

# Financial Performance and Priorities

Pat Yarrington

Vice President and Chief Financial Officer

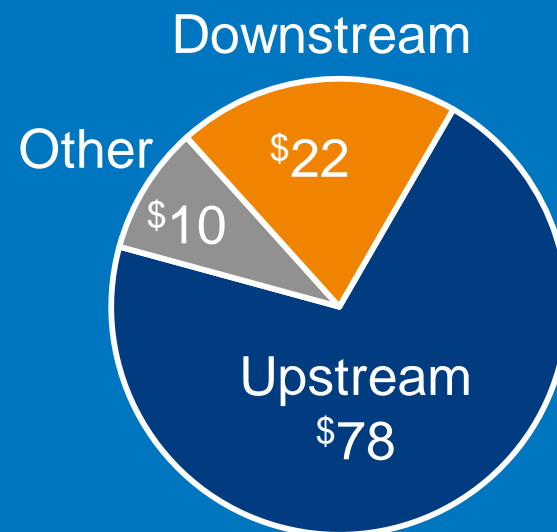


# Strong Financial Results

	Earnings (\$B)		ROCE	
	2009	2010	1-Year	5-Year

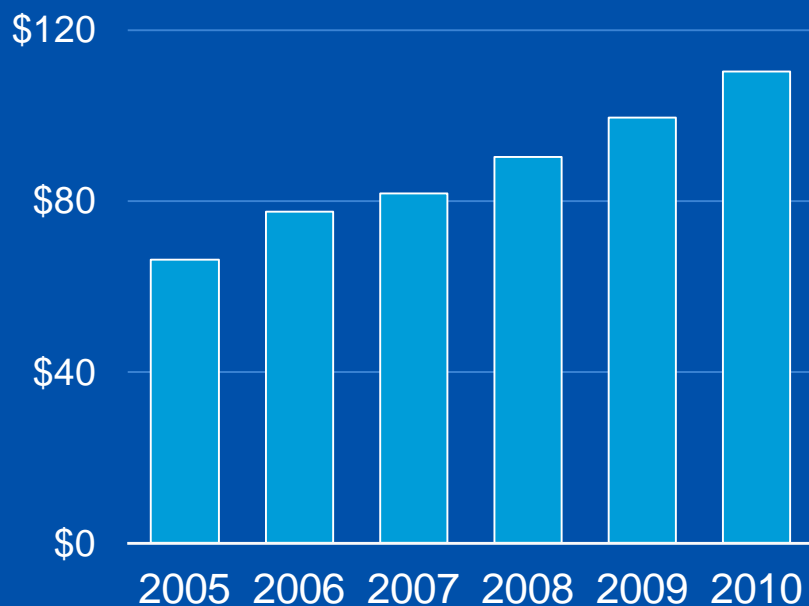
Upstream	10.9	17.7	23%	25%
Downstream	0.5	2.5	11%	14%
Other	(0.9)	(1.2)	n/a	n/a
<b>Total</b>	<b>10.5</b>	<b>19.0</b>	<b>17%</b>	<b>20%</b>

