

ChevronTexaco

Security Analyst Meeting

December 14, 2004



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 of ChevronTexaco Corporation contains forward-looking statements relating to ChevronTexaco's operations that are based on management's current expectations, estimates and projections about the petroleum, chemicals and other energy-related industries. Words such as “anticipates,” “expects,” “intends,” “plans,” “targets,” “projects,” “believes,” “seeks,” “estimates” 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, some of which are beyond management'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 report. Unless legally required, ChevronTexaco undertakes no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

Among the factors that could cause actual results to differ materially are crude oil and natural gas prices; refining margins and marketing margins; actions of competitors; the competitiveness of alternate energy sources or product substitutes; technological developments; success of the company's exploration program; the results of operations and financial condition of equity affiliates; inability or failure of the company's joint-venture partners to fund their share of operations and development activities; potential failure to achieve expected production from existing and future crude oil and natural gas development projects; potential delays in the development, construction or start-up of planned projects; potential disruption or interruption of the company's production or manufacturing facilities due to war, accidents, political events, civil unrest or severe weather; the company's ability to successfully achieve the planned improvements from the restructuring of its worldwide downstream organization and other business units; potential liability for remedial actions under existing or future environmental laws or regulations; significant investment or product changes under existing or future environmental regulations (including, particularly, regulations and litigation dealing with gasoline composition and characteristics); potential liability resulting from pending or future litigation; and the company's ability to sell or dispose of assets or operations as expected. In addition, such statements could be affected by general domestic and international economic and political conditions. Unpredictable or unknown factors not discussed herein also could have material adverse effects on forward-looking statements.

U.S. Securities and Exchange Commission (SEC) rules permit oil and gas companies to disclose only proved reserves in their filings with the SEC. Certain terms, such as “resources,” “undeveloped gas resources,” “oil in place,” “recoverable reserves,” and “recoverable resources,” among others, are used in this presentation to describe certain oil and gas properties that are not permitted to be used in filings with the SEC.

Today's Agenda

- **Dave O'Reilly – Strategic Framework & Performance**
- **Pat Woertz – Global Downstream**
- **Peter Robertson – Upstream and Global Gas**
- **George Kirkland – Highlighted Major Capital Projects**
- **Panel – Q&A**
- **Dave O'Reilly – Summary and Closing**

