EUR BOE. Operating costs are \$/BOE, net operating costs and net three-stream production. Three-stream production refers to oil/condensate, dry gas, and NGL production. 73

Downstream & Chemicals



Global product demand

Demand growth, 2020–2024

Compound annual growth rate

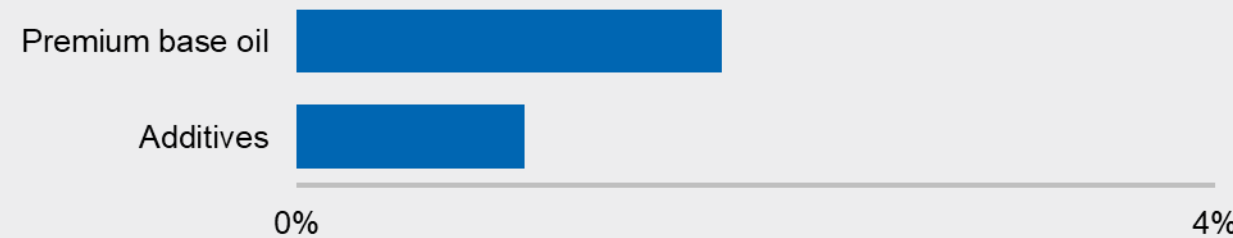
Fuels



Petrochemicals



Lubricants & additives



Global economic growth
drives product demand

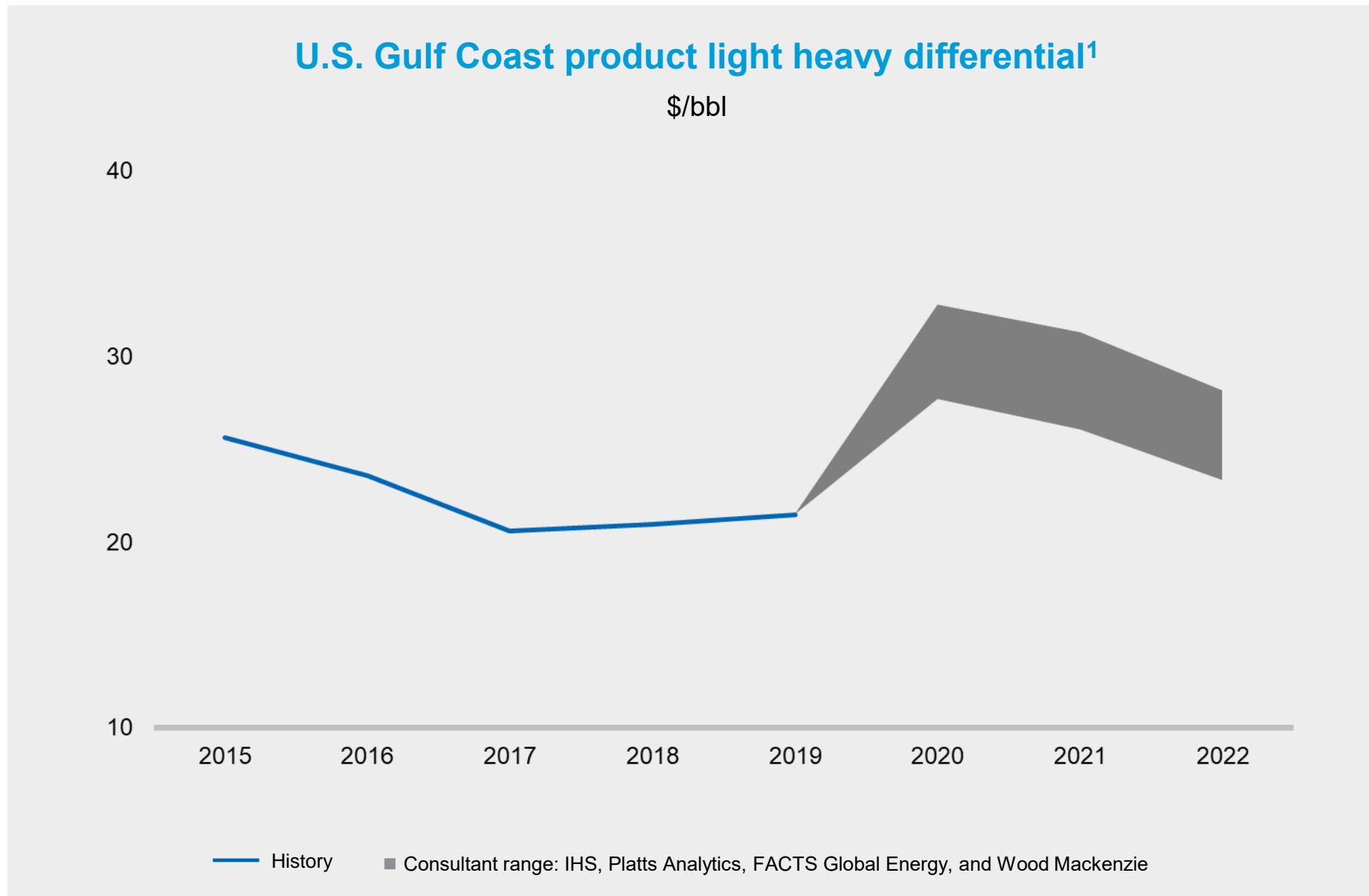
Petrochemicals
grow faster than fuels

IMO
supports light product margins

Sources: Wood Mackenzie, NexantThinking™ Petroleum and Petrochemicals Economics program, Kline & Company



Well positioned for IMO 2020



Wider
differentials

Complex refiners
advantaged

Highest
Nelson complexity²

VLSFO
available

Sources: Consultants noted on chart; CVX calculations
¹ Average of Mogas, Ultra Low Sulfur Diesel less High Sulfur Fuel Oil

² Source: Oil and Gas Journal. Data as of December 31, 2018. Peer group includes BP, RDS, XOM and TOT.