2010 Average  
Capital Employed  
**\$110 Billion**

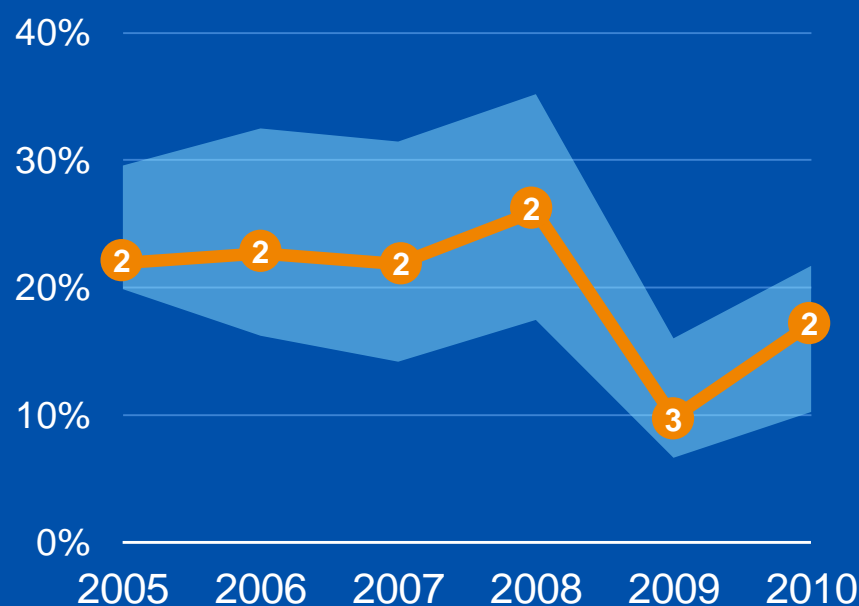


# Top-Tier ROCE While Growing Capital Employed

## Average Capital Employed \$ Billions



## Adjusted ROCE Percent



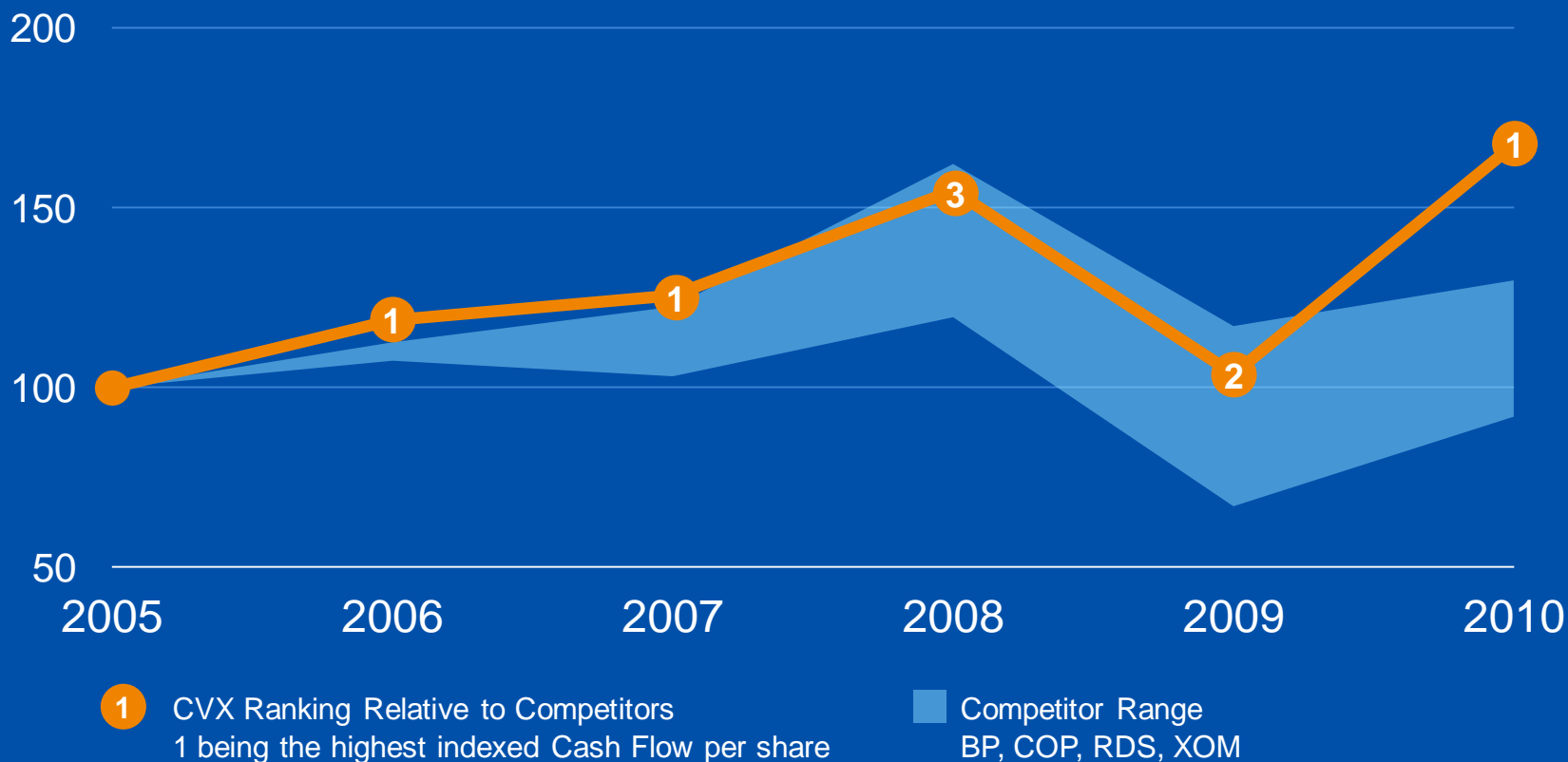
**1** CVX Ranking Relative to Competitors  
1 being the highest ROCE