Focus and Discipline

Strategy

Execution

Profitable Growth



ChevronTexaco

Doing What We Said We'd Do

Top ROCE achieved



Asset sales to high-grade portfolio



**Major projects on track to deliver '06-'08
production growth**



Continuing exploration success



Building global gas business

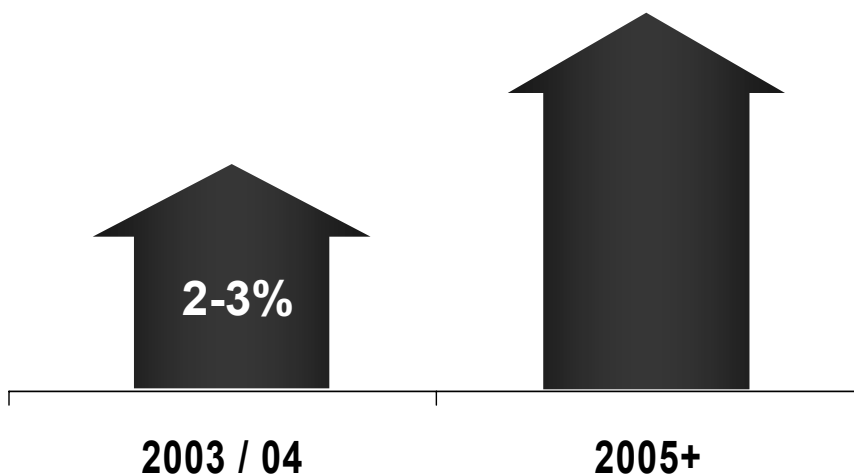


#1 TSR 2000 - 2004



Committed to Increasing Returns on Capital

CVX Improvement in ROCE

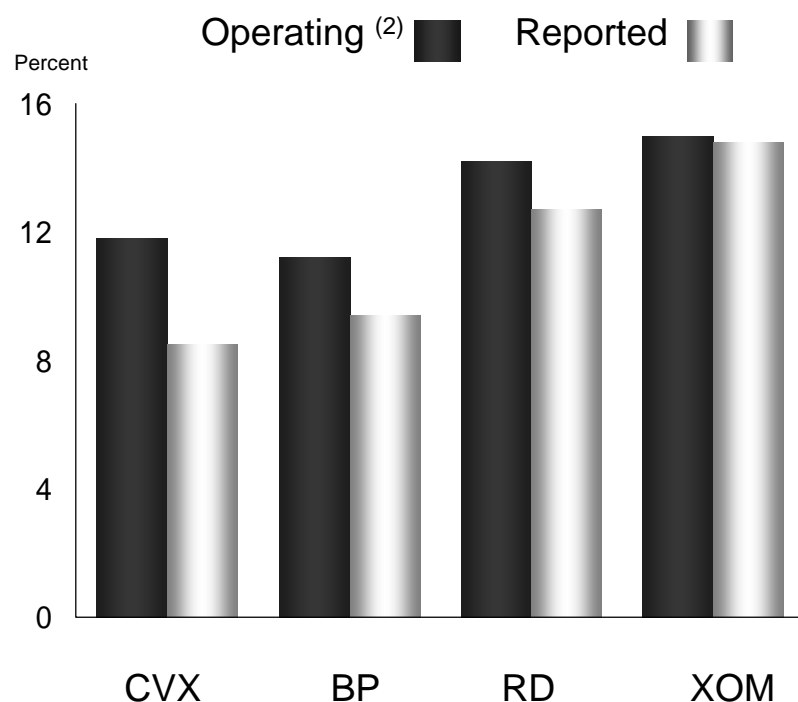


- Earnings Synergies
- Capital Synergies
- Portfolio Management

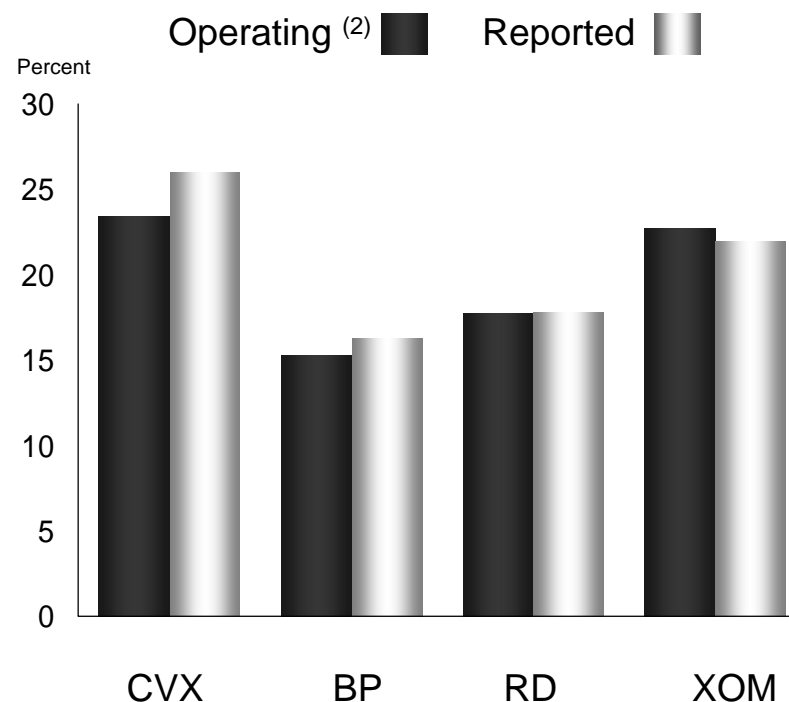
Nov. 2001 Objective: close the gap versus our best competitors at mid-cycle prices

ROCE Improvement Delivered

ROCE 1998-2002 ⁽¹⁾



ROCE 9 Months 2004 ⁽¹⁾

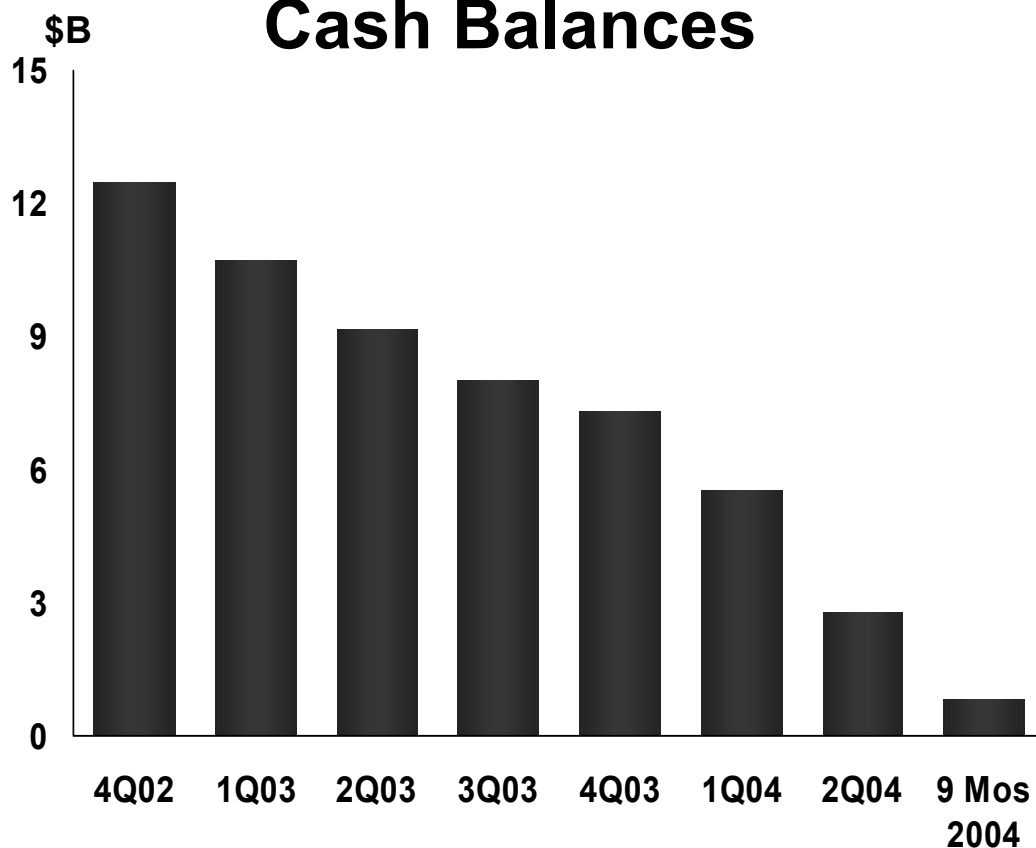


⁽¹⁾ CVX ROCE calculated by dividing *net income* (adjusted for after-tax interest expense and minority interest) by the average of total debt, minority interest and *stockholders' equity* for the period. Calculated for peers based on publicly available information handled on a consistent basis.

⁽²⁾ Excludes special items. Reconciliation to non-GAAP earnings measure is available at www.chevrontexaco.com under Investors

