

Upstream

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Human Energy®



Themes



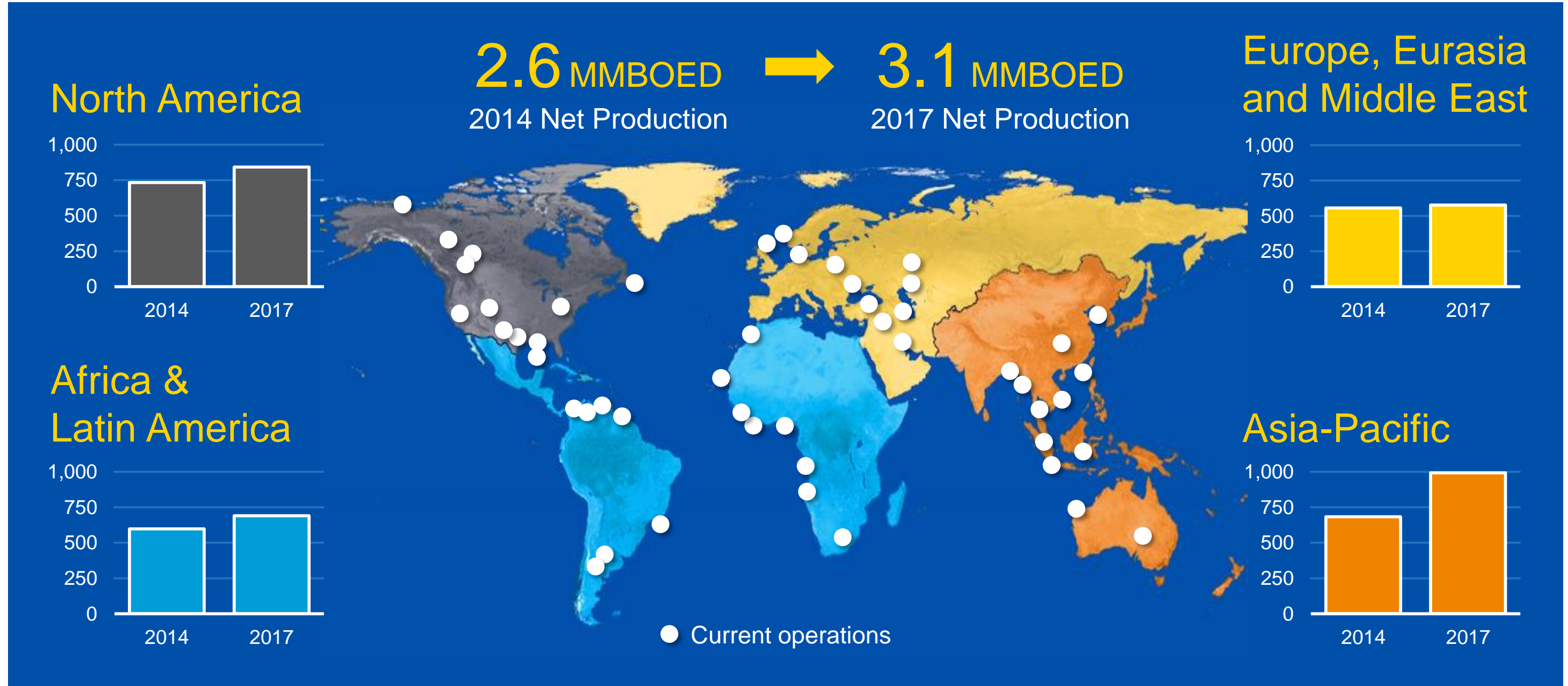
Performance

Low-Price Environment

Growth



A Diverse, Worldwide Portfolio



Time-Tested Strategies



Grow profitably in core areas and build new legacy positions

- Achieve world-class operational excellence
- Maximize and grow the base business
- Select and execute leading major capital projects
- Deliver superior exploration success
- Commercialize equity gas resource base
- Identify and incorporate new core positions



2014 Net Production



Base decline < 3%

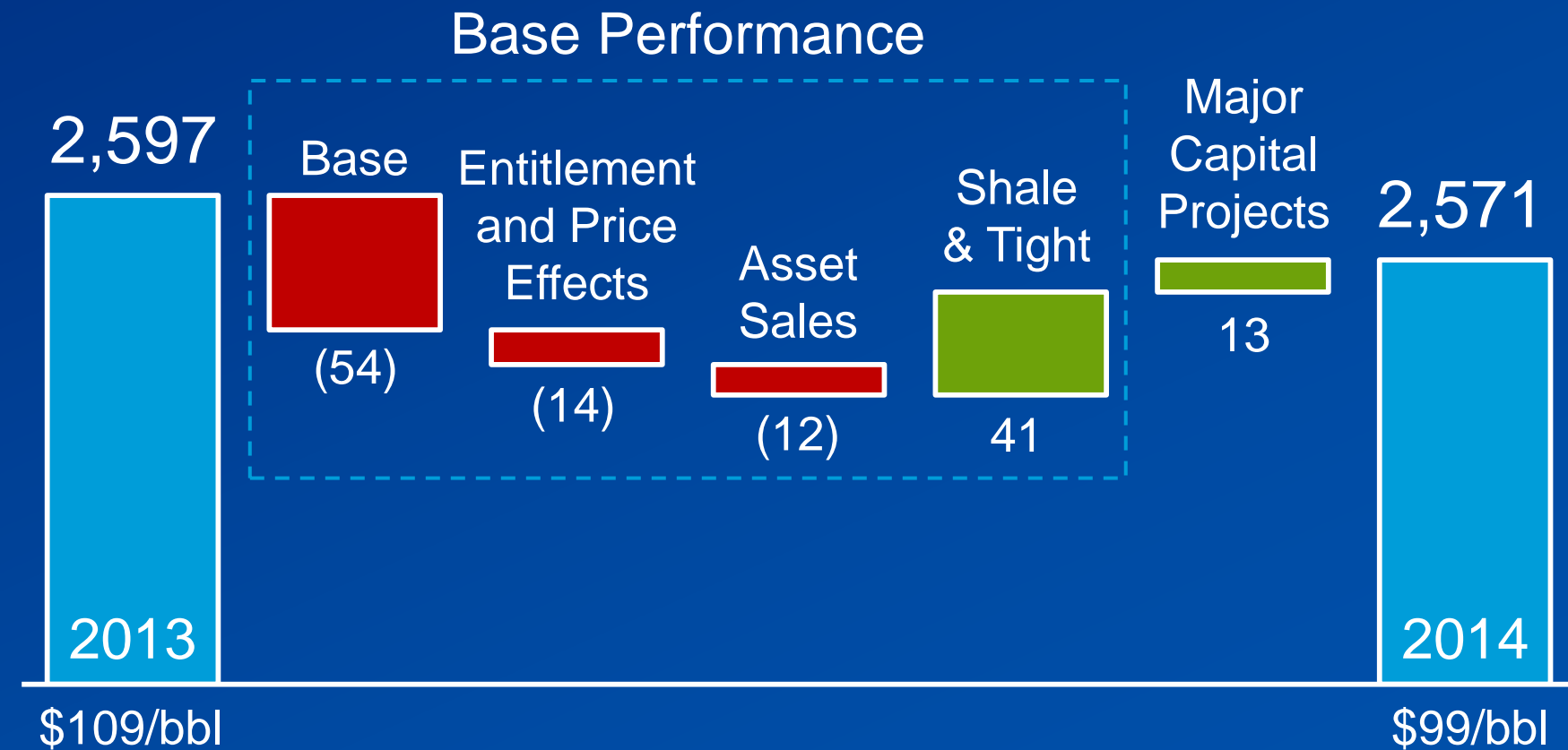
Shale and tight > 35% growth year-on-year