Competitor Range  
BP, COP, RDS, XOM

# Cash Flow Per Share Growth Outpacing Peers

## Indexed Cash Flow Per Share\*

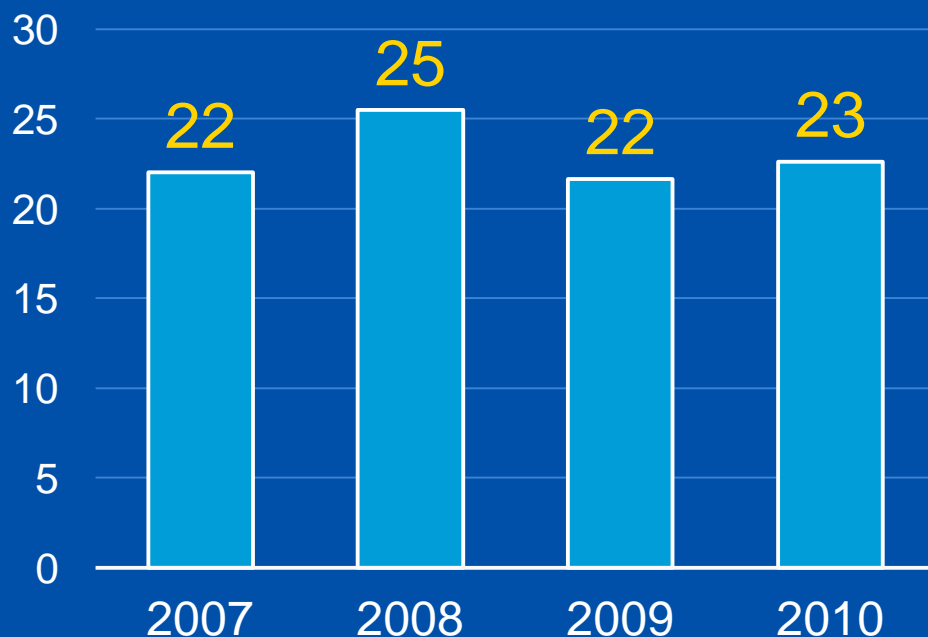
(Basis Year: 2005 Indexed to 100)



\* Cash Flow from Operations Per Average Outstanding Shares.

# Maintaining Cost Discipline

## Operating and SG&A Costs\* \$ Billions



**Maintained**  
cost focus

while

**Growing**  
production

\$72  
2,619

\$100  
2,530

\$62  
2,704

\$79  
2,763

Average WTI Spot (\$/bbl)  
Net Production (MBOED)

\* Excludes fuel costs.