Balance Sheet Strengthened

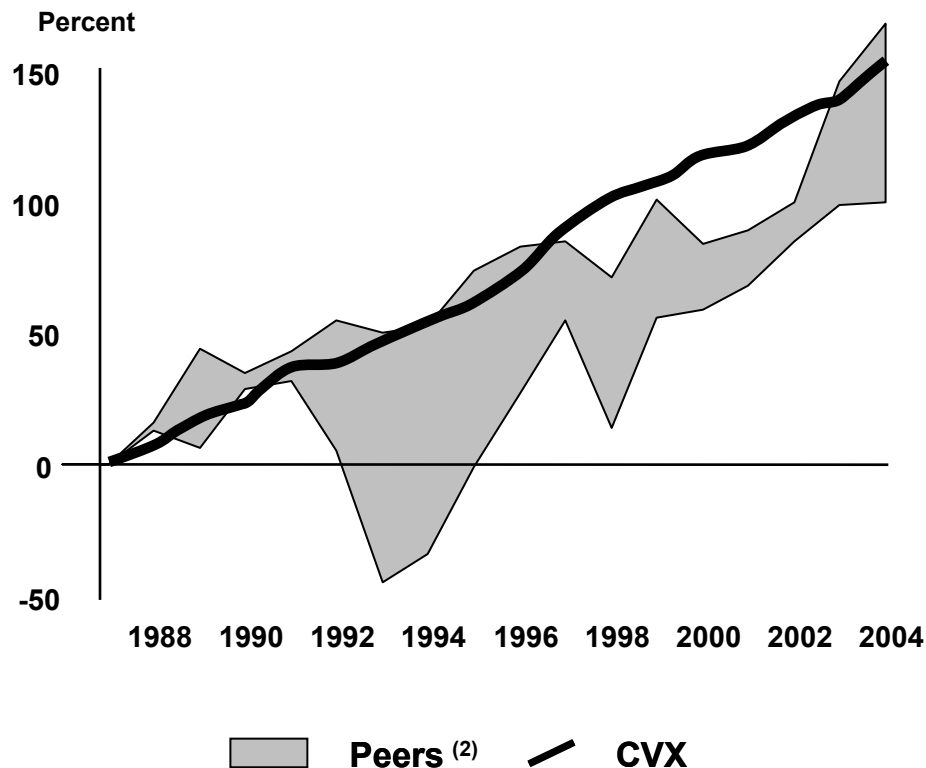
Debt Net of Cash Balances



- Debt reduced > \$4 billion since 2002
- Pension funding > \$2 billion since 2002
- Debt ratio 22% at end of 3Q
- Net debt ratio 2% at end of 3Q

2004 Dividend Increase

Dividend Growth ⁽¹⁾ (1987 - 2004 US\$)



- 3Q04 10% dividend increase
- Consecutive annual dividend increases
- 3Q04 2-for-1 stock split

⁽¹⁾ Includes only acquiring companies pre-merger and then combined entity for period thereafter for all companies completing mergers in the 1987-2002 period.

⁽²⁾ Peers include XOM, RDS & BP

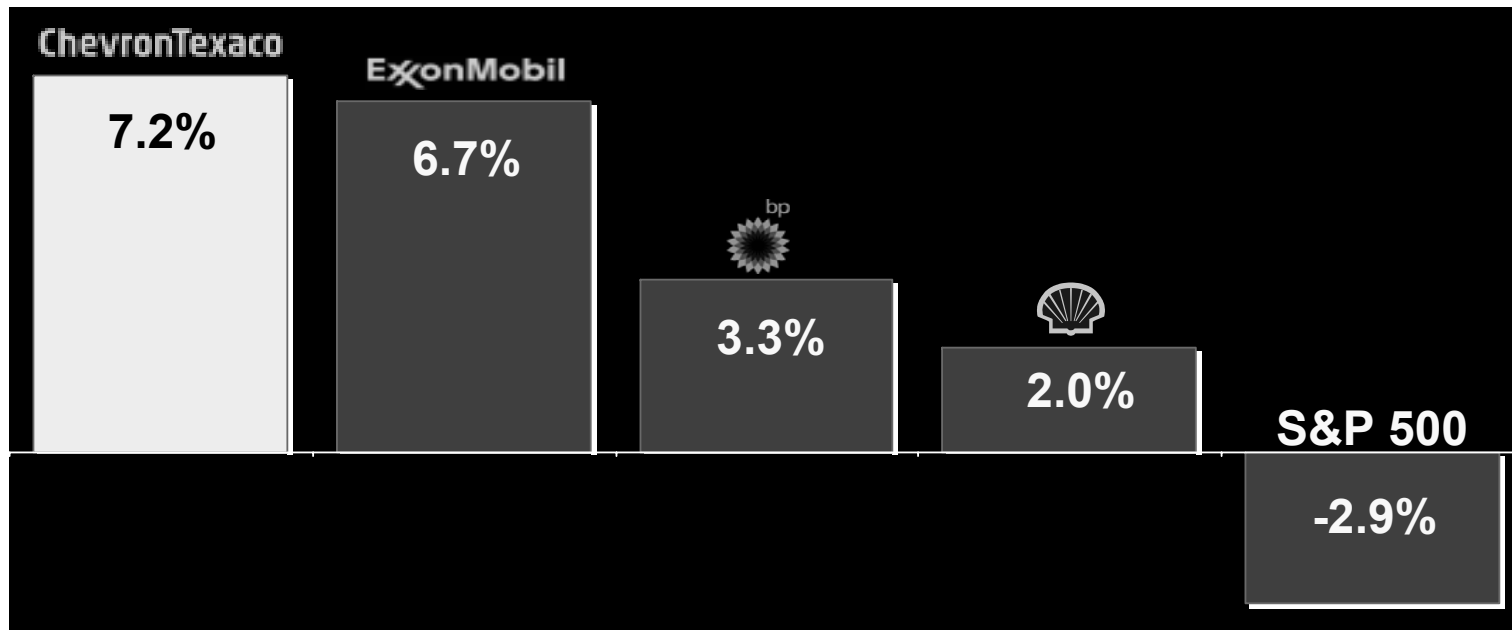
Stock Repurchase Program

- **Authorized to purchase up to \$5 billion**
- **Duration up to 3 years**
- **Flexible pace**
- **2Q04 purchases = \$600 million**
- **3Q04 purchases = \$750 million**