Key 2014 start-ups

- Jack / St. Malo
- Tubular Bells
- Bibiyana Expansion

Net Production

MBOED



Consistent Exploration Success



1.4 BBOE

Resource* Adds
in 2014

66%

Success Rate
in 2014

\$2.07

Unit Finding Cost
in 2014



● 2014 Discoveries

10.2 BBOE

Resource* Adds
10 Year Total
2005–2014

57%

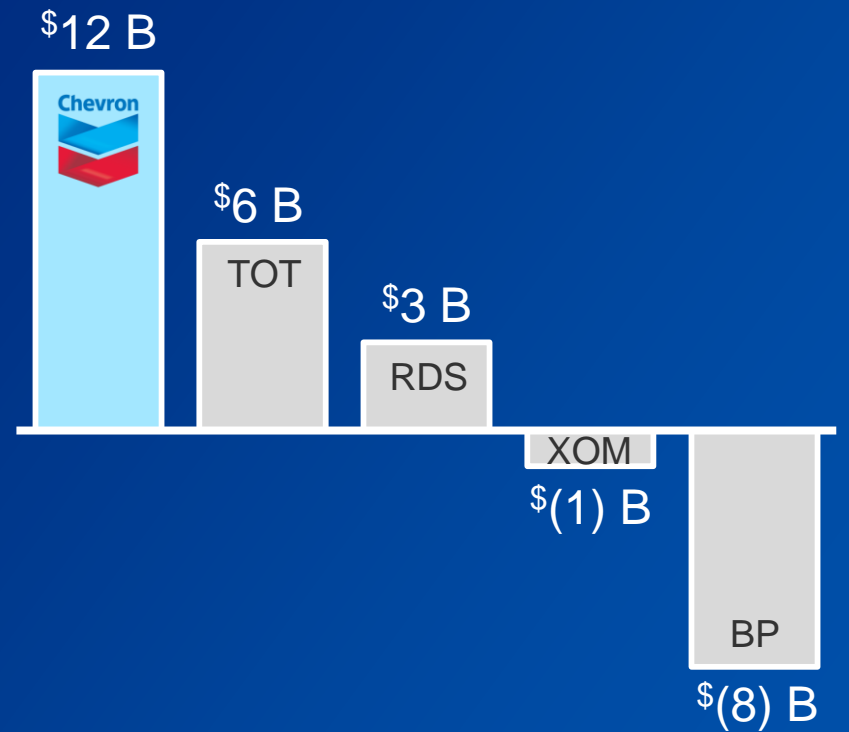
Success Rate
10 Year Average
2005–2014

\$1.79

Unit Finding Cost
10 Year Average
2005–2014

Internal Analysis

Value Creation from Exploration 2004–2013



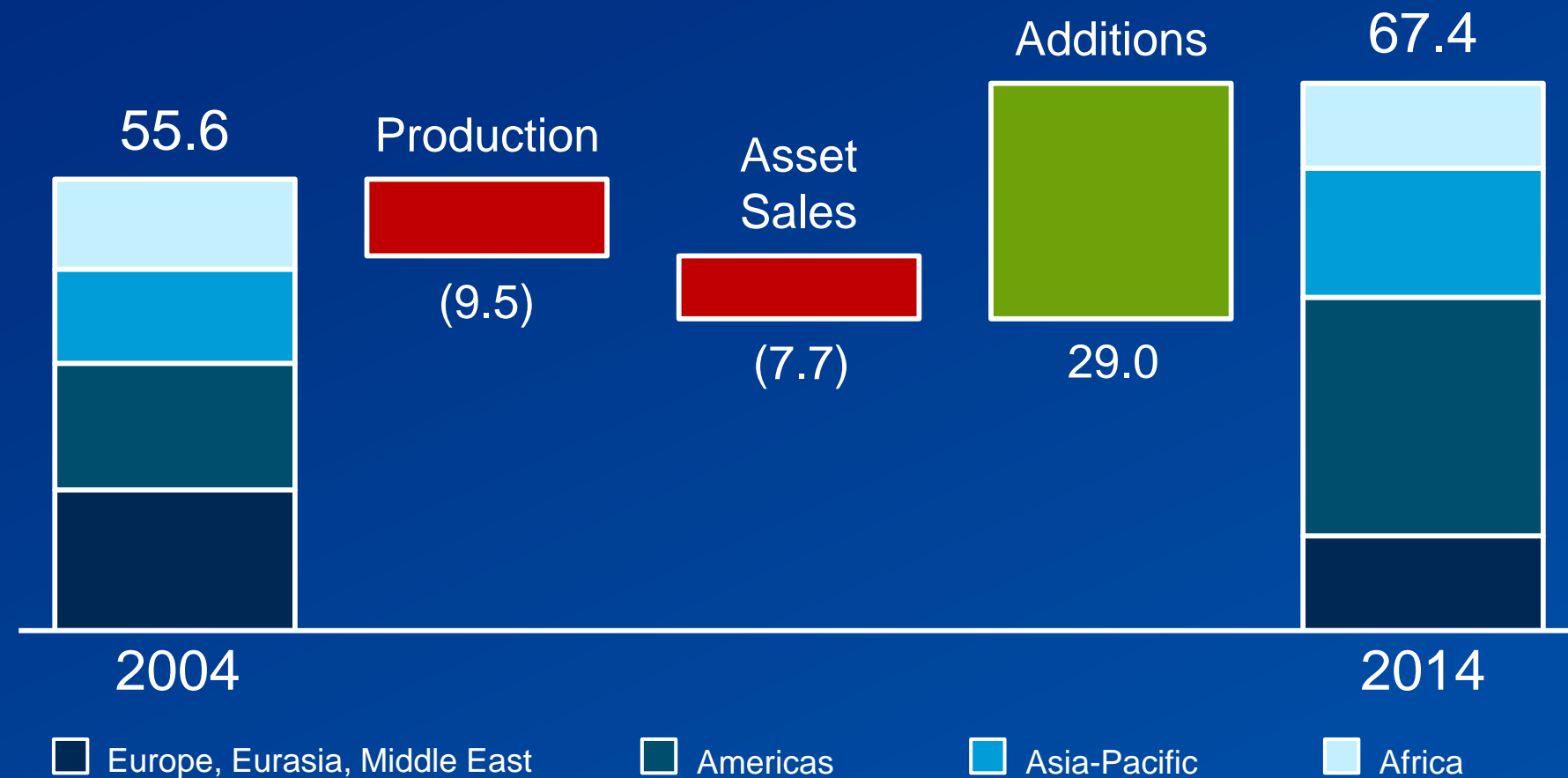
Based on Wood Mackenzie Exploration Company Benchmarking September 2014