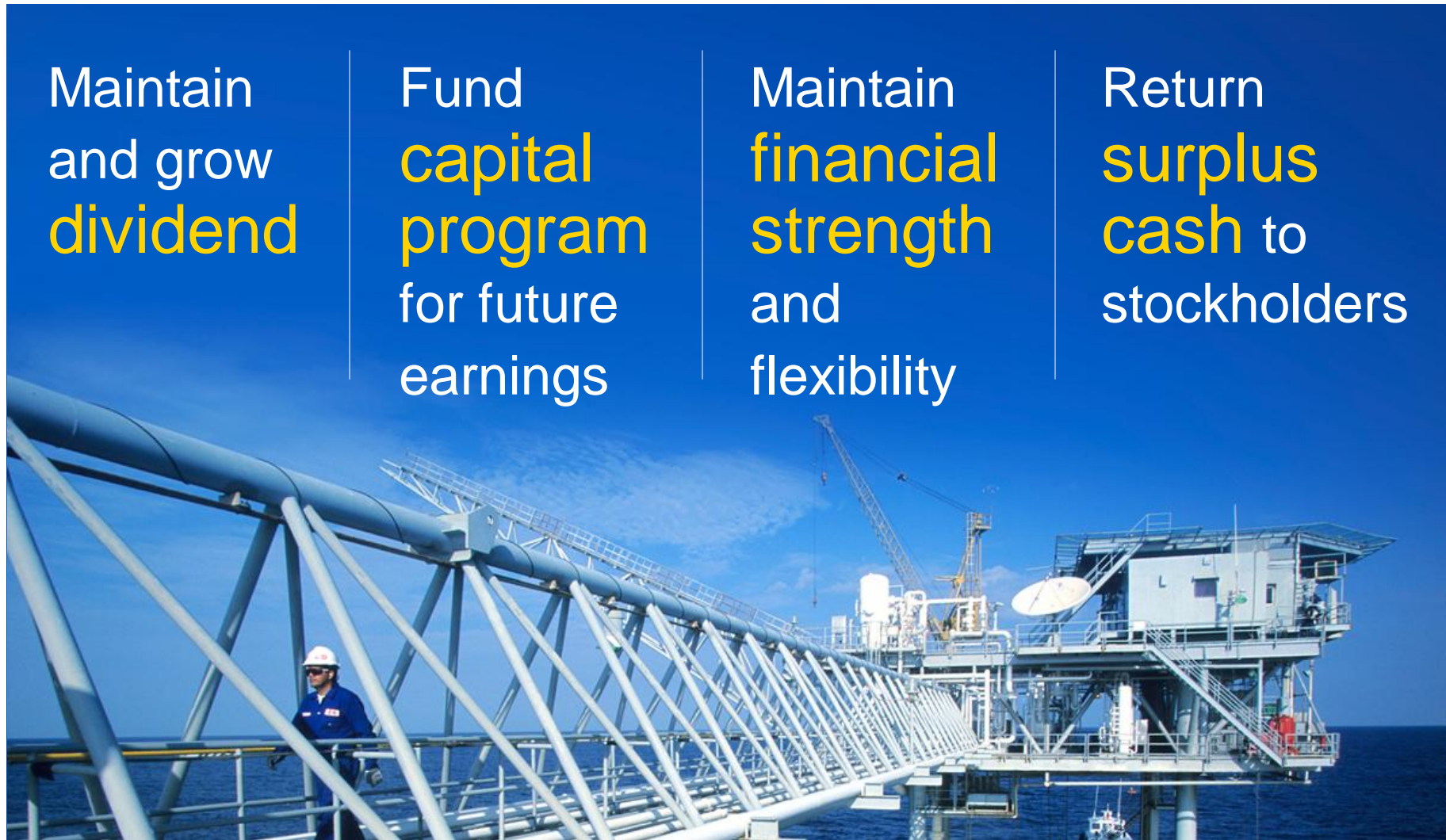
# Consistent Financial Priorities

Maintain  
and grow  
**dividend**

Fund  
**capital  
program**  
for future  
earnings

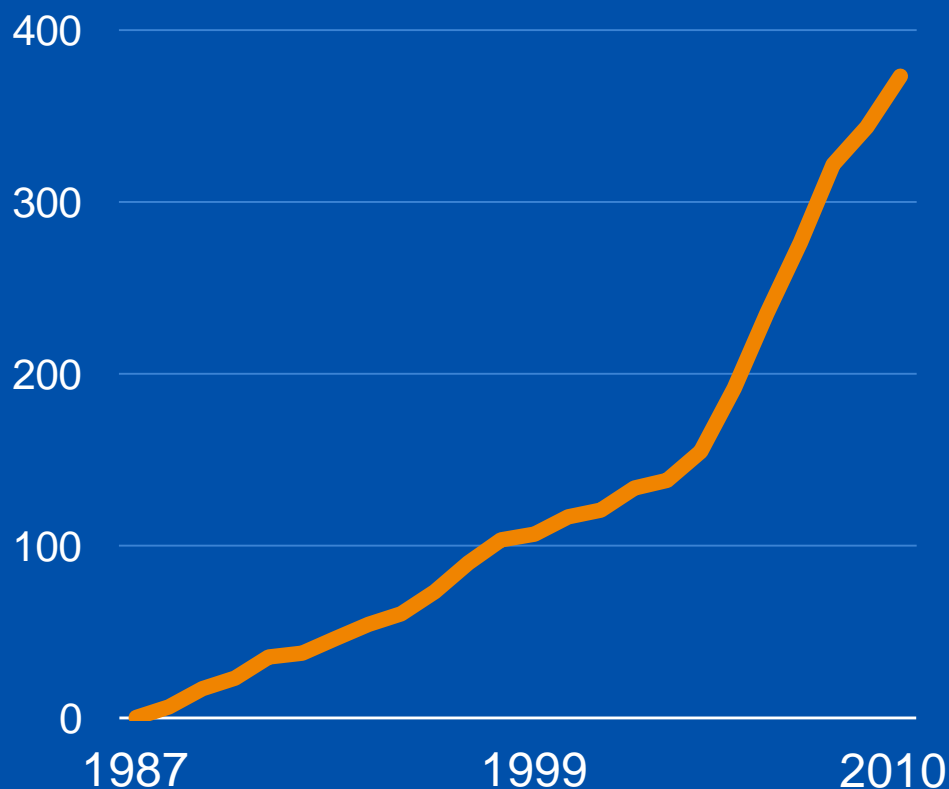
Maintain  
**financial  
strength**  
and  
flexibility