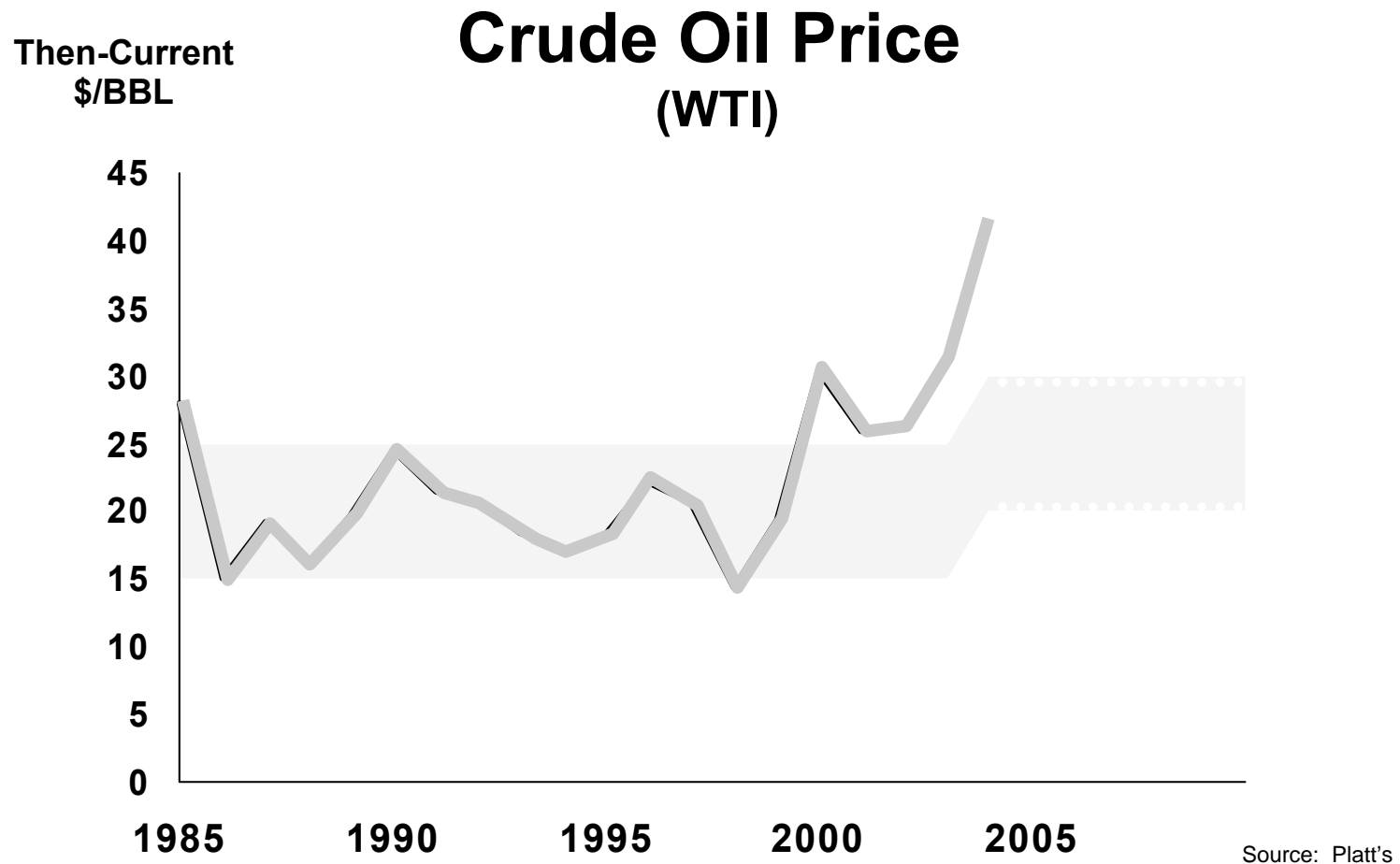
Objective: #1 in Total Stockholder Return

Total Stockholder Returns

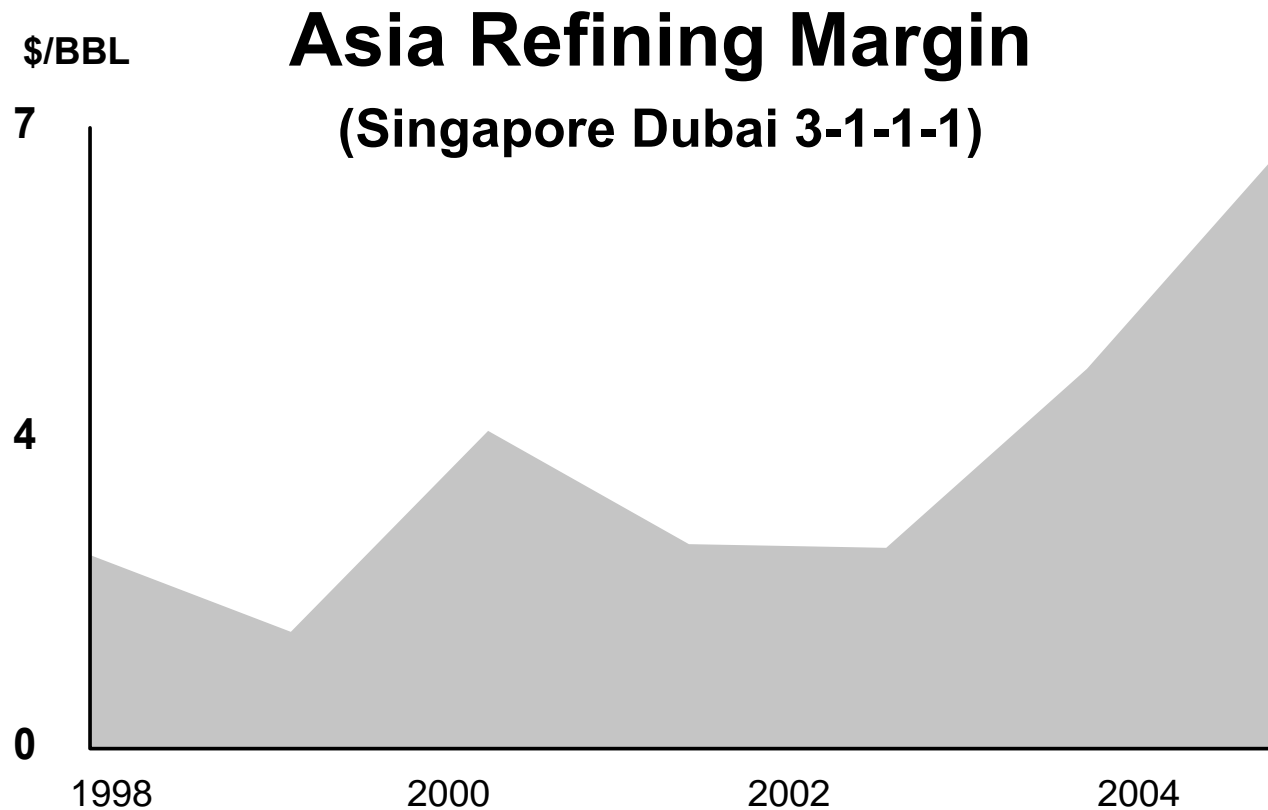
Annualized: 01/01/2000 - 12/07/2004



The world has changed. . .