Delivering Sustained Resource Replenishment



10 Year Resource* Replenishment: **225%**

Billion Barrels of Oil-Equivalent



Resource Replenishment

185%

3 Year

185%

5 Year

225%

10 Year

Strong Reserve Performance



Reserve Replacement Ratio

89%

1 Year

95%

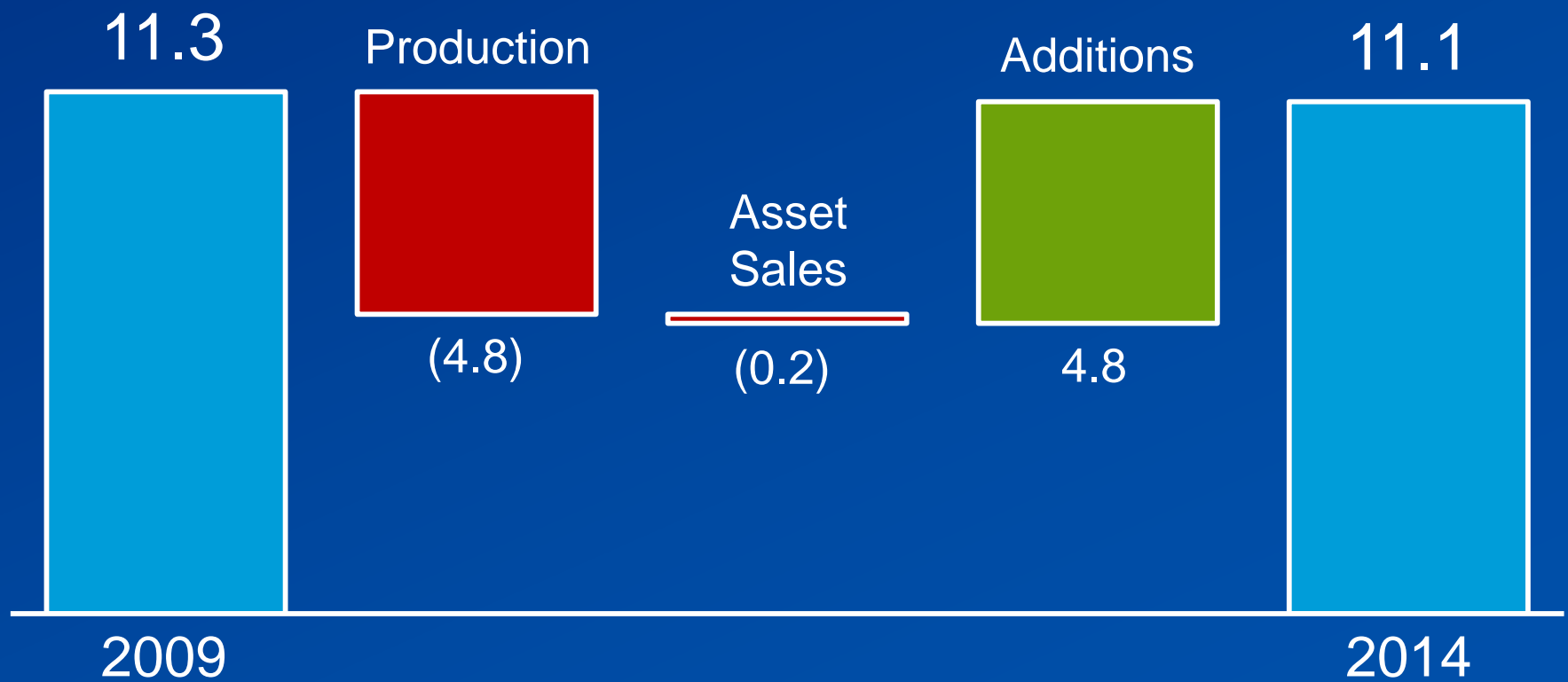
3 Year

98%

10 Year

5 Year Reserve Replacement Ratio: 96%

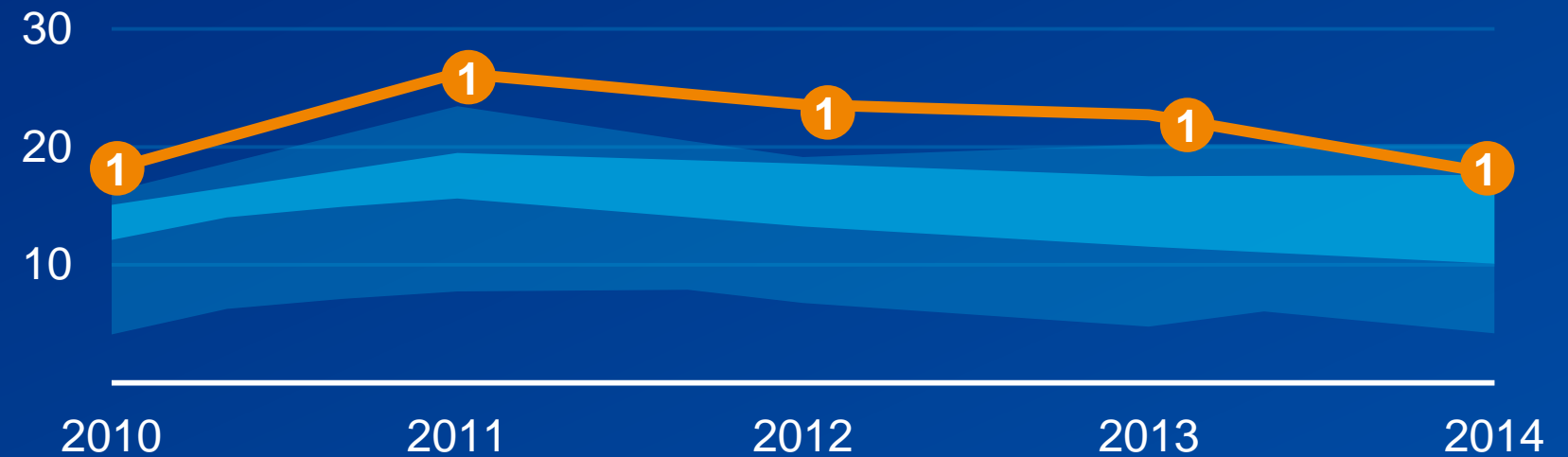
Billion Barrels of Oil-Equivalent



Superior Financial Performance



\$17.72 2014 Adjusted Earnings Per BOE



\$36.16 2014 Upstream Costs Per BOE



● CVX Ranking Relative to IOC Competitors, 1 being the best

■ IOC Competitor Range: BP, RDS, TOT, XOM

■ Others: APA, APC, BG, COP, DVN, ENI, EOG, HES, MRO, OXY, STO

Legacy of Upstream Delivery



Leading:

- Safety Performance
- Low Cost Structure
- Earnings per Barrel
- Exploration Value Creation
- Significant Production Growth



Themes



Performance

Low-Price Environment

Growth



Improving Cash Flow in a Low Price Environment



Reducing capital

Lowering costs

Increasing efficiency

Divesting assets

Growing volumes



Reducing Capital to Preserve Cash



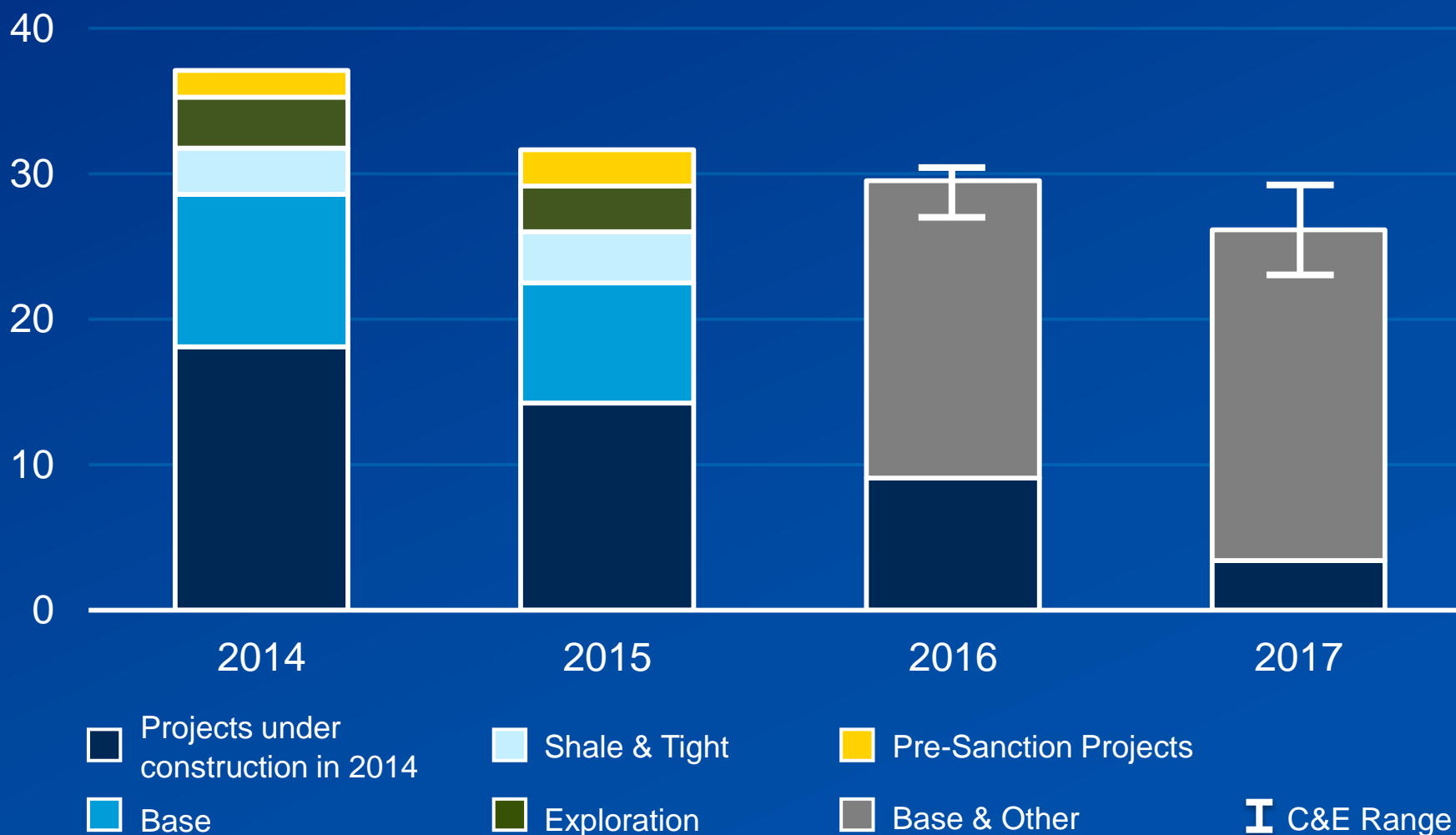
Capital flexibility increasing

Investment priorities:

- Projects under construction
- High-return base and shale & tight
- Attractive longer-term opportunities

Upstream C&E

\$ Billions



Lowering Costs



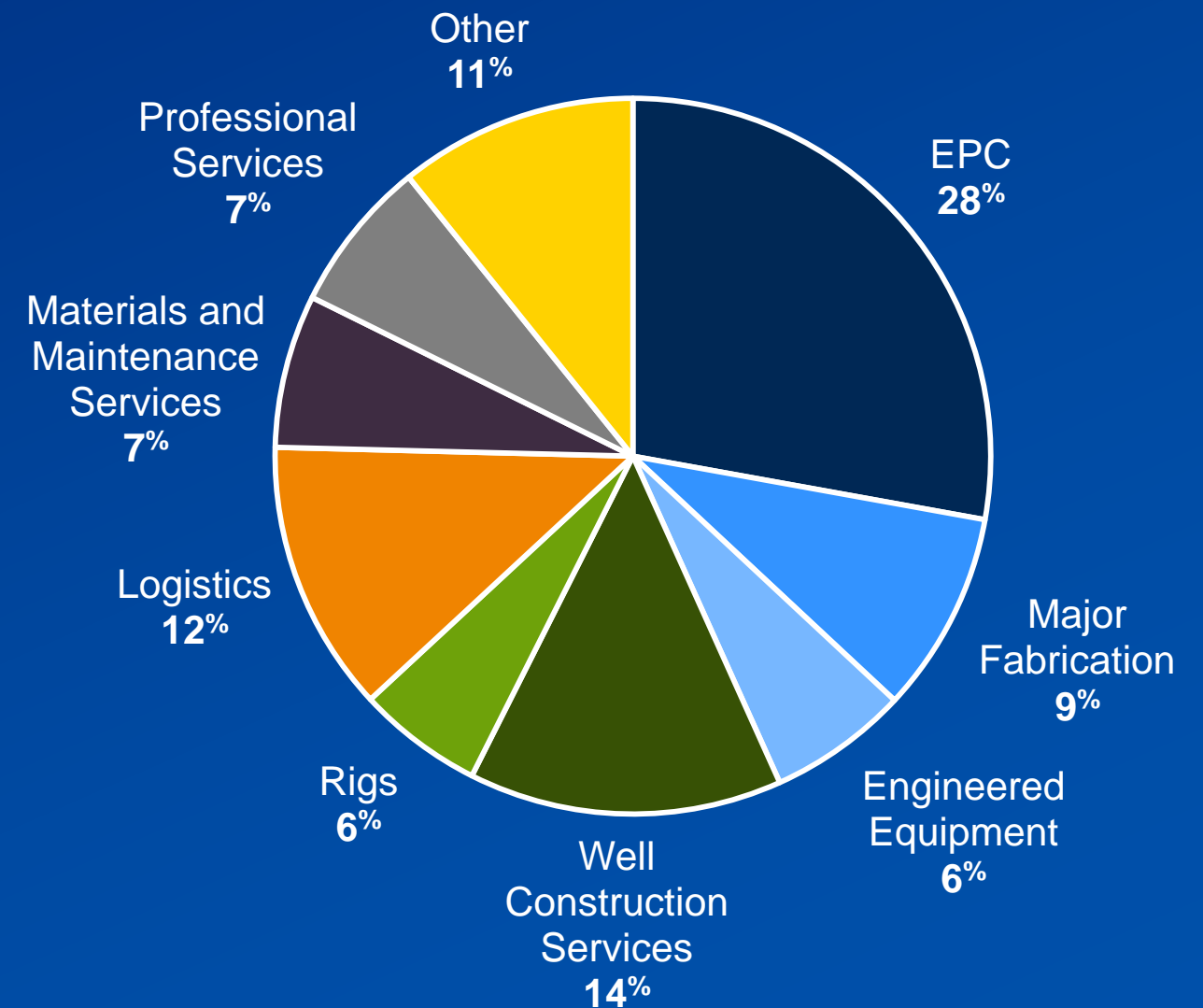
Projects & Operations

- Leveraging purchasing power
- Negotiating supplier reductions
- Rebidding key contracts