Pasadena refinery update

Strategic fit

- Enables light crude processing
- Optimizes with Pascagoula
- Supplies equity fuels to Texas / Louisiana

Results

- Increased Permian equity crude processing
- Integrated Pascagoula intermediates
- Optimized products into higher value channels

Future activity

- Incremental light crude processing through modest investments



Puma Energy (Australia) acquisition update

Scope

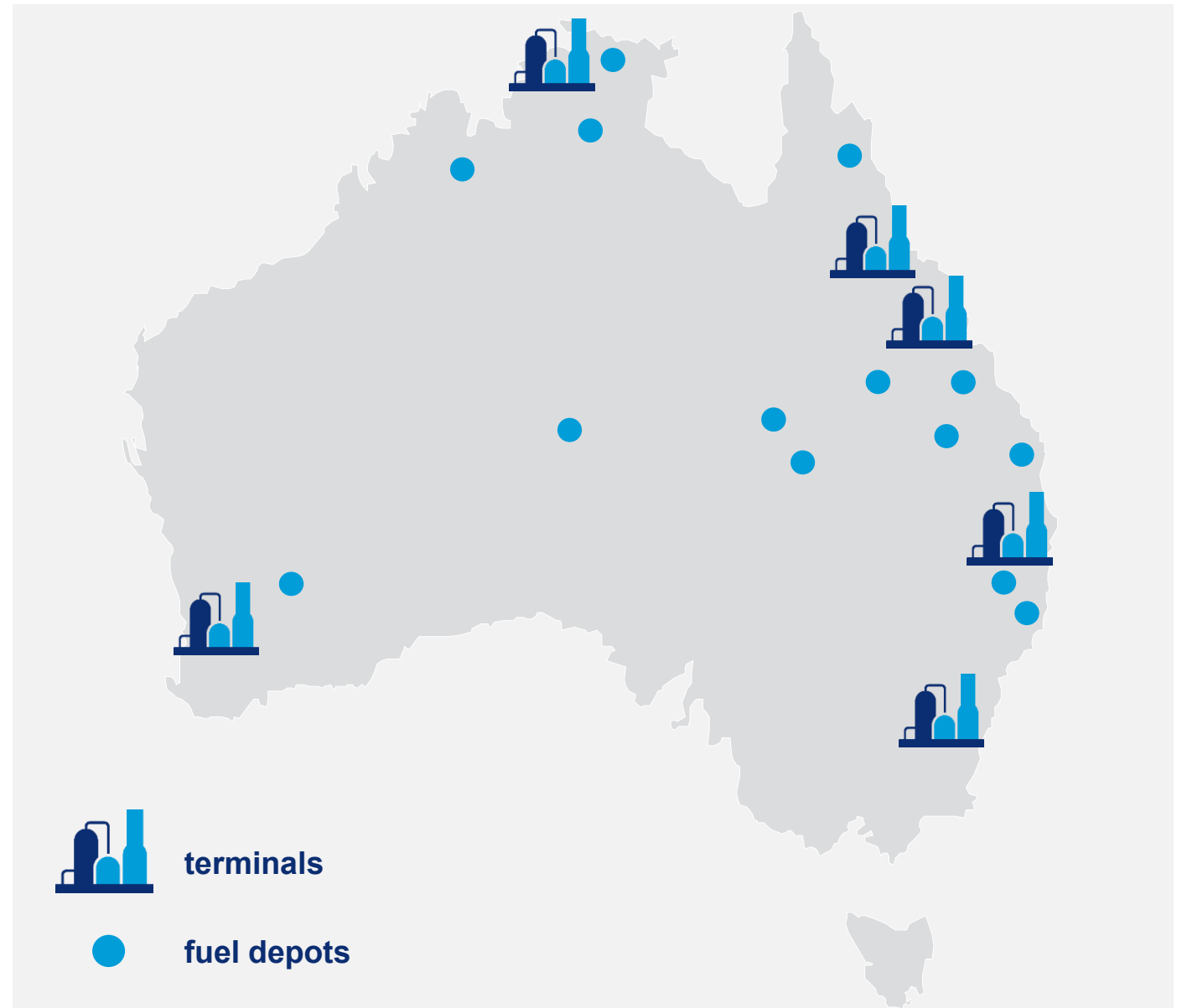
6 terminals
14 fuel depots
360 retail sites

Strategic fit

Refined product placement in attractive market
Ability to leverage brand strength
Alignment with targeted Asian growth

Transaction

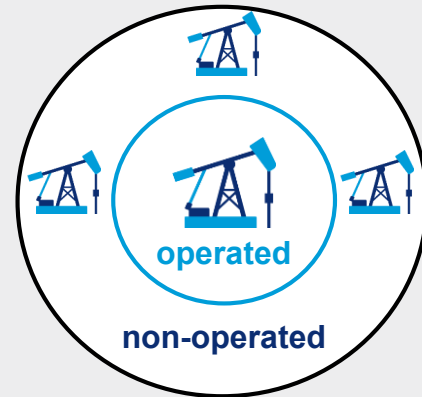
Expected close 2H 2020



ESG



Lowering our carbon intensity



2016 - 2023 upstream targets

Oil net GHG intensity 5 - 10% ↓

Gas net GHG intensity 2 - 5% ↓

Flaring intensity 25 - 30% ↓

Methane emissions intensity 20 - 25% ↓

GHG reduction basis
Equity approach
(operated + non-operated assets)

Timing aligned with
Paris Agreement milestones

Tied to the compensation of:

100% of executives

~45,000 employees

Paris Agreement
signed

Paris Agreement
ratified

Paris Agreement
stocktake

2015

2016

2017

2018

2019

2020

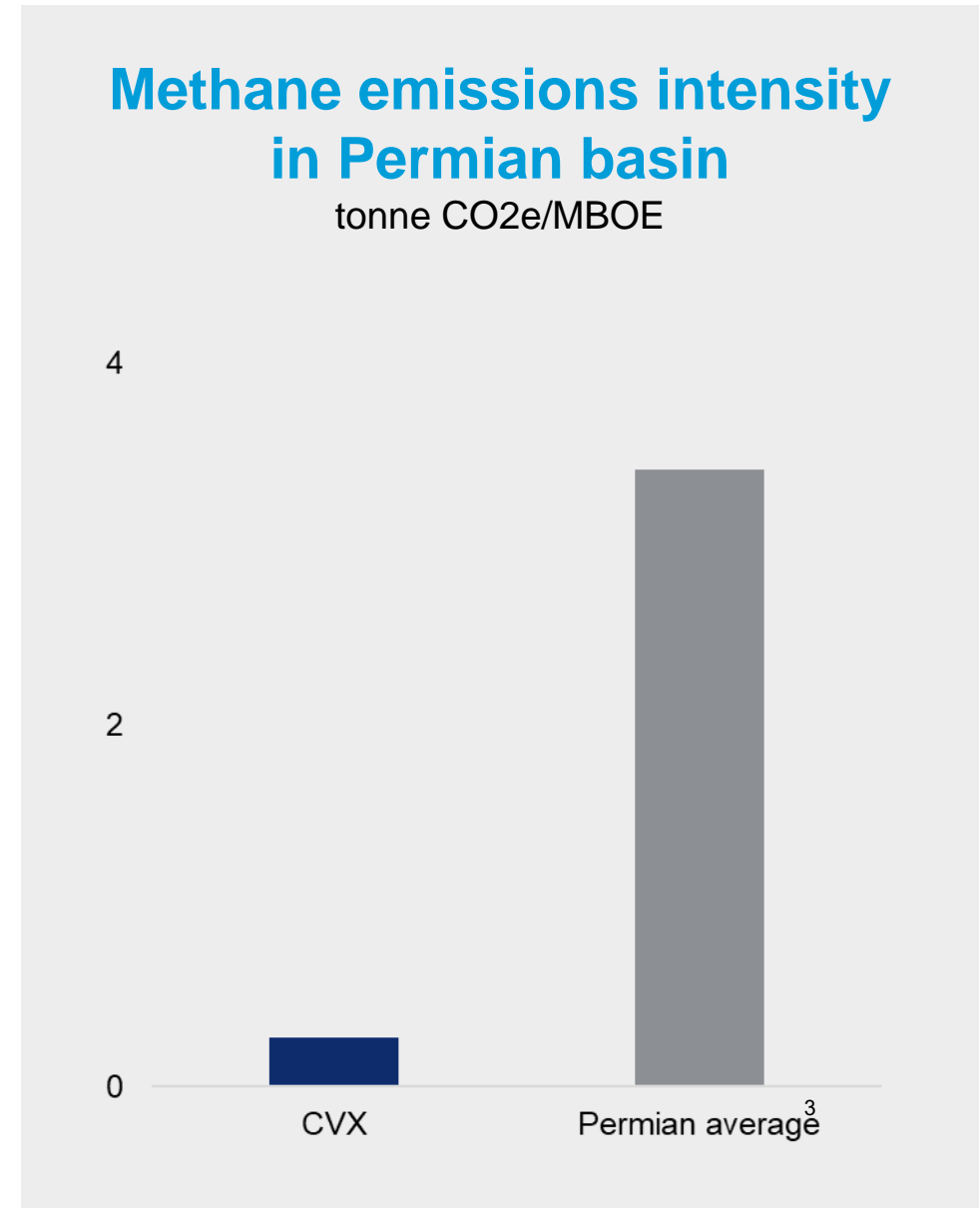
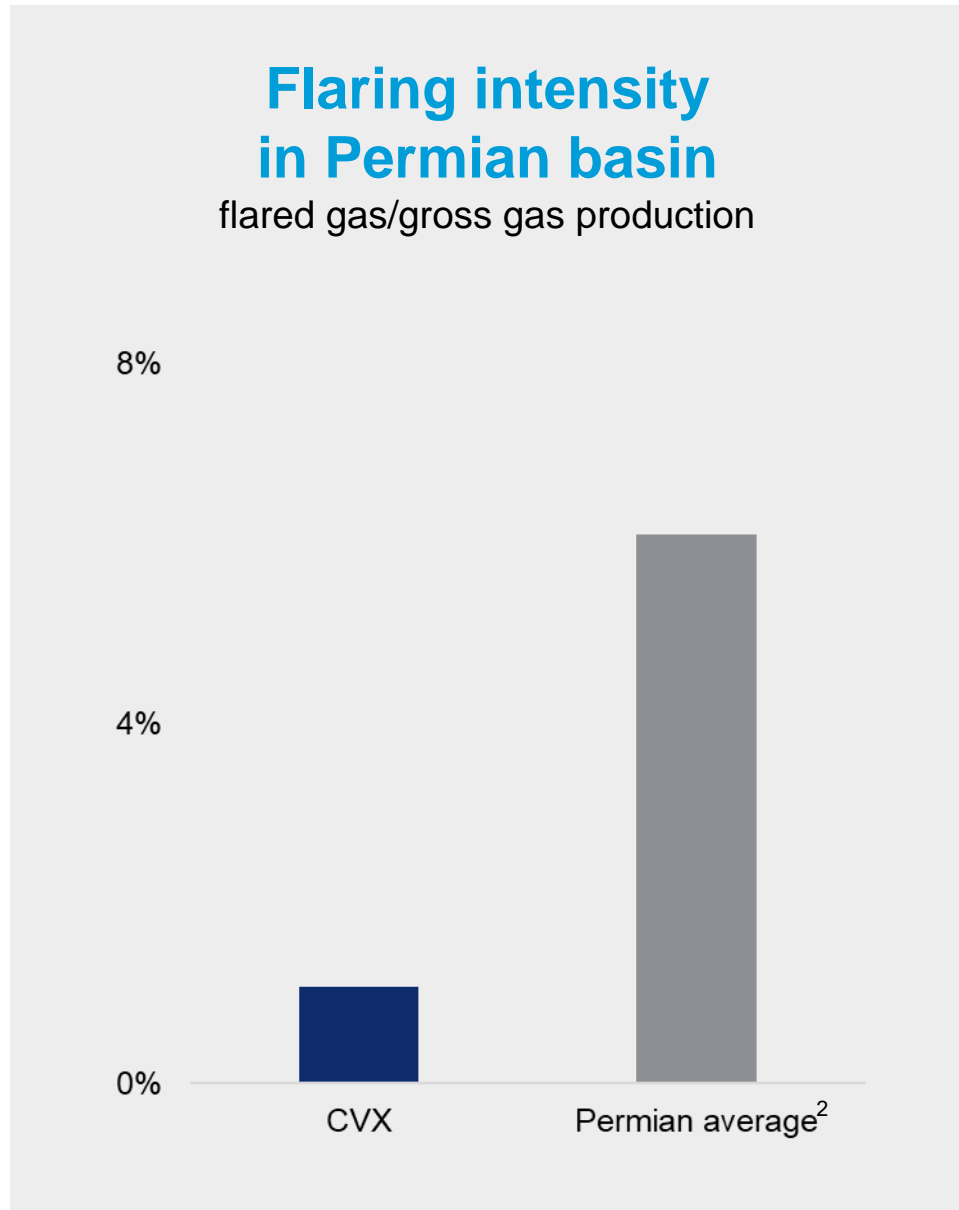
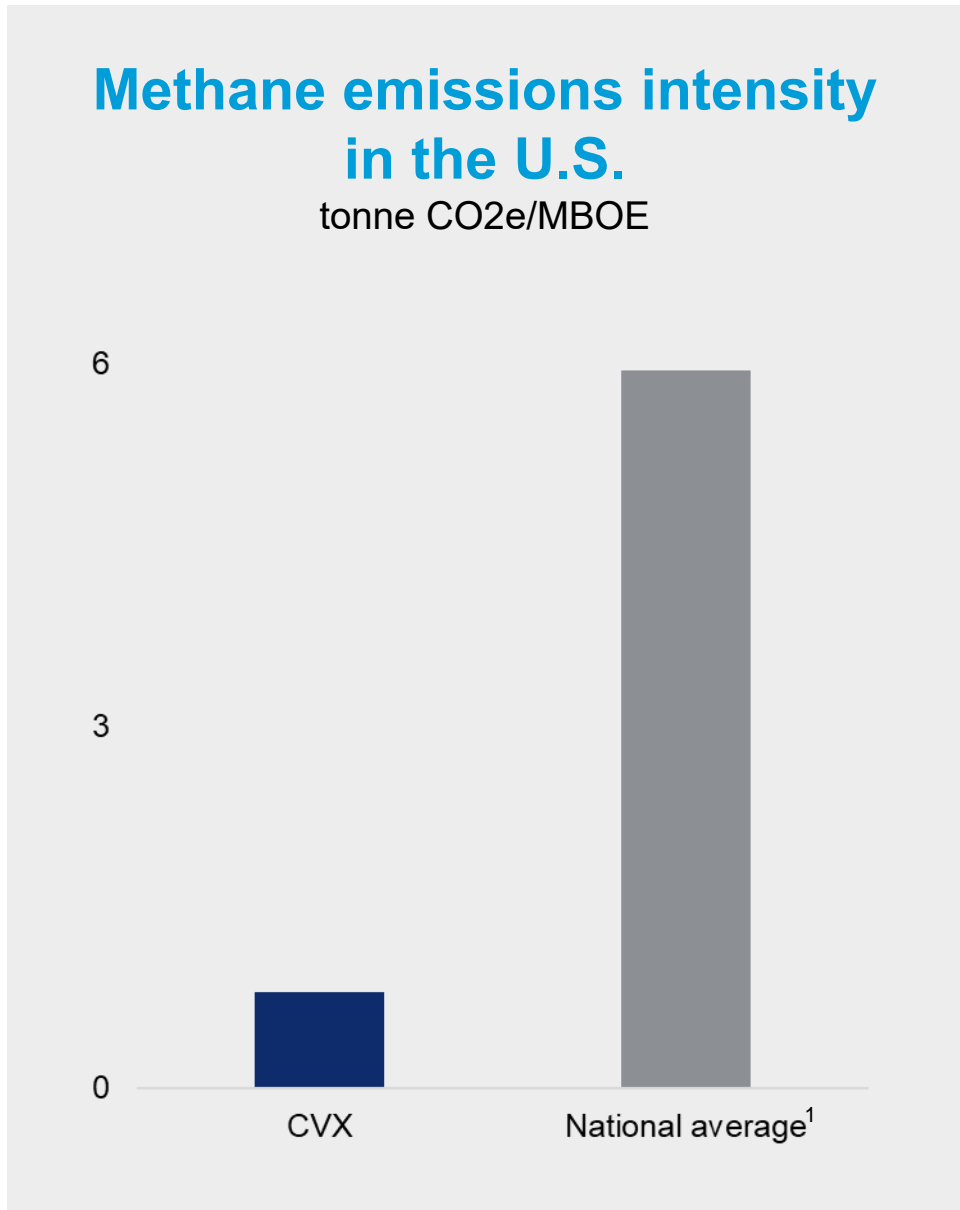
2021