The world has changed. . .

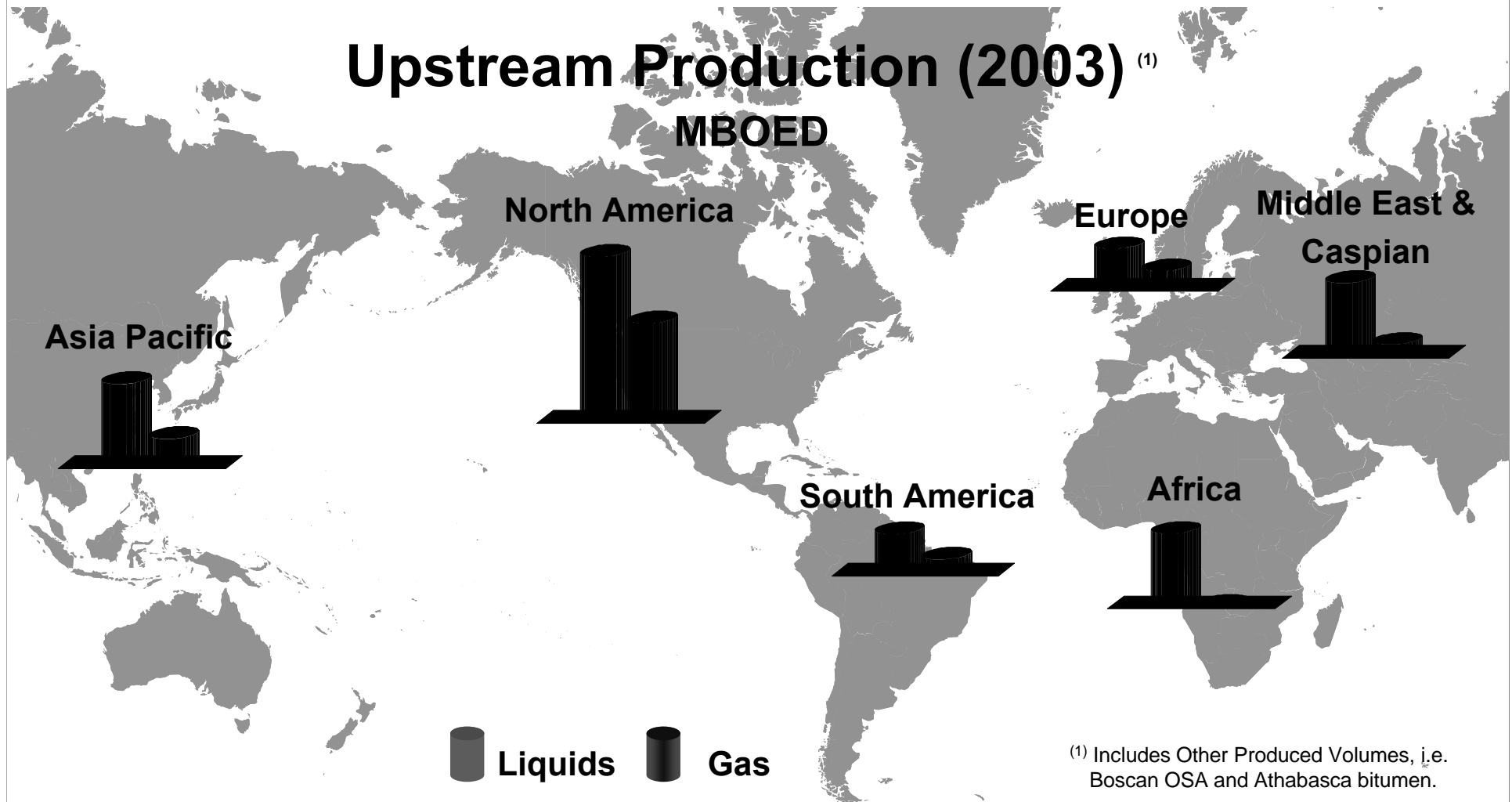


Source: Platt's

Portfolio is Well-Positioned

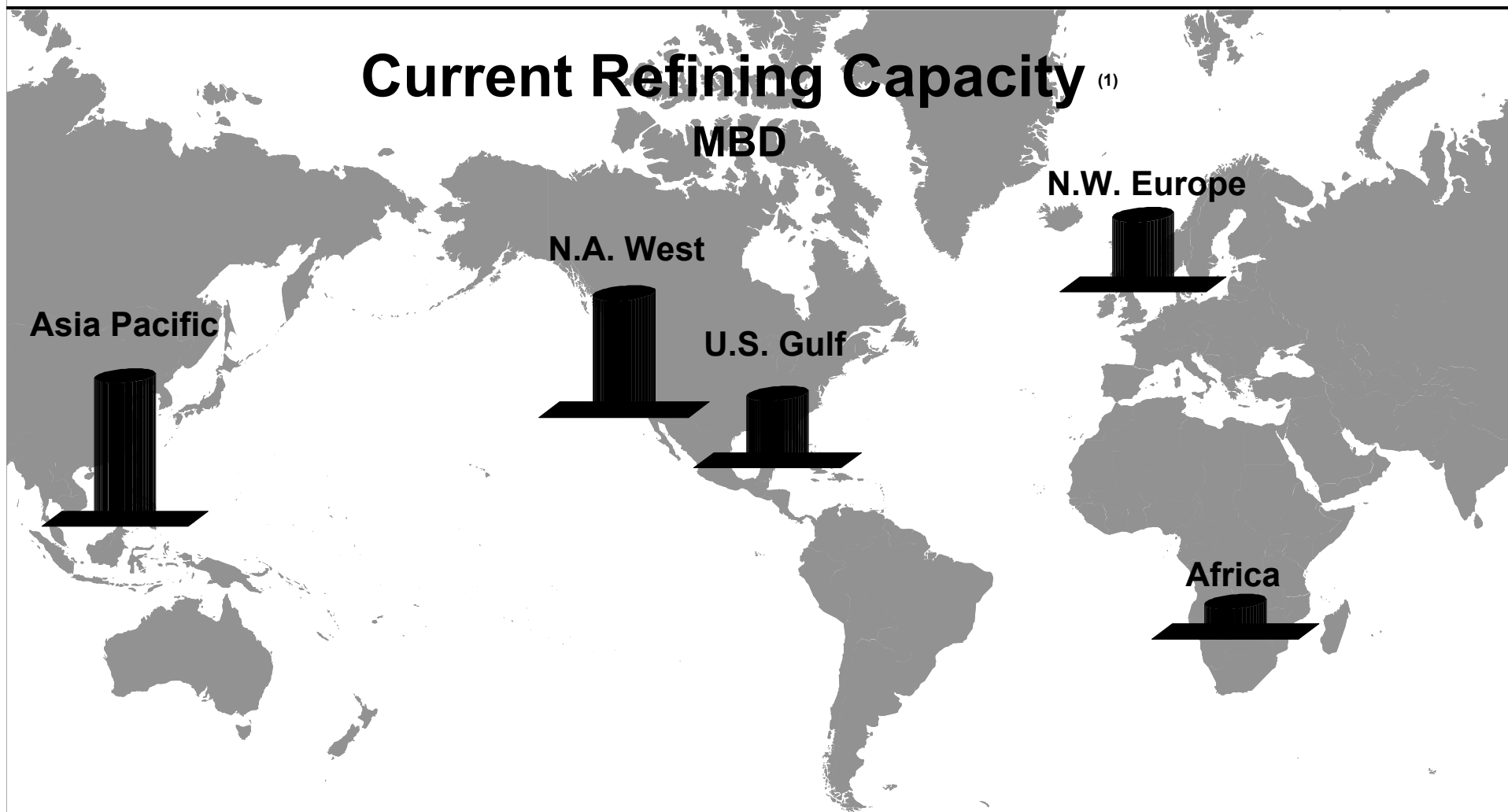