Organizational

- Right-sizing project teams
- Streamlining business units

Upstream Gross Operated Spend



Permian Efficiency and Performance



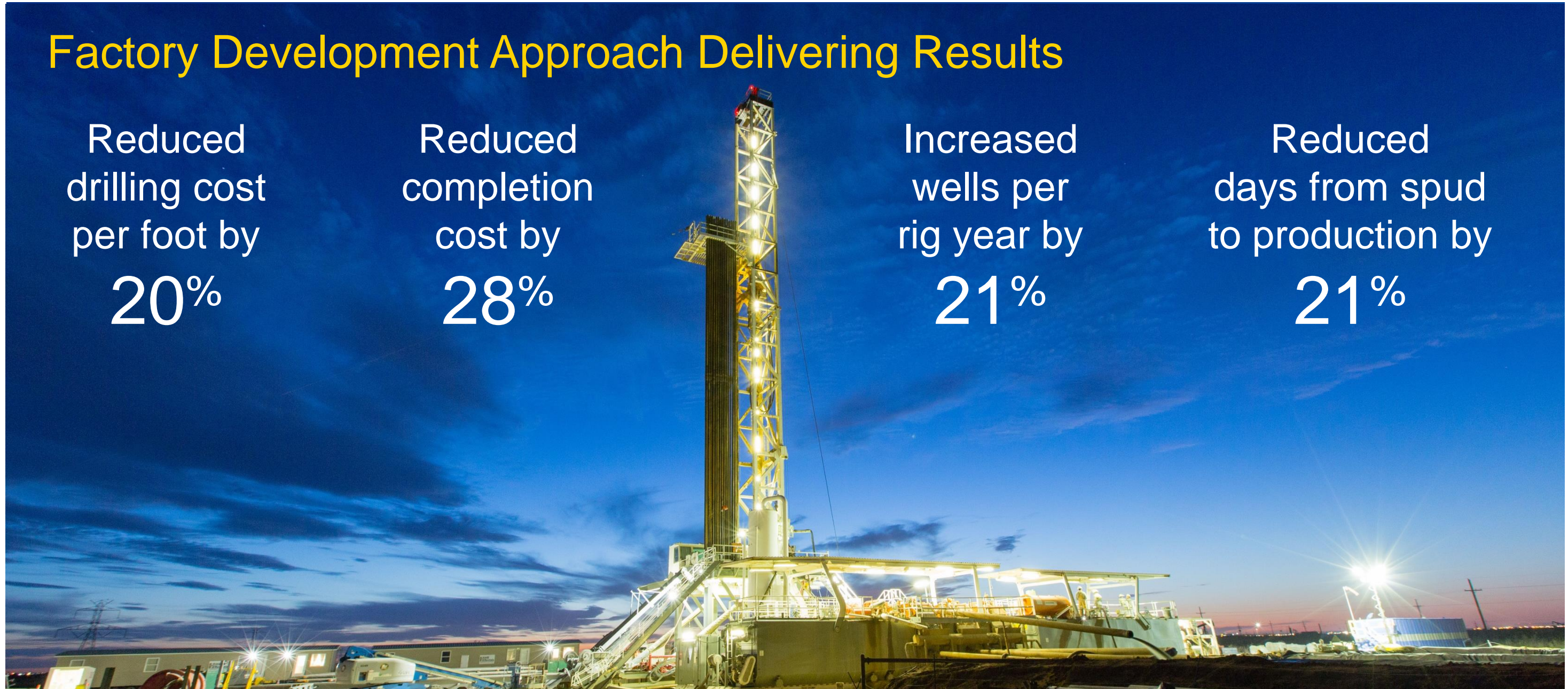
Factory Development Approach Delivering Results

Reduced
drilling cost
per foot by
20%

Reduced
completion
cost by
28%

Increased
wells per
rig year by
21%

Reduced
days from spud
to production by
21%



Driving Down Unit Costs in Deepwater

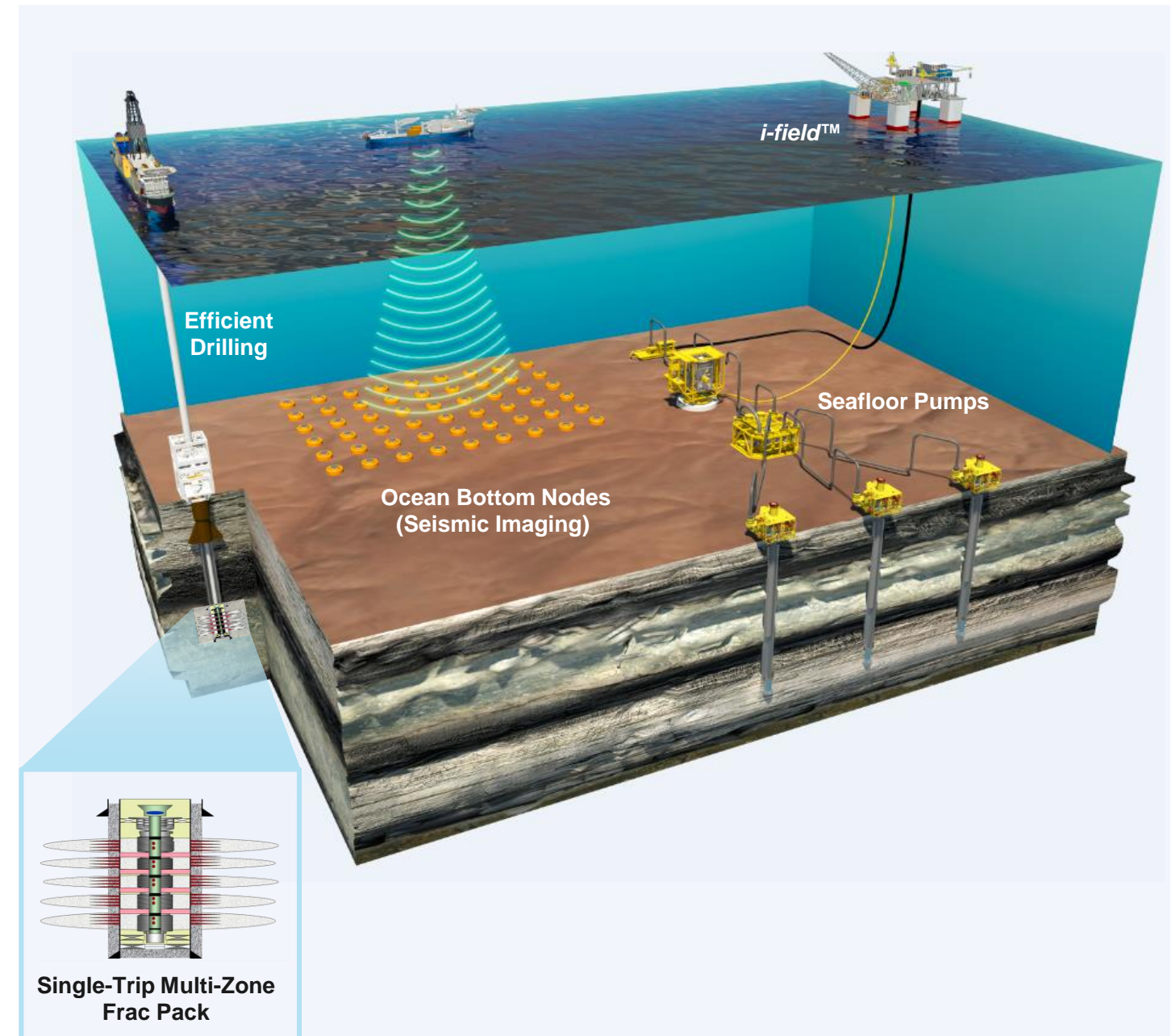


Technology Advances

- Ocean bottom node seismic
- Optimized completions
- Seafloor pumping
- *i-field*TM automation