Return  
**surplus  
cash** to  
stockholders



# Superior Dividend Growth

## Cumulative Increase Percent



23

Consecutive  
annual increases

7%

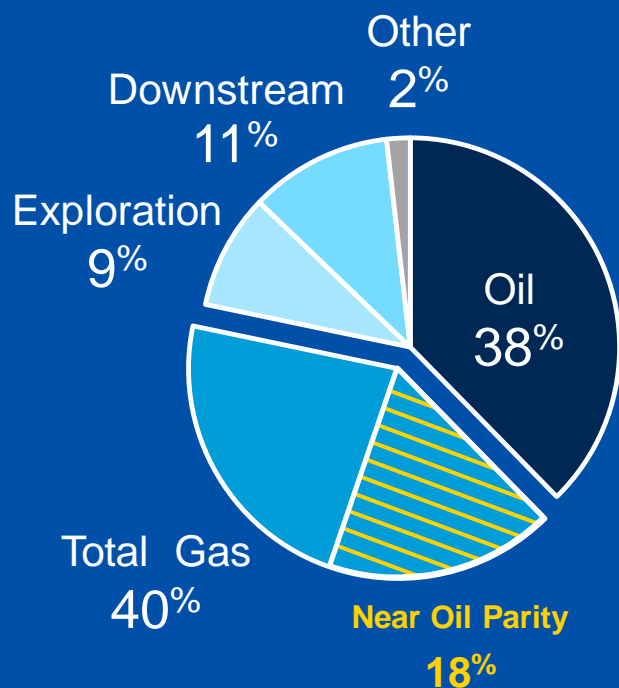
Annual growth rate  
since 1987

~3%

Dividend yield  
(end of February 2011)