Upstream Production (2003) ⁽¹⁾

MBOED



Portfolio is Well-Positioned

Current Refining Capacity ⁽¹⁾

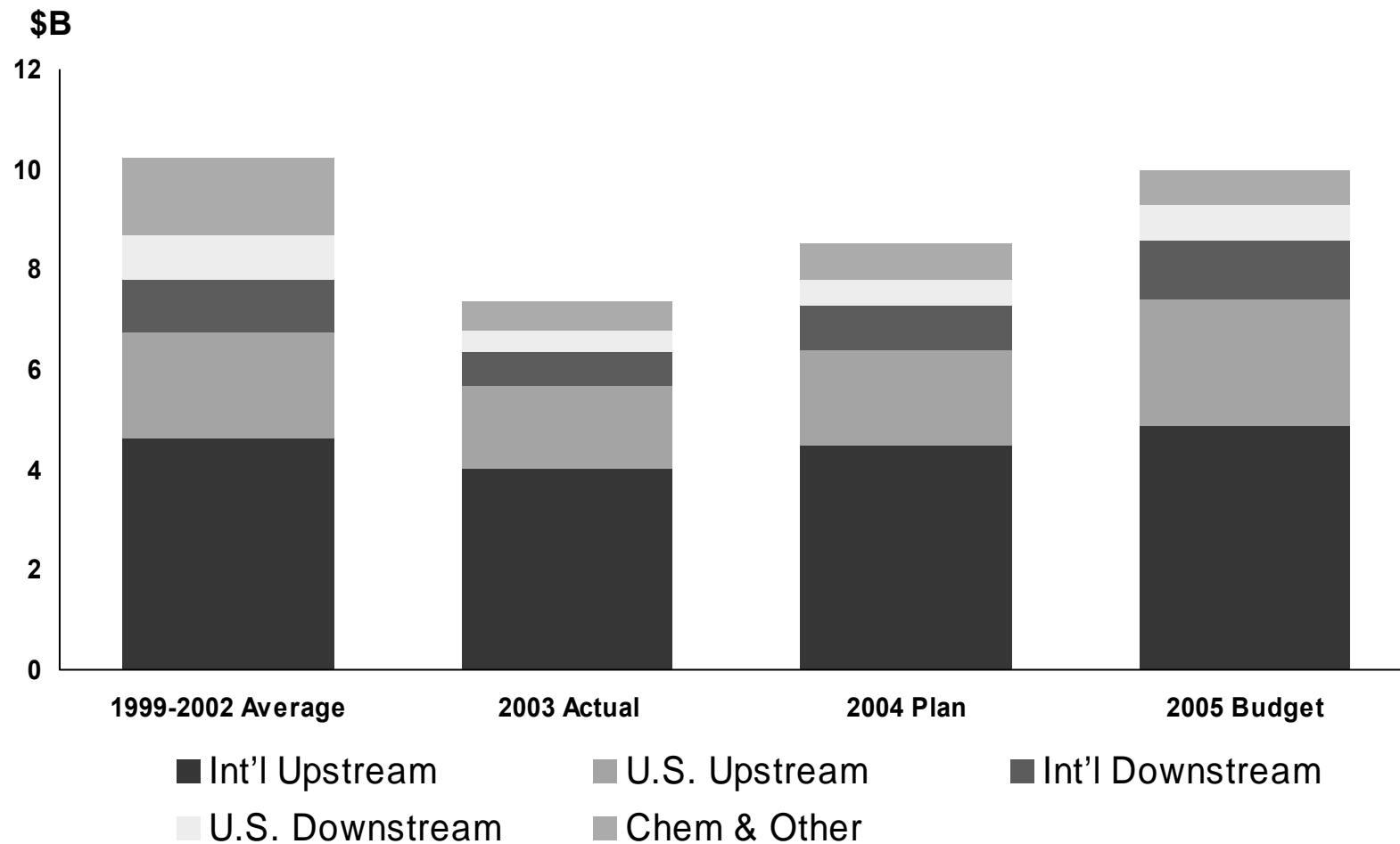


⁽¹⁾ Excludes asphalt plants.