Improve Economic Outcomes

- Lower costs
- Improved recovery



Divesting Assets



Farm Downs

- Manage risk
- Reduce capital
- Leverage investment

Divestments

- Realize cash today
- Capital avoidance

2009–2014 Farm Downs / Divestments



Themes



Performance

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Growth



High Performing Base Enables Growth



Reinvestment mitigates base decline

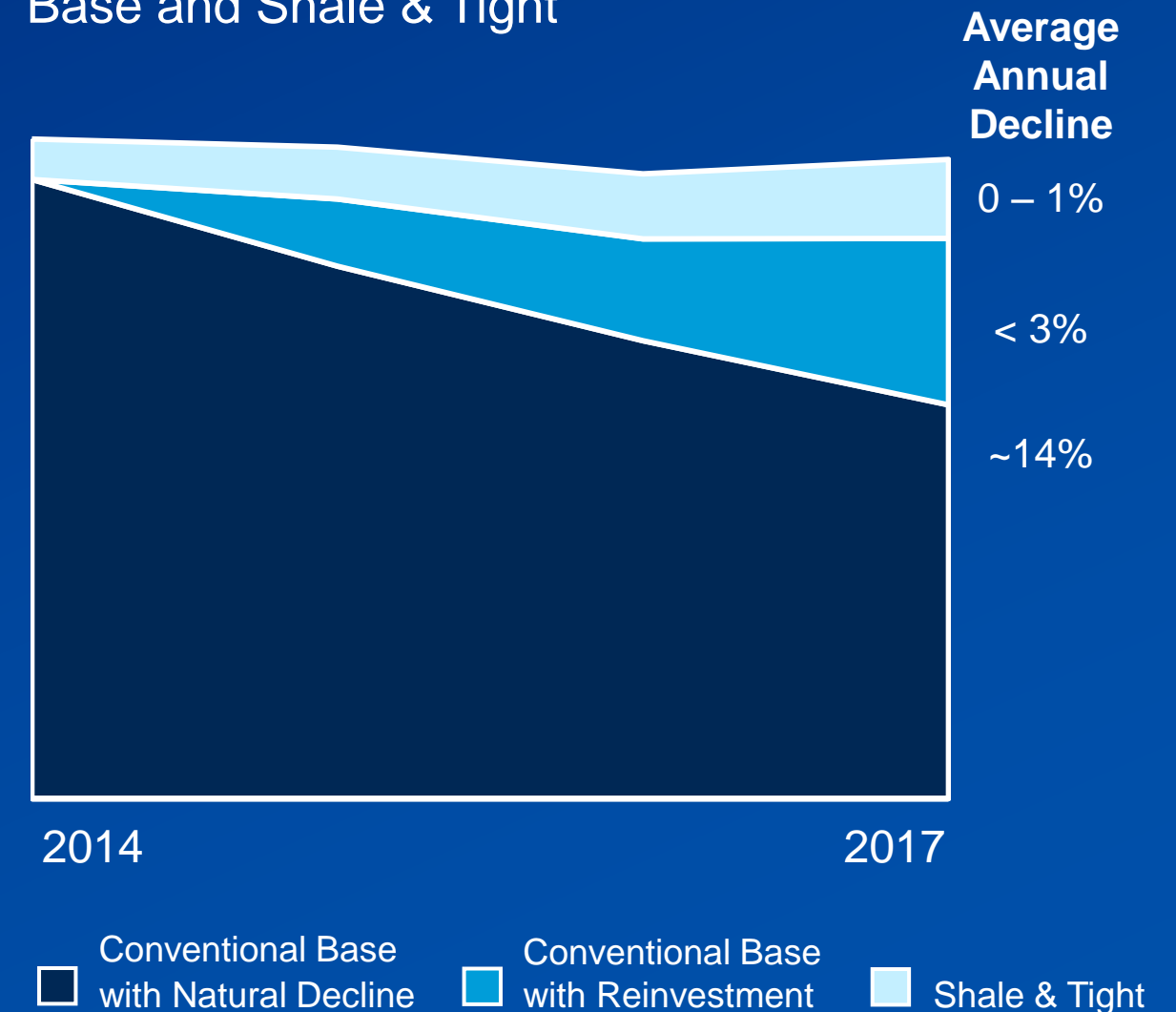
- Infill drilling and workovers
- Base major capital projects
- Shale & tight developments

Investments attractive

- Short cycle time
- Low subsurface risk
- Leverage existing facilities
- Ratable production

Production Profile

Base and Shale & Tight



Key Projects and Developments



Valuable Permian Growth



Leading Position

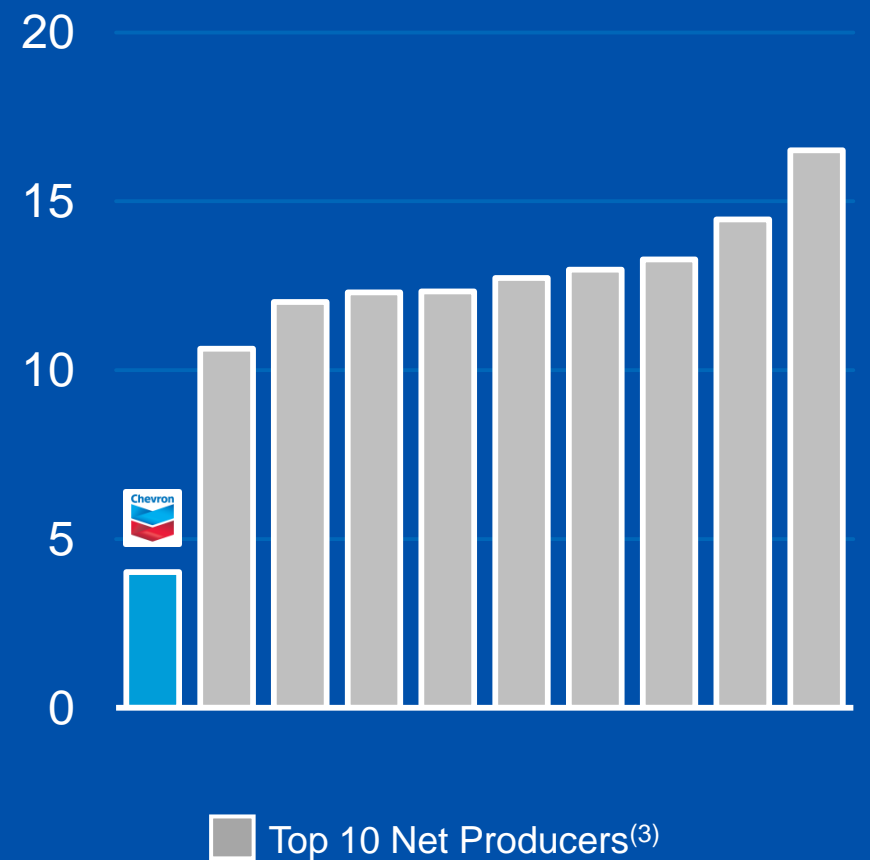
- ~2 MM net acres
- 85% no or low royalty
- Stacked play advantage
- ~7 billion BOE resource⁽¹⁾

Efficient Development

- Measured pace
- Leverage industry de-risking
- Factory mode
- 375 wells planned for 2015