# 2011 Capital Spending: \$26 Billion

## By Category

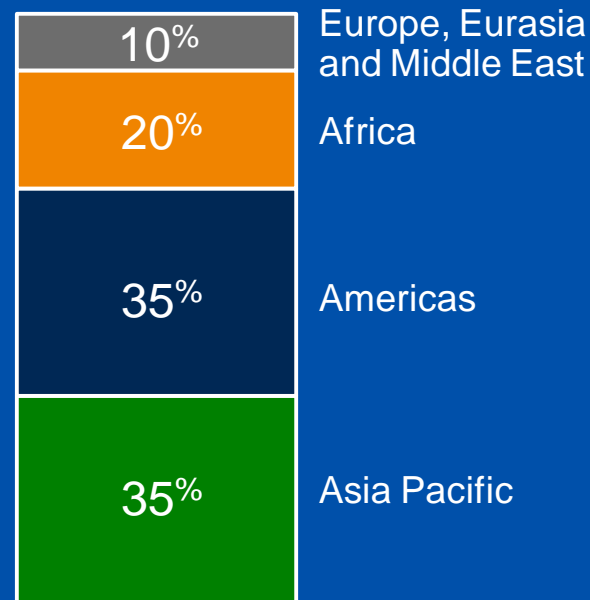


**87%**  
Upstream

**55%**  
MCPs

**55%**  
OECD

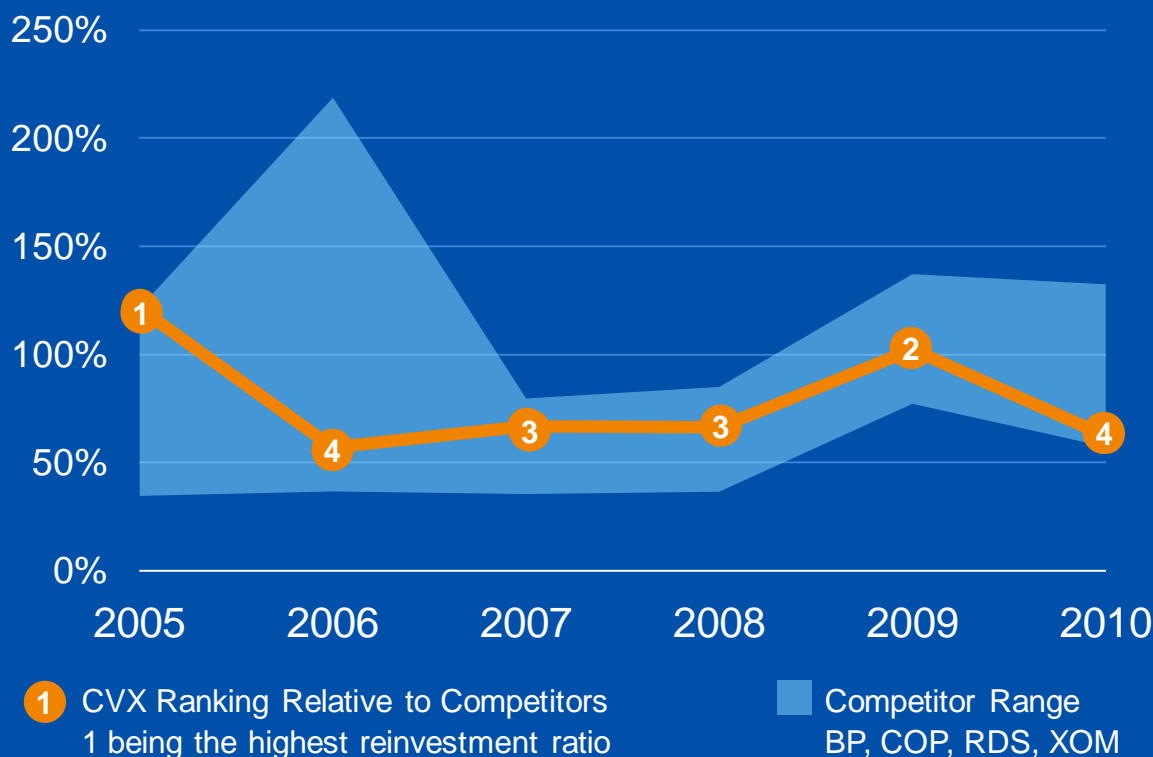
## By Region





# Prudent Reinvestment Generates Superior Financial Results

## Reinvestment Ratio Percent

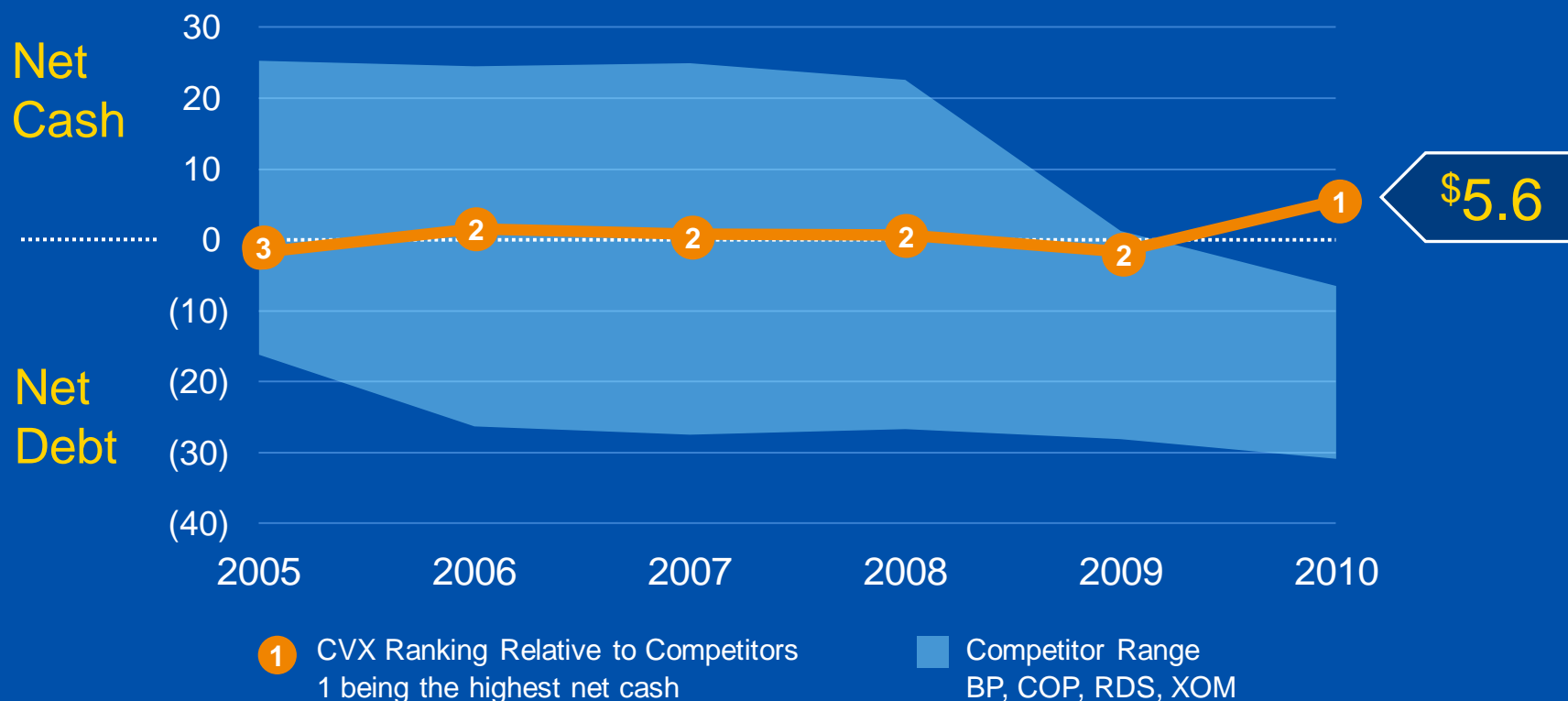