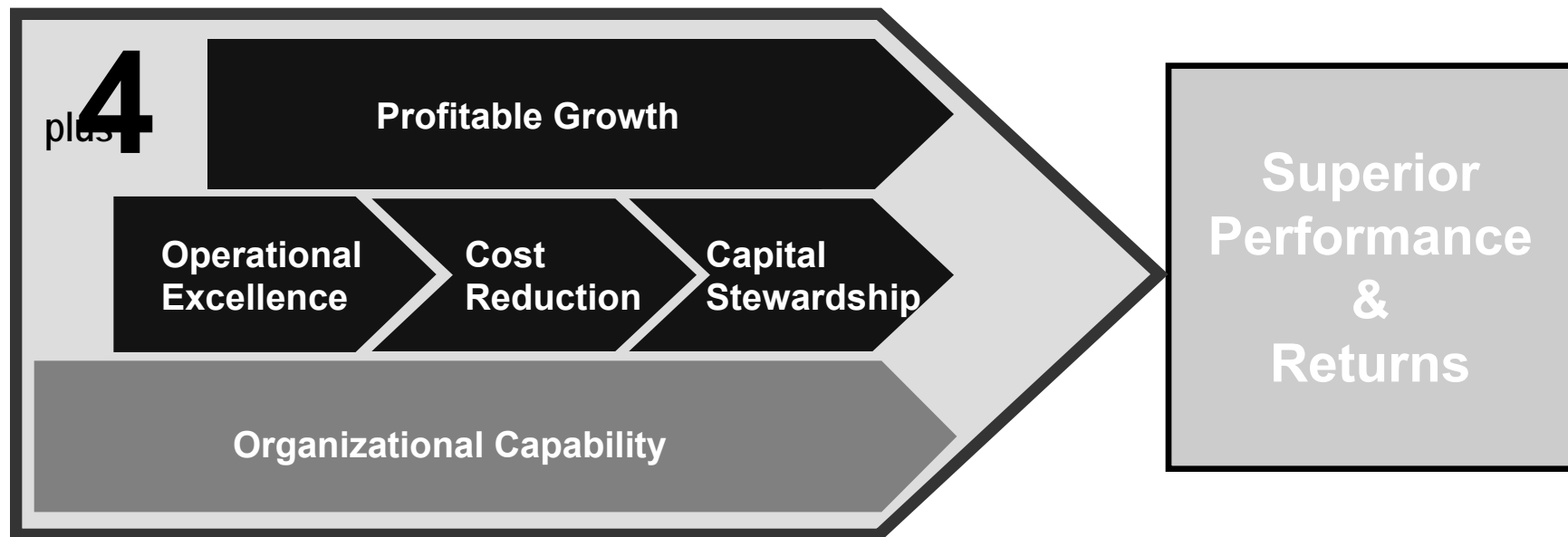
Business Strategies Remain the Same

- **Upstream**
 - **Grow profitability in core areas and build new legacy positions**
- **Global Gas**
 - **Commercialize equity resource base by targeting North American & Asian markets**
- **Downstream**
 - **Improve returns by focusing on areas of market and supply strength**

Capital & Exploratory Program



Delivering Industry Leading Performance Through “4+1”



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Global Downstream

Pat Woertz

Executive Vice President

December 14, 2004

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Downstream Strategy to Grow Value

“Improve downstream returns by focusing on areas of market and supply strength”

Advantaged or Competitive Supply

Strong Brands and Market Positions

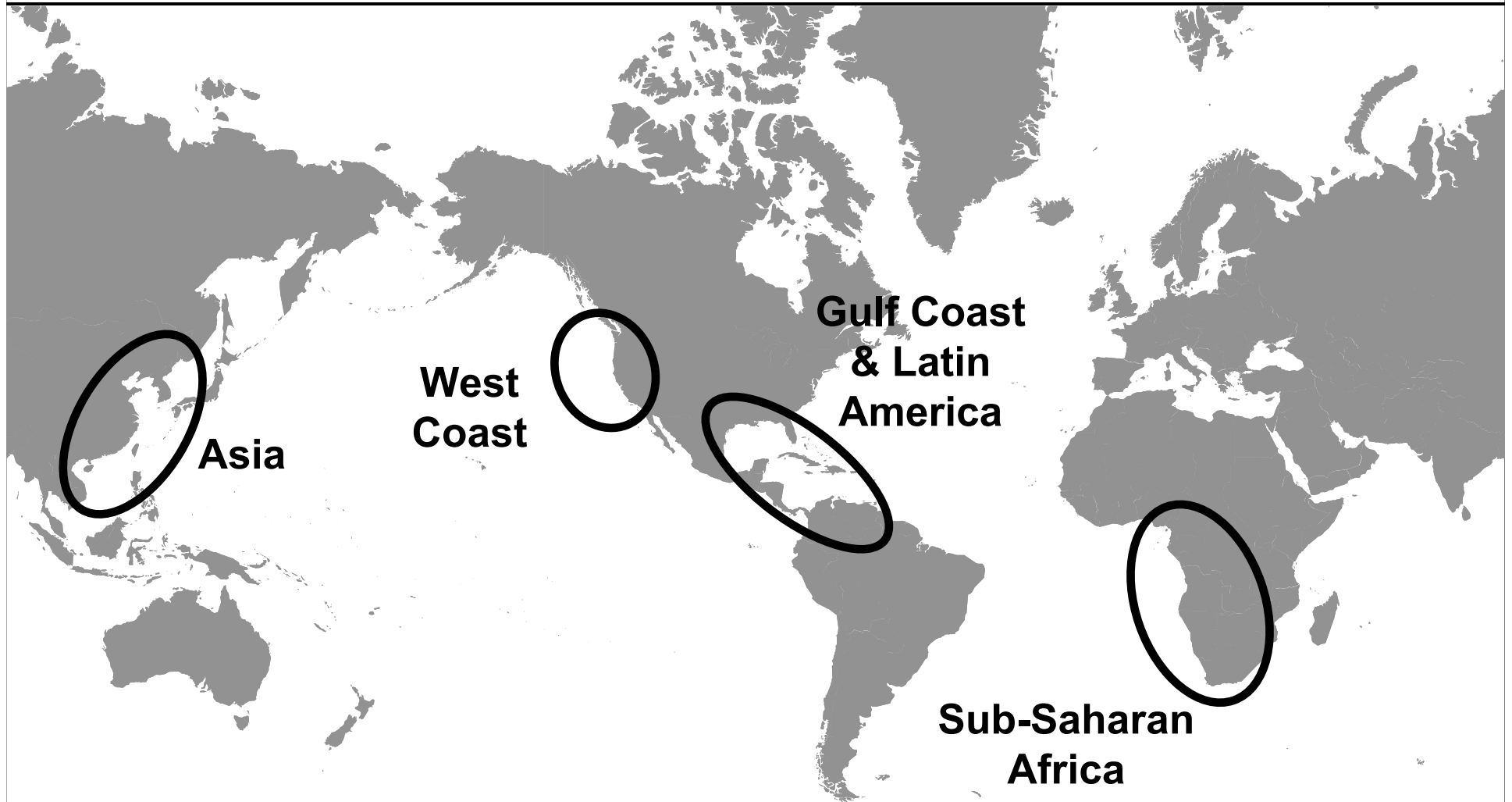
**Driving to World Class Safety,
Efficiency and Reliability**