Advantaged Acreage

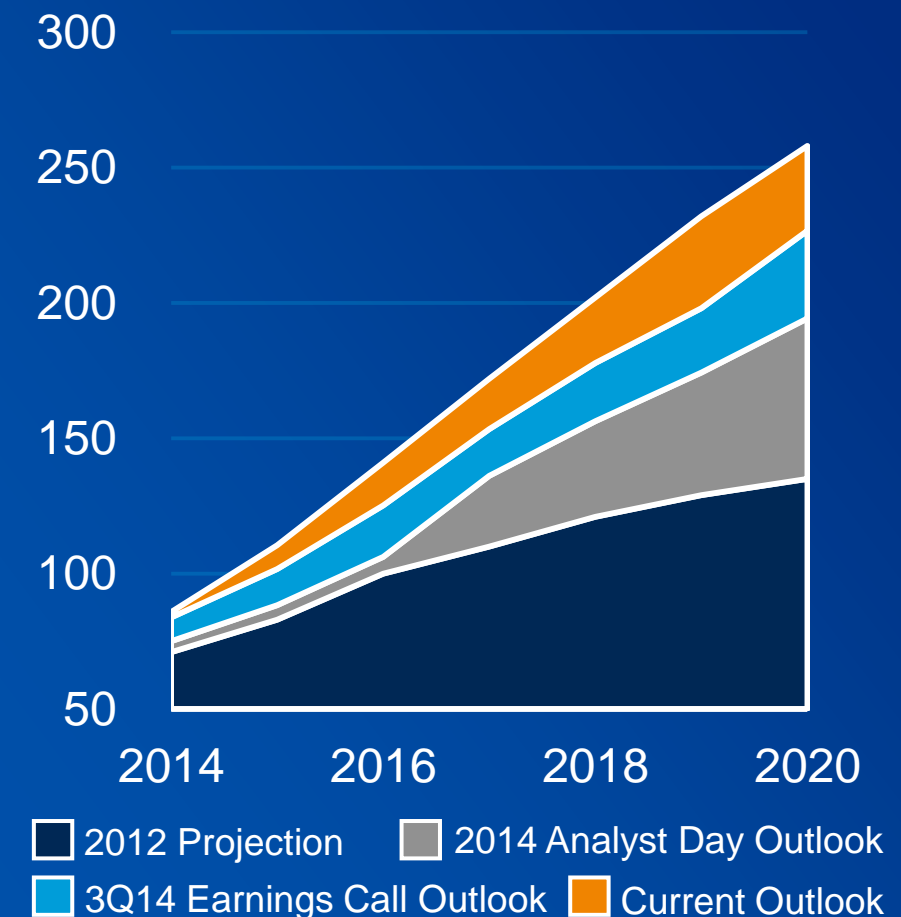
2014 Royalty Dollars per Barrel⁽²⁾



Wood Mackenzie

Production Growth

Net Unconventional Production⁽²⁾
MBOED



Bradford Ranch Wolfcamp Development



Midland AC/AF #5HB

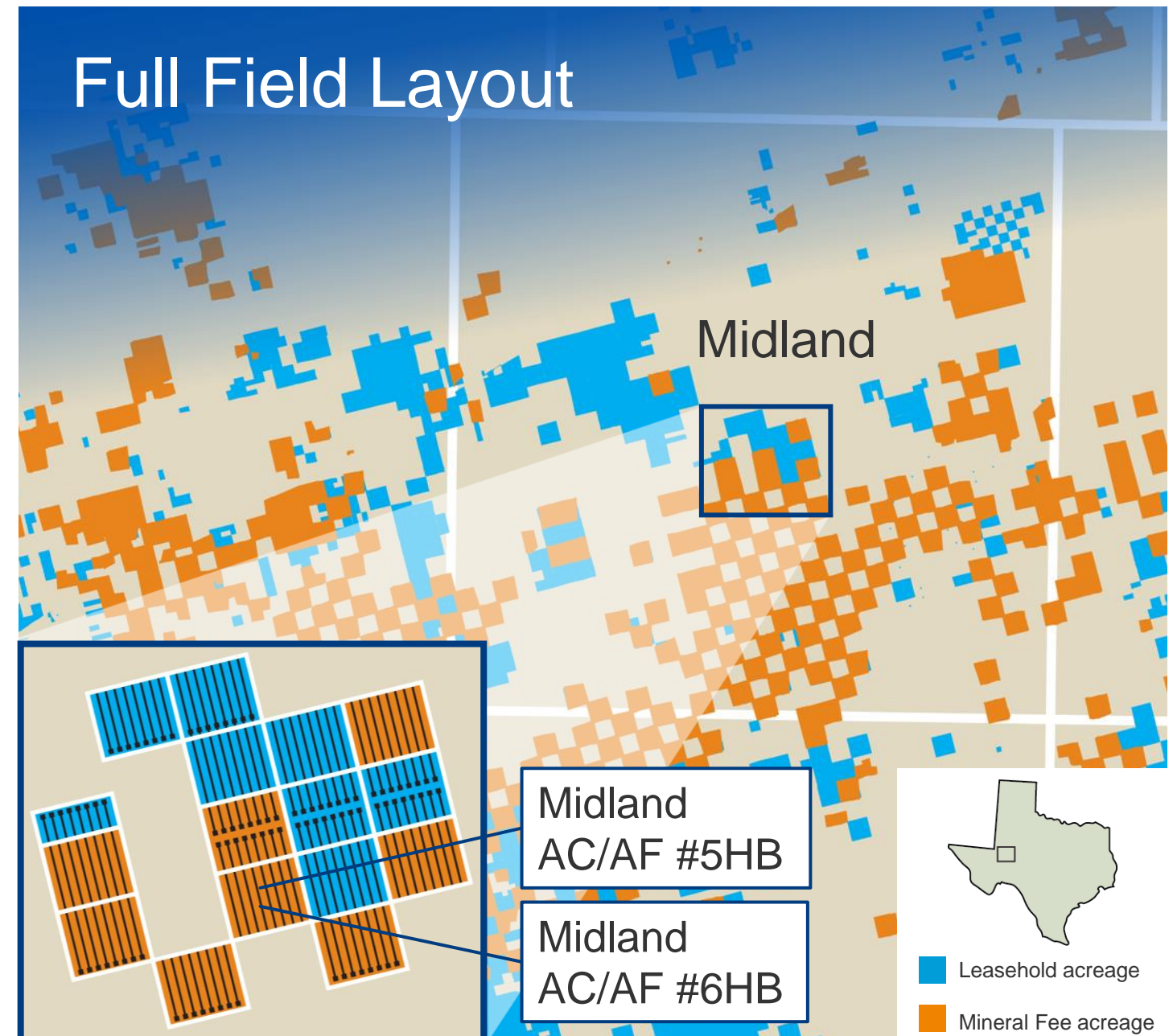
- 1,300 BOED IP, 88% liquids
- 7,500' lateral Wolfcamp B completion

Midland AC/AF #6HB

- 830 BOED IP, 87% liquids
- 4,600' lateral Wolfcamp B completion

Growth

- Horizontal drilling in Wolfcamp A, B & D
- Upside potential in Lower Spraberry
- Potential for 200+ well development
- Majority of wells 7,500' laterals



IP – Initial Production Rate; Wet gas test; Excludes any NGL barrels extracted downstream

Strong Performance From Jack / St. Malo

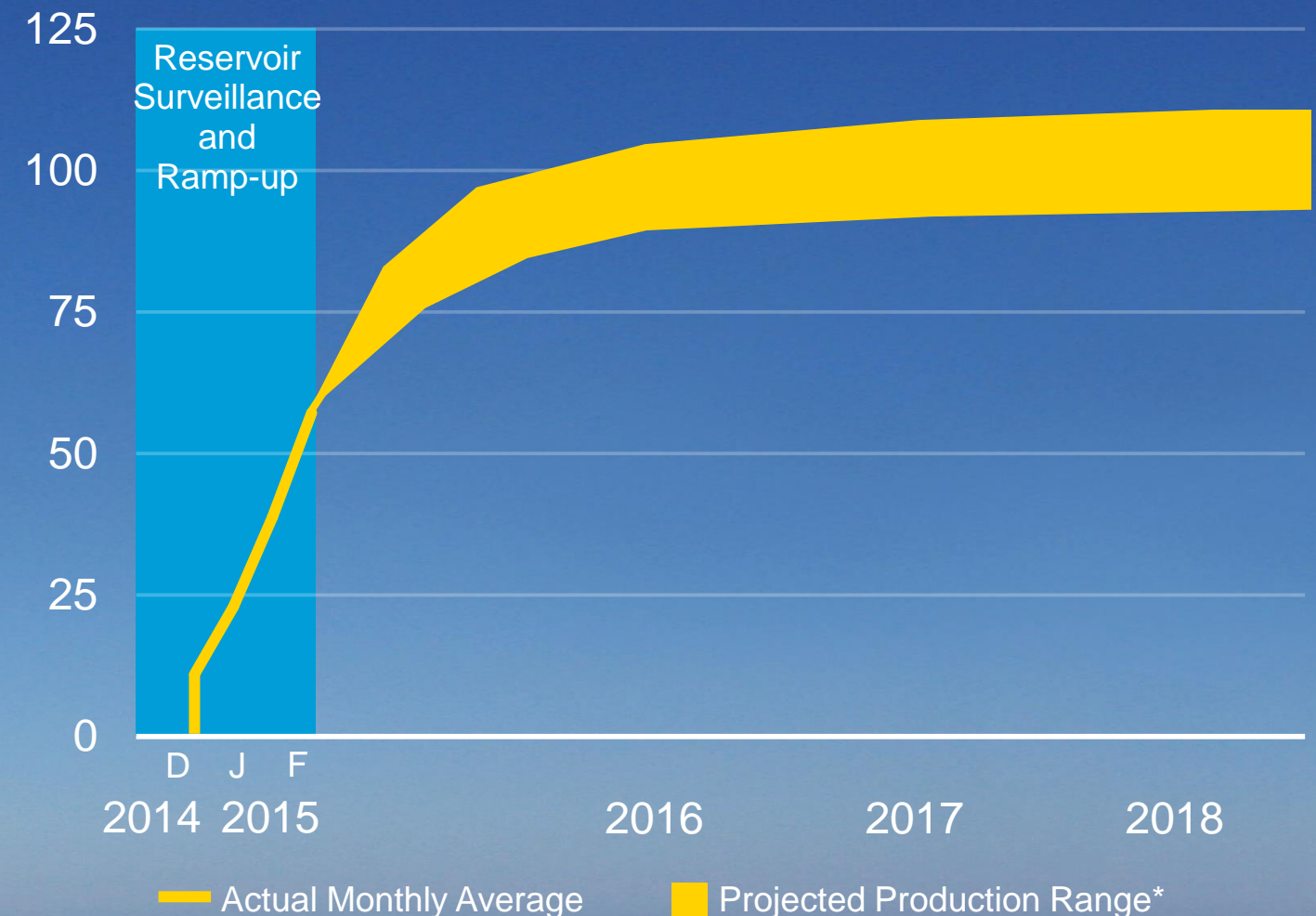


Jack / St. Malo

- First production December 2014
- Delivered on time and on budget
- 4 wells currently producing
- Expect 6 of 10 Stage 1 wells online in 2015



Gross Production MBOED



Gorgon Delivering First LNG in 2015



Progress

- Project >90% complete
- All Train 1 and common modules installed
- All 18 wells drilled and completed
- All pipeline installation completed
- >75% LNG committed under SPAs



2015 Key Milestones

- Fuel gas import for plant commissioning
- Start-up gas turbine generators
- Train 1 start-up with first LNG to tankage
- First LNG cargo
- Commence domestic gas export



Wheatstone on Plan for 2016 Start-up



Progress

- Project 57% complete
- All 9 production wells drilled to reservoir top
- Gravity base and 44" trunkline installed
- 4 of 24 major process modules delivered
- 85% LNG committed under SPAs



2015 Key Milestones

- Complete dredging program
- Finish drilling all development wells
- Install and hook-up platform topsides
- Deliver all Train 1 and common modules



Other Significant Start-ups 2015-2016



Big Foot

- Project 94% complete
- Installation ongoing
- Rig-based completions commence 4Q 2015
- First production expected late 2015

Angola LNG

- Progressing repairs
- Implementing design improvements
- Congo River Crossing in progress
- Restart targeted for 4Q 2015

Moho Nord

- Construction on all packages in progress
- Drilling commenced in October 2014
- First production expected in 2015

Mafumeira Sul

- Project 60% complete
- Installed 3 of 4 jackets
- All modules in transit
- First production expected early 2016