2022

2023



Demonstrating leadership in the Permian basin



Source: Methane emissions intensity in the U.S. and Permian basin data based on EPA GHGRP (2018 data) and flaring intensity data based on Rystad Energy report.

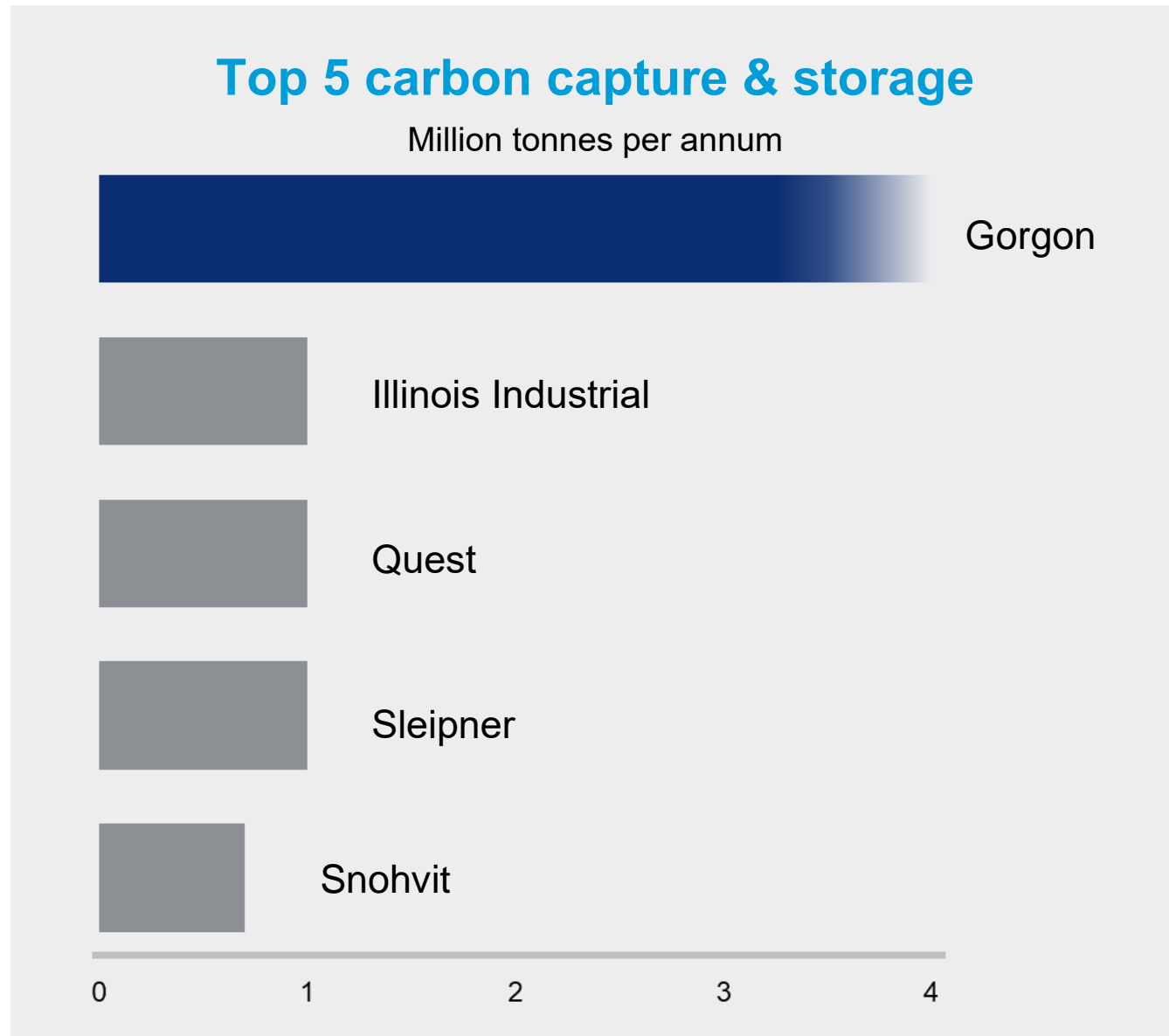
¹ Includes 287 producers report to the GHGRP program.

² Includes top 40 operators with validated waste gas reporting data in the Permian basin.

³ Includes 68 producers report to the GHGRP program.



Operating world's largest CO₂ sequestration at Gorgon



**Reduces Gorgon's GHG emissions
by ~40%**

**>100 million tonnes expected over
the life of the injection project**

**Per annum emission reduction is
equivalent to 500,000 U.S. homes
electricity consumption**

Source: Global CCS Institute and EPA

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TCO investing in Kazakhstani content development



Record \$4.6B spent on local goods and services in 2019

~\$33B spent on local goods and services since 1993

\$1.9B invested in employee programs and socio-economic development since 1993

Increasing renewables in support of our business

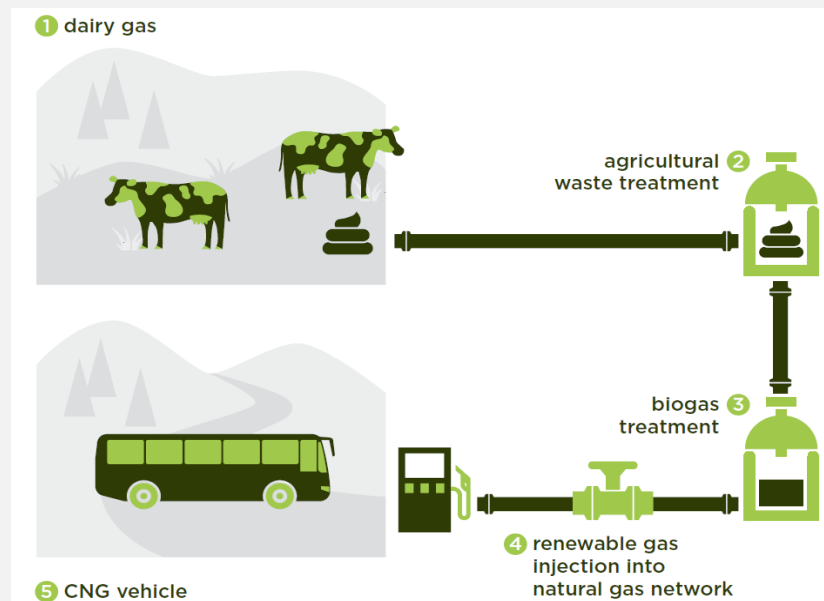
Upstream

- **Permian basin:** 12-year, 65 megawatts power purchase agreement for renewable electricity from a wind park in West Texas
- **California upstream operations:** solar project that will deliver 29 megawatts of renewable electricity to Lost Hills oil fields



Downstream

- **Biofuels manufacturing:** developing one of the first FCC co-processing facilities at El Segundo, enabling the production of biofuels
- **Novvi:** investing in innovative technology to produce high-performance base oils from renewable sources
- **CalBioGas:** capturing dairy biomethane as a fuel for heavy-duty vehicles



CPCChem working with partners to end plastic waste



Founding member of Alliance to End Plastic Waste in 2019

- Minimize and manage plastic waste
- Engage entire value chain and bring together industry, government and communities
- \$1.5B contribution by Alliance members over 5-years