Selective Growth Investments



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Downstream Areas of Strength



Doing What We Said We'd Do

Move to a global, functional model in 2004



Increase refinery utilization



Sustain U.S. ROCE at 12%



Improve International ROCE to 10% by 2005

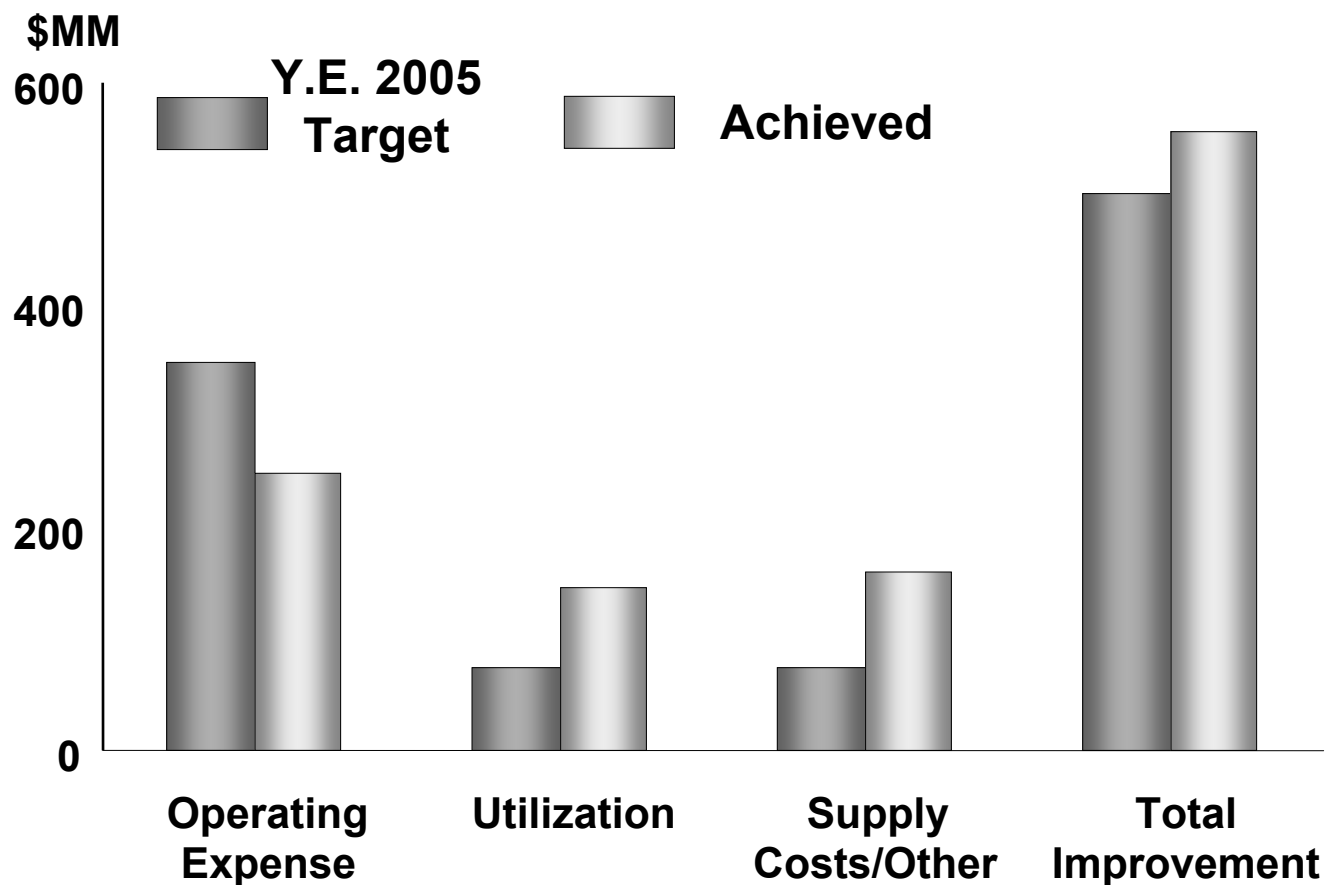
ON TRACK

\$500mm EBIT improvement by 2005

ON TRACK