2017 Production Growth Update



Strong Base

Shale & Tight

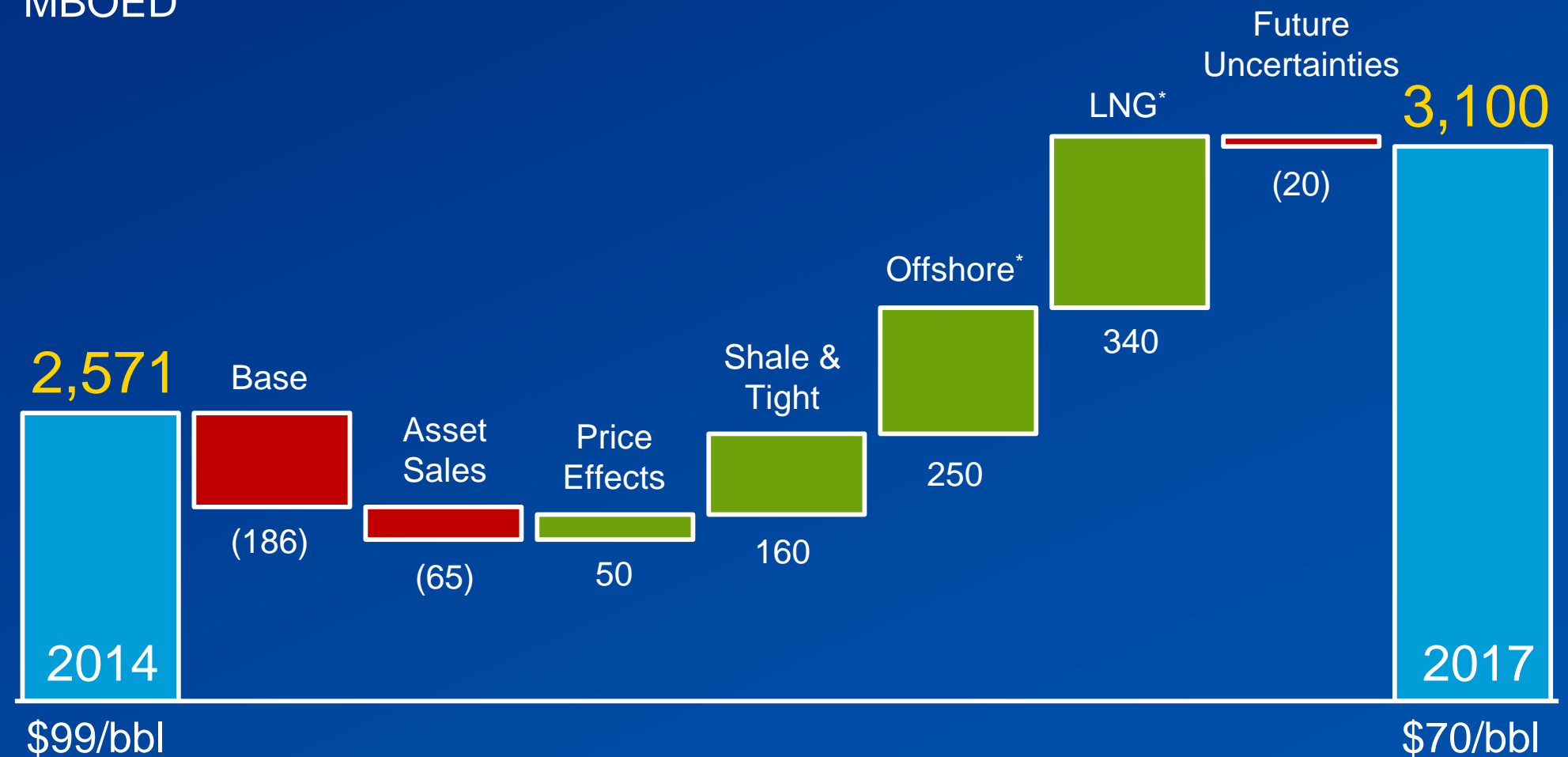
- Permian
- Vaca Muerta
- Marcellus / Utica

MCP Growth

- Gorgon
- Deepwater GOM
- Wheatstone

Projected Net Production

MBOED



Optimizing Pre-Sanction Investments



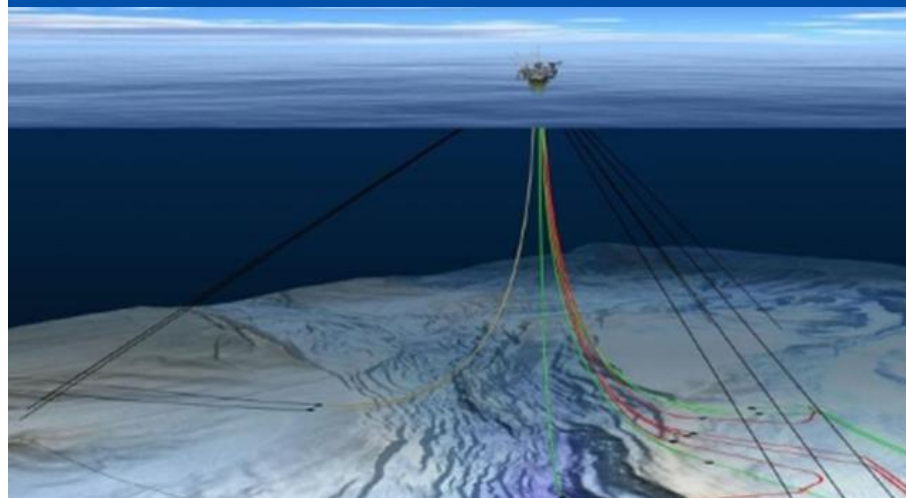
Rosebank

- Optimized design basis
- Incorporated ocean bottom node seismic
- Capturing equipment cost savings



Buckskin / Moccasin

- Selected capital-efficient subsea tieback
- Continuing engineering optimization
- Developing execution plan



Indonesia Deepwater

- Optimizing design basis
- Extending PSCs
- Securing LNG contracts
- Rebidding major contracts



TCO Future Growth Optimization

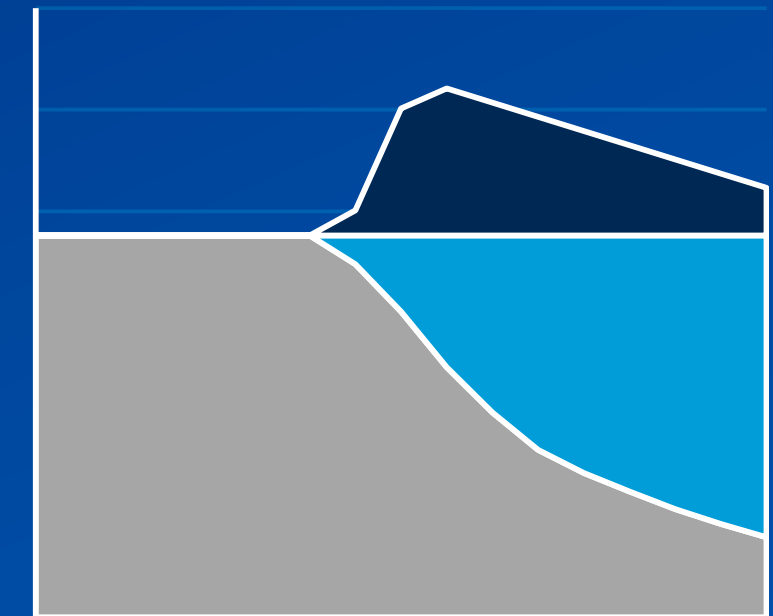


Current Status

- Reducing vendor and contractor costs
- Progressing detailed engineering
- Constructing critical infrastructure
- Finalizing MOU agreement with government
- FID expected 2H 2015



WPMP Sustains Plateau
FGP Grows Peak Production Capacity

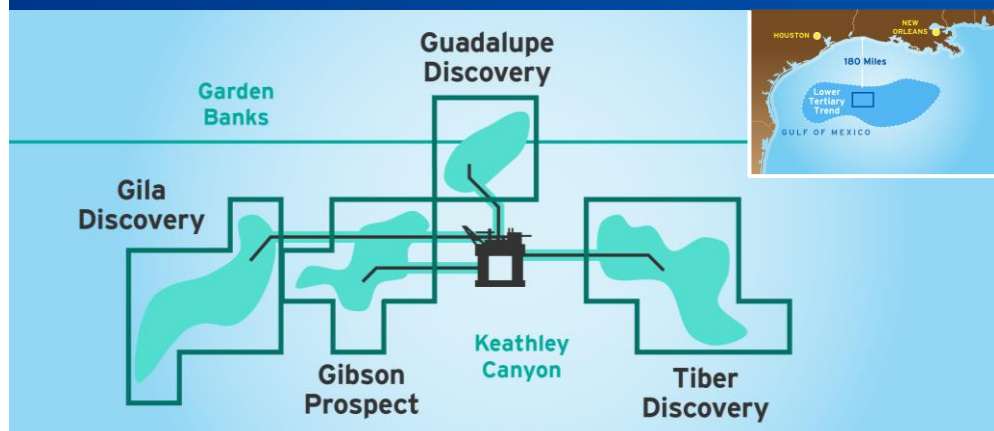


- Future Growth Project (FGP)
- Wellhead Pressure Management Project (WPMP)
- Existing Base Plants (KTL + SGP)

Hub-Scale GOM Discoveries

NW Keathley Canyon

- Covers 24 GOM leases
- Guadalupe oil discovery
- Tiber and Gila acquisitions
- Gibson prospect upside
- Chevron designated operator