**CPCChem will contribute
~\$40MM over 5-years**

Participating in American Chemistry Council's Operation Clean Sweep Blue®

- Eliminate pellet, flake and powder loss of containment

**CPCChem will invest \$15MM to the
Circulate Capital Ocean Fund**

Investing in future breakthrough technologies

| Alternative energy and emerging technologies | Transportation and infrastructure | Capture and reduce emissions | Energy storage |
|--|---|--|---|
|    |    |     |   |

Investing in and partnering with companies to address GHG emissions
 Launched Future Energy Fund in 2018 with initial commitment of \$100MM
 Committed additional \$100 MM to OGCI Climate Investment Fund



Enabling human progress via PSP



**Permian Strategic Partnership (PSP)
is a coalition of 19 Permian Basin
energy companies**

**PSP improves the lives of Permian
Basin families through initiatives for
education, housing, healthcare, and
infrastructure development**

**In 2019, the PSP committed
more than \$30MM**

Reconciliation Tables



Appendix: reconciliation of Chevron's adjusted EPS

| | 2019 |
|---|-----------------|
| Reported Earnings (\$MM) | \$2,924 |
| Special items ¹ : | |
| Upstream | (8,970) |
| Downstream | -- |
| All other | 310 |
| FX | (304) |
| Total special items and FX | (8,964) |
| Total adjusted earnings (\$MM) | \$11,888 |
| Adjustment for price and margins: | |
| \$60 Brent normalization ² | (1,684) |
| Mid-cycle Downstream & Chemical margins | 1,089 |
| Total adjusted earnings including price and margins (\$MM) | \$11,293 |
| Average shares outstanding (MM) | 1,881 |
| Adjusted earnings per share | \$6.00 |

¹ Includes asset dispositions, asset impairments, write-offs, tax items, Anadarko termination fee, and other special items. See 2019 4Q earnings press release.

² Based on \$400MM earnings impact per \$1/bbl change in Brent price.

Note: Numbers may not sum due to rounding.

Appendix: reconciliation of Chevron's ROCE excluding special items and adjusted ROCE

| | 2019 | | 2019 |
|--|------------------|---|------------------|
| Total adjusted earnings (\$MM) | \$11,888 | Total adjusted earnings including price and margins (\$MM) | \$11,293 |
| FX | (304) | Non-controlling interest | (79) |
| Total earnings excluding special items (\$MM) | \$11,584 | Interest expense (A/T) | 761 |
| Non-controlling interest | (79) | Adjusted ROCE earnings (\$MM) | \$11,975 |
| Interest expense (A/T) | 761 | Average capital employed (\$MM) | \$181,148 |
| ROCE earnings excluding special items (\$MM) | \$12,266 | Adjusted ROCE | 6.6% |
| Average capital employed (\$MM) | \$181,148 | | |
| ROCE excluding special items | 6.8% | | |

Note: Numbers may not sum due to rounding.



Appendix: reconciliation of Chevron's adjusted CFFO excluding working capital per share and adjusted FCF excluding working capital per share¹

| | 2019 | | 2019 |
|--|-----------------|---|-----------------|
| Reported CFFO (\$MM) | \$27,313 | Adjusted CFFO excluding working capital (\$MM) | \$24,569 |
| Special items ² : | | Cash capital expenditure: | (14,116) |
| Upstream | (87) | Adjusted FCF excluding working capital (\$MM) | \$10,453 |
| Downstream | -- | | |
| All other | 531 | Average shares outstanding (MM) | 1,881 |
| Total special items | 444 | Adjusted FCF excluding working capital per share | \$5.56 |
| Total CFFO excluding special items (\$MM) | \$26,869 | | |
| Adjustment for price and margins: | | | |
| \$60 Brent normalization ² | (1,895) | | |
| Downstream & chemical margins | 1,089 | | |
| Total price and margins adjustments | (805) | | |
| Less: change in working capital | 1,494 | | |
| Adjusted CFFO excluding working capital (\$MM) | \$24,569 | | |
| Average shares outstanding (MM) | 1,881 | | |
| Adjusted CFFO excluding working capital per share | \$13.06 | | |

¹ FCF represents the cash available to creditors and investors after investing in the business.

² Includes asset dispositions, asset impairments, write-offs, tax items, Anadarko termination fee, and other special items.

³ Based on \$450MM cash flow impact per \$1/bbl change in Brent price.

Note: Numbers may not sum due to rounding.



Appendix: reconciliation of Chevron's earnings per barrel excl. special items

| | TOTAL UPSTREAM | | | | |
|--|------------------|------------------|----------------|-----------------|-----------------|
| | 2015 | 2016 | 2017 | 2018 | 2019 |
| Earnings (\$MM) | \$(1,961) | \$(2,537) | \$8,150 | \$13,316 | \$2,576 |
| Adjustment Items: | | | | | |
| Asset Dispositions | (310) | 70 | (760) | -- | (1,200) |
| Other Special Items ¹ | 4,180 | 2,915 | (2,750) | 1,590 | 10,170 |
| Total Adjustment Items | 3,870 | 2,985 | (3,510) | 1,590 | 8,970 |
| Earnings excl. special items (\$MM)² | \$1,909 | \$448 | \$4,640 | \$14,906 | \$11,546 |
| Net Production Volume (MBOED) ³ | 2,539 | 2,513 | 2,634 | 2,827 | 2,952 |
| Earnings per Barrel | \$(2.12) | \$(2.76) | \$8.48 | \$12.90 | \$2.39 |
| Earnings per Barrel excl. special items | \$2.06 | \$0.49 | \$4.83 | \$14.45 | \$10.72 |

¹ Includes asset impairments & revaluations, certain non-recurring tax adjustments & environmental remediation provisions, severance accruals, and any other special items.

² Earnings excl. special items = Reported earnings less adjustments for asset dispositions and other special items, except foreign exchange.

³ Excludes own use fuel (natural gas consumed in operations).