Reinvestment  
rate at **peer  
average**

Generating  
**superior**  
earnings and  
cash flow

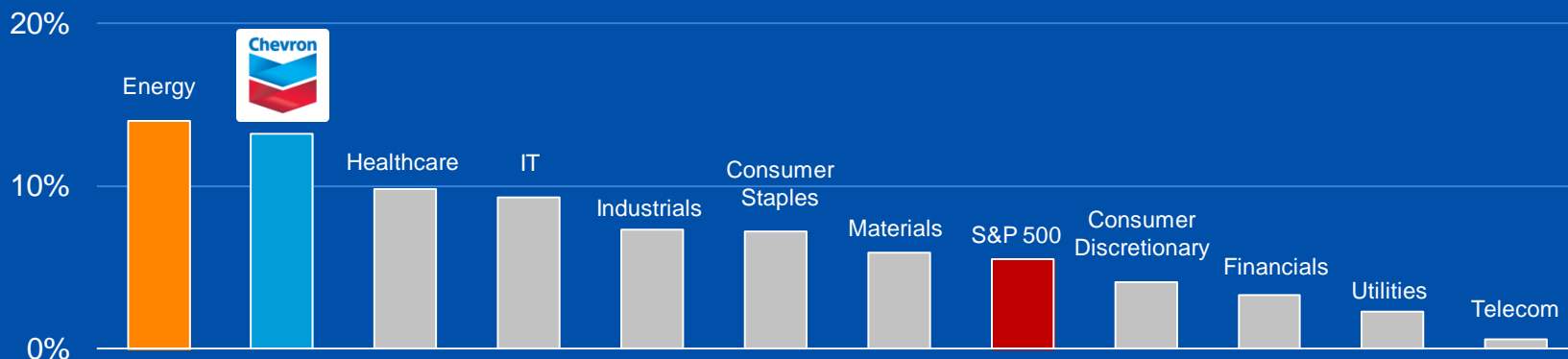
# Strongest Balance Sheet

## Year-End Net Cash \$ Billions

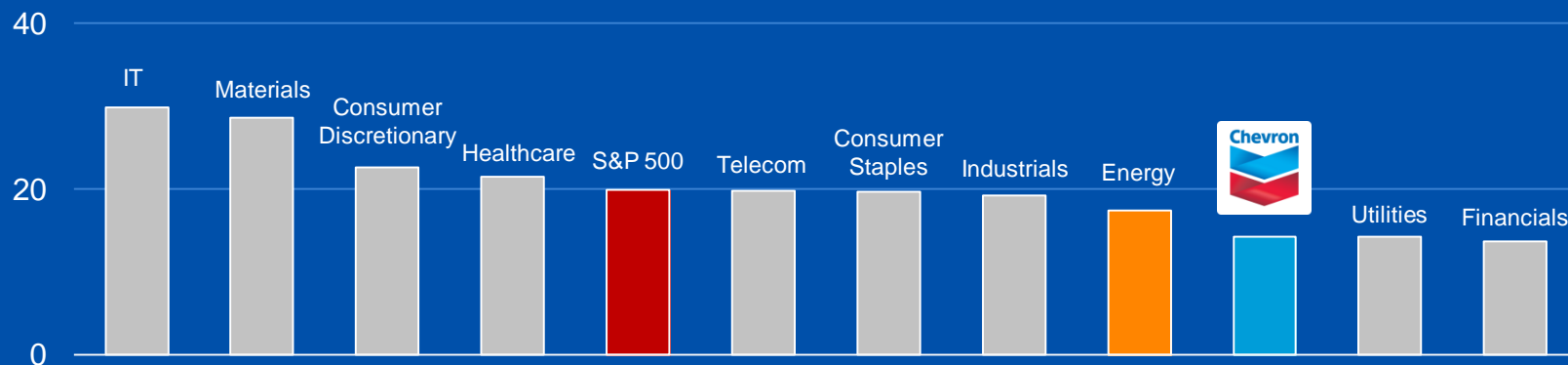


# Energy Sector Has Higher EPS Growth... Yet Lower P/E

Average Rolling 5-Year EPS Growth Rates (January 1993 – September 2010)



Average Trailing P/E Ratios (January 1993 – September 2010)



# We Are Doing It All

**Top Quality**  
Project Queue

**Disciplined**  
Investment

**Top Earnings**  
**and Cash** per bbl



**Strong**  
Balance Sheet

**Rewarding**  
Stockholders

**Funding**  
Future Growth