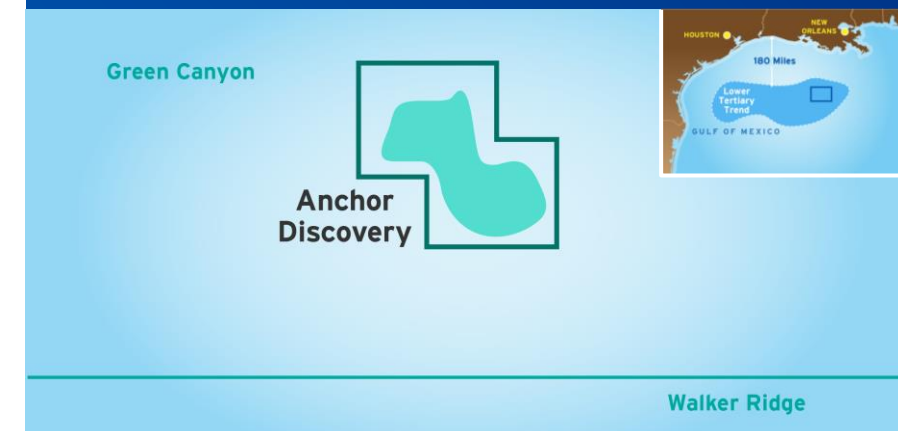
Hub Concept Benefits

- Multiple fields per facility
- Reduces overall risk
- Lower development cost
- Leverages Jack / St. Malo design and experience



Anchor

- Significant discovery
- Pay across multiple Wilcox sands
- Appraisal in progress



2015 Exploration Program Highlights

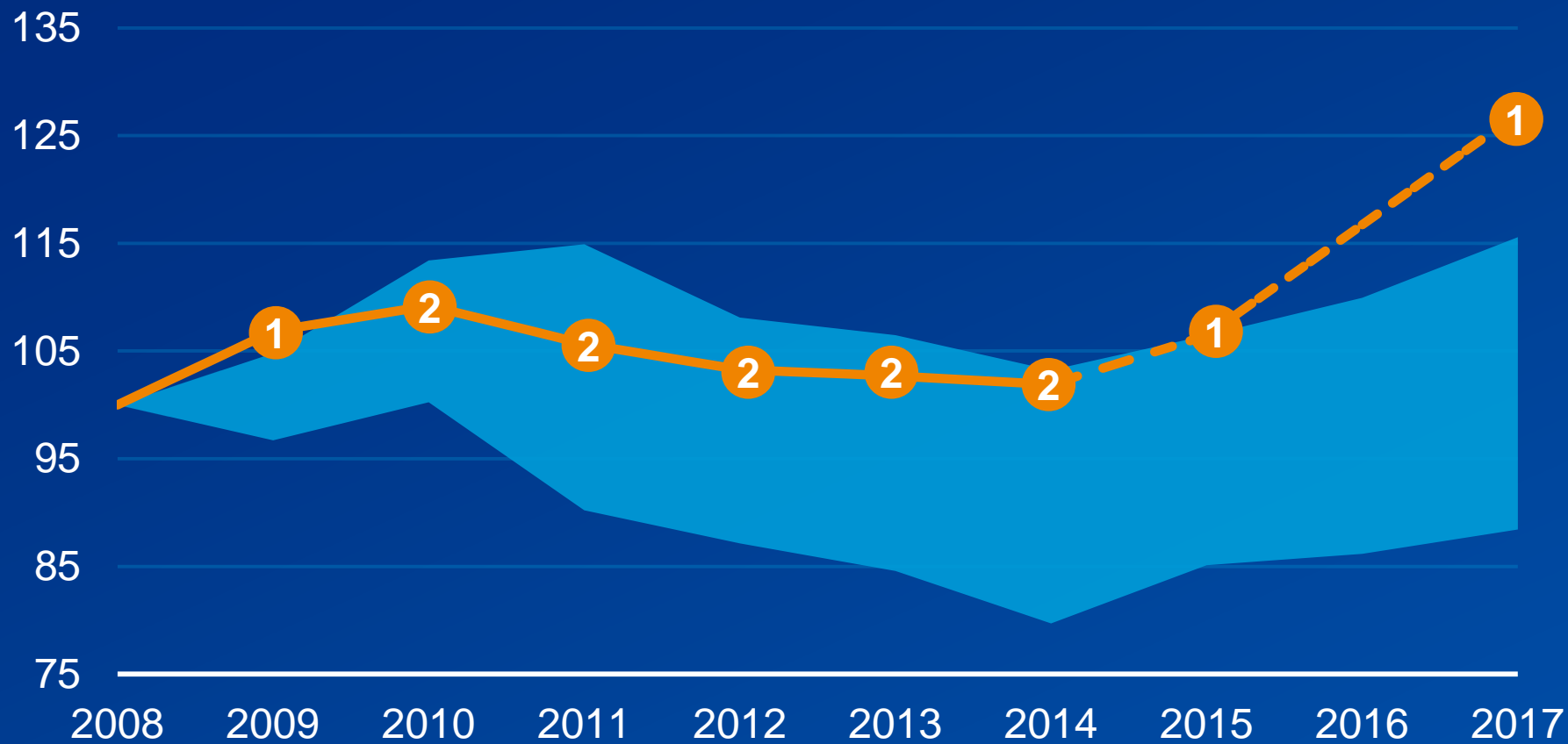


Peer Leading Production Growth



Net Production Growth*

Basis: 2008 = 100



● CVX Ranking Relative to IOC Competitors, 1 being the best

■ IOC Competitor Range: BP, RDS, TOT, XOM

Highest growth of peer group

Long-term projects approaching start-up

LNG
~340 MBOED

Offshore
~250 MBOED

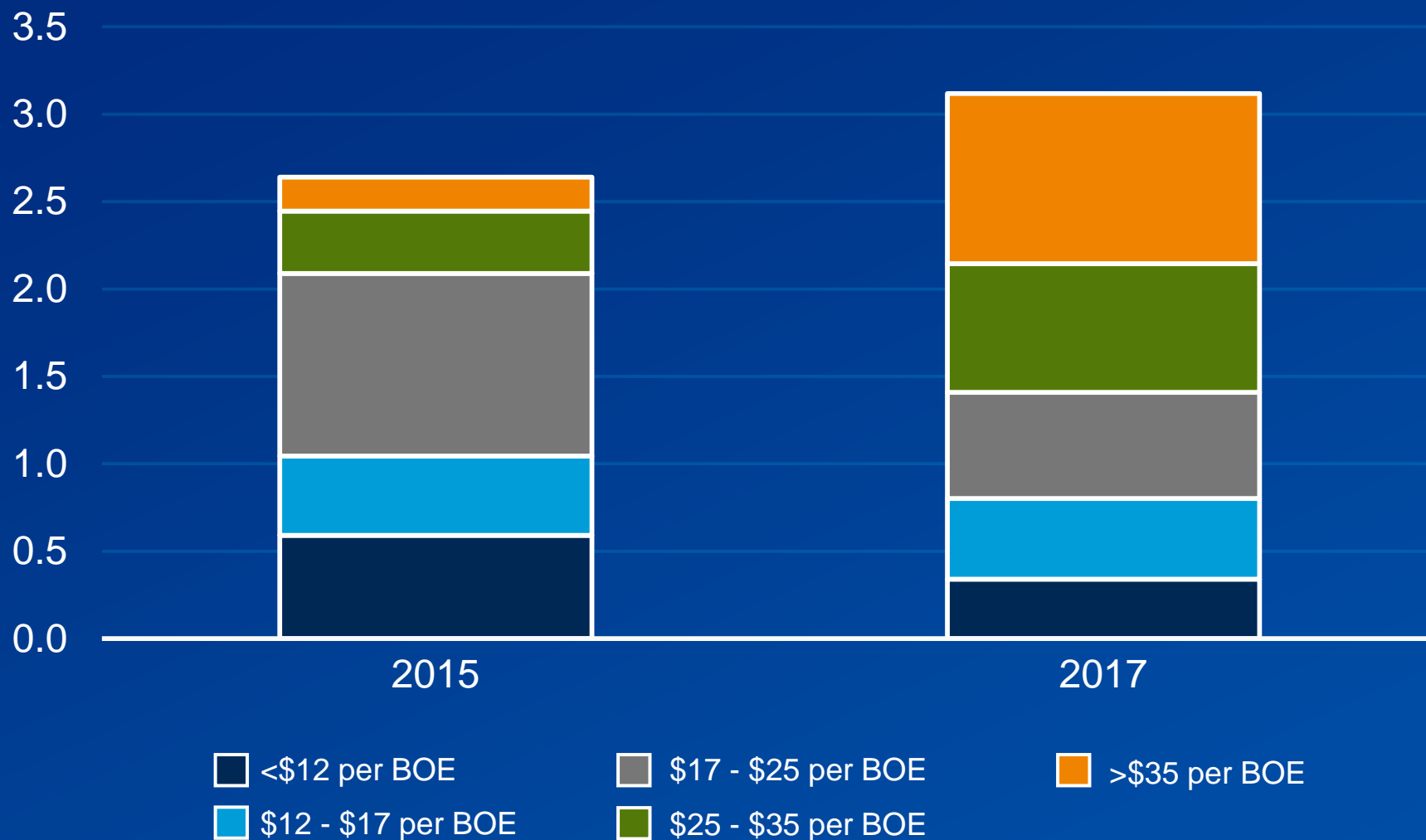
Shale & Tight
~160 MBOED

Growth Volumes Accretive to Leading Cash Margin



Cash Margin Growth*

Net Production MMBOED



Percentage of
high margin barrels
increasing

Volume growth
increases
operating cash flow

~\$25 / BOE
average cash margin
in 2017

Positioned to Succeed



Top cash margins

Highest production growth

Leading cost structure

Diverse portfolio

Robust opportunity queue

Growing legacy positions