Appendix: reconciliation of Chevron's earnings per barrel excl. special items

TOTAL DOWNSTREAM, EXCLUDING PETROCHEMICALS

| | 2016 | 2017 | 2018 | 2019 |
|--|----------------|----------------|----------------|----------------|
| Reported Earnings (\$MM) | \$2,823 | \$4,671 | \$2,932 | \$1,752 |
| Adjustment Items: | | | | |
| Asset Dispositions | (490) | (675) | (350) | -- |
| Other Special Items ¹ | 110 | (1,160) | -- | -- |
| Total Adjustment Items | (380) | (1,835) | (350) | -- |
| Earnings excl. special items (\$MM)² | \$2,443 | \$2,836 | \$2,582 | \$1,752 |
| Volumes (MBD) | 2,675 | 2,690 | 2,655 | 2,578 |
| Earnings per Barrel excl. special items ³ | \$2.50 | \$2.89 | \$2.66 | \$1.86 |

¹ Includes asset impairments & revaluations, certain non-recurring tax adjustments & environmental remediation provisions, severance accruals, and any other special items.

² Earnings = Reported earnings less adjustments for asset dispositions and other special items, except foreign exchange.

³ Earnings per Barrel = Reported earnings less adjustments for asset dispositions and other special items, except foreign exchange divided by volumes.



Appendix: reconciliation of Chevron's earnings per barrel excl. special items

| | TOTAL DOWNSTREAM | | | |
|---|------------------|-----------------|-----------------|-----------------|
| | 2016 | 2017 | 2018 | 2019 |
| Reported Earnings (\$MM) | \$3,435 | \$5,214 | \$3,798 | \$2,481 |
| Adjustment Items: | | | | |
| Asset Dispositions | (490) | (675) | (350) | -- |
| Other Special Items ¹ | 110 | (1,160) | -- | -- |
| Total Adjustment Items | (380) | (1,835) | (350) | -- |
| Earnings excl special items (\$MM)² | \$3,055 | \$3,379 | \$3,448 | \$2,481 |
| Average Capital Employed (\$MM) | \$23,430 | \$23,928 | \$25,028 | \$25,607 |
| ROCE excl. special items^{1,2,3} | 13.0% | 14.1% | 13.8% | 9.7% |

¹ Includes asset impairments & revaluations, certain non-recurring tax adjustments & environmental remediation provisions, severance accruals, and any other special items.

² Earnings = Reported earnings less adjustments for asset dispositions and other special items, except foreign exchange.

³ Return on Capital Employed (ROCE) = Earnings divided by Average Capital Employed.



Appendix: reconciliation of non-GAAP measures

Reported earnings to adjusted earnings

| | 1Q19 | 2Q19 | 3Q19 | 4Q19 | FY19 | 1Q20 |
|---|---------------|---------------|---------------|-----------------|----------------|---------------|
| Reported earnings (\$ millions) | | | | | | |
| Upstream | 3,123 | 3,483 | 2,704 | (6,734) | 2,576 | 2,920 |
| Downstream | 252 | 729 | 828 | 672 | 2,481 | 1,103 |
| All Other | (726) | 93 | (952) | (548) | (2,133) | (424) |
| Total reported earnings | 2,649 | 4,305 | 2,580 | (6,610) | 2,924 | 3,599 |
| Diluted weighted avg. shares outstanding ('000) | 1,900,748 | 1,902,977 | 1,893,928 | 1,872,317 | 1,895,126 | 1,865,649 |
| Reported earnings per share | \$1.39 | \$2.27 | \$1.36 | \$(3.51) | \$1.54 | \$1.93 |
| Special items (\$ millions) | | | | | | |
| UPSTREAM | | | | | | |
| Asset dispositions | -- | -- | -- | 1,200 | 1,200 | 240 |
| Impairments and other* | -- | 180 | -- | (10,350) | (10,170) | 440 |
| Subtotal | -- | 180 | -- | (9,150) | (8,970) | 680 |
| DOWNSTREAM | | | | | | |
| Asset dispositions | -- | -- | -- | -- | -- | -- |
| Impairments and other* | -- | -- | -- | -- | -- | -- |
| Subtotal | -- | -- | -- | -- | -- | -- |
| ALL OTHER | | | | | | |
| Impairments and other* | -- | 740 | (430) | -- | 310 | -- |
| Subtotal | -- | 740 | (430) | -- | 310 | -- |
| Total special items | -- | 920 | (430) | (9,150) | (8,660) | 680 |
| Foreign exchange (\$ millions) | | | | | | |
| Upstream | (168) | 22 | 49 | (226) | (323) | 468 |
| Downstream | 31 | (9) | 27 | (32) | 17 | 60 |
| All other | -- | 2 | (2) | 2 | 2 | (14) |
| Total FX | (137) | 15 | 74 | (256) | (304) | 514 |
| Adjusted earnings (\$ millions) | | | | | | |
| Upstream | 3,291 | 3,281 | 2,655 | 2,642 | 11,869 | 1,772 |
| Downstream | 221 | 738 | 801 | 704 | 2,464 | 1,043 |
| All Other | (726) | (649) | (520) | (550) | (2,445) | (410) |
| Total adjusted earnings (\$ millions) | 2,786 | 3,370 | 2,936 | 2,796 | 11,888 | 2,405 |
| Adjusted earnings per share | \$1.47 | \$1.77 | \$1.55 | \$1.49 | \$6.27 | \$1.29 |

* Includes asset impairments, write-offs, tax items, Anadarko termination fee, and other special items.



Appendix: reconciliation of non-GAAP measures

Cash flow from operations excluding working capital

| \$ millions | 1Q20 |
|--|--------------|
| Net Cash Provided by Operating Activities | 4,722 |
| Net Decrease (Increase) in Operating Working Capital | (1,096) |
| Cash Flow from Operations Excluding Working Capital | 5,818 |

Note: Numbers may not sum due to rounding.

Appendix: reconciliation of non-GAAP measures

ROCE

Adjusted ROCE

| \$ millions | 1Q20 | \$ millions | 1Q20 |
|---------------------------------------|-------------|--|-------------|
| Total reported earnings | 3,599 | Adjusted earnings | 2,405 |
| Non-controlling interest | (18) | Non-controlling interest | (18) |
| Interest expense (A/T) | 154 | Interest expense (A/T) | 154 |
| ROCE earnings ¹ | 3,735 | Adjusted ROCE earnings ¹ | 2,541 |
| Annualized ROCE earnings ¹ | 14,940 | Annualized adjusted ROCE earnings ¹ | 10,164 |
| Average capital employed ² | 174,723 | Average capital employed ² | 174,723 |
| ROCE^{1,2} | 8.6% | Adjusted ROCE^{1,2} | 5.8% |

¹ ROCE earnings and adjusted ROCE earnings are annualized to calculate ROCE and adjusted ROCE for the quarter.

² Capital employed is the sum of Chevron Corporation stockholders' equity, total debt and noncontrolling interests. Average capital employed is computed by averaging the capital employed at the beginning and the end of the quarter.

Note: Numbers may not sum due to rounding.

Appendix: reconciliation of non-GAAP measures

Reported earnings to adjusted earnings

| | 2Q19 | 3Q19 | 4Q19 | 1Q20 | 2Q20 |
|---|---------------|---------------|-----------------|---------------|-----------------|
| Reported earnings (\$ millions) | | | | | |
| Upstream | 3,483 | 2,704 | (6,734) | 2,920 | (6,089) |
| Downstream | 729 | 828 | 672 | 1,103 | (1,010) |
| All Other | 93 | (952) | (548) | (424) | (1,171) |
| Total reported earnings | 4,305 | 2,580 | (6,610) | 3,599 | (8,270) |
| Diluted weighted avg. shares outstanding ('000) | 1,902,977 | 1,893,928 | 1,872,317 | 1,865,649 | 1,853,313 |
| Reported earnings per share | \$2.27 | \$1.36 | \$(3.51) | \$1.93 | \$(4.44) |
| Special items (\$ millions) | | | | | |
| UPSTREAM | | | | | |
| Asset dispositions | -- | -- | 1,200 | 240 | 310 |
| Impairments and other* | 180 | -- | (10,350) | 440 | (4,810) |
| Subtotal | 180 | -- | (9,150) | 680 | (4,500) |
| DOWNSTREAM | | | | | |
| Asset dispositions | -- | -- | -- | -- | -- |
| Impairments and other* | -- | -- | -- | -- | (140) |
| Subtotal | -- | -- | -- | -- | (140) |
| ALL OTHER | | | | | |
| Impairments and other* | 740 | (430) | -- | -- | (230) |
| Subtotal | 740 | (430) | -- | -- | (230) |
| Total special items | 920 | (430) | (9,150) | 680 | (4,870) |
| Foreign exchange (\$ millions) | | | | | |
| Upstream | 22 | 49 | (226) | 468 | (262) |
| Downstream | (9) | 27 | (32) | 60 | (23) |
| All other | 2 | (2) | 2 | (14) | (152) |
| Total FX | 15 | 74 | (256) | 514 | (437) |
| Adjusted Earnings (\$ millions) | | | | | |
| Upstream | 3,281 | 2,655 | 2,642 | 1,772 | (1,327) |
| Downstream | 738 | 801 | 704 | 1,043 | (847) |
| All Other | (649) | (520) | (550) | (410) | (789) |
| Total adjusted earnings (\$ millions) | 3,370 | 2,936 | 2,796 | 2,405 | (2,963) |
| Adjusted earnings per share | \$1.77 | \$1.55 | \$1.49 | \$1.29 | \$(1.59) |

* Includes asset impairments, write-offs, tax items, Anadarko termination fee, severance charges, and other special items.



Appendix: reconciliation of non-GAAP measures

Cash flow from operations excluding working capital

Operating expenses excluding special items

| \$ millions | 2Q20 |
|--|--------------|
| Net Cash Provided by Operating Activities | 80 |
| Less: Net Decrease (Increase) in Operating Working Capital | 723 |
| Cash Flow from Operations Excluding Working Capital | (643) |

| \$ millions | 2019 | 1H20 |
|--|---------------|---------------|
| Operating expenses* | 25,945 | 13,270 |
| Less: Special items | 345 | 1,014 |
| Operating expenses ex-special items | 25,600 | 12,256 |

*Includes operating expense, selling, general and administrative expense, and other components of net periodic benefit costs.

Note: Numbers may not sum due to rounding.

Appendix: reconciliation of non-GAAP measures

Net debt ratio

| \$ millions | 1Q18 | 2Q18 | 3Q18 | 4Q18 | 1Q19 | 2Q19 | 3Q19 | 4Q19 | 1Q20 | 2Q20 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Short term debt | 8,601 | 8,598 | 6,121 | 5,726 | 7,023 | 5,588 | 7,795 | 3,282 | 8,688 | 3,751 |
| Long term debt* | 31,144 | 29,919 | 29,989 | 28,733 | 26,064 | 25,061 | 25,056 | 23,691 | 23,663 | 30,302 |
| Total debt | 39,745 | 38,517 | 36,110 | 34,459 | 33,087 | 30,649 | 32,851 | 26,973 | 32,351 | 34,053 |
| Less: Cash and cash equivalents | 6,466 | 7,628 | 9,686 | 9,342 | 8,699 | 8,513 | 11,697 | 5,686 | 8,492 | 6,855 |
| Less: Time deposits | - | - | - | 950 | - | - | - | - | - | - |
| Less: Marketable securities | 38 | 58 | 60 | 53 | 56 | 58 | 58 | 63 | 50 | 59 |
| Total adjusted debt | 33,241 | 30,831 | 26,364 | 24,114 | 24,332 | 22,078 | 21,096 | 21,224 | 23,809 | 27,139 |
| Total Chevron Corporation Stockholder's Equity | 150,356 | 152,198 | 153,575 | 154,554 | 155,045 | 156,395 | 155,841 | 144,213 | 143,930 | 134,118 |
| Total adjusted debt plus total Chevron Stockholder's Equity | 183,597 | 183,029 | 179,939 | 178,668 | 179,377 | 178,473 | 176,937 | 165,437 | 167,739 | 161,257 |
| Net debt ratio | 18.1% | 16.8% | 14.7% | 13.5% | 13.6% | 12.4% | 11.9% | 12.8% | 14.2% | 16.8% |

* Includes capital lease obligations / finance lease liabilities.
Note: Numbers may not sum due to rounding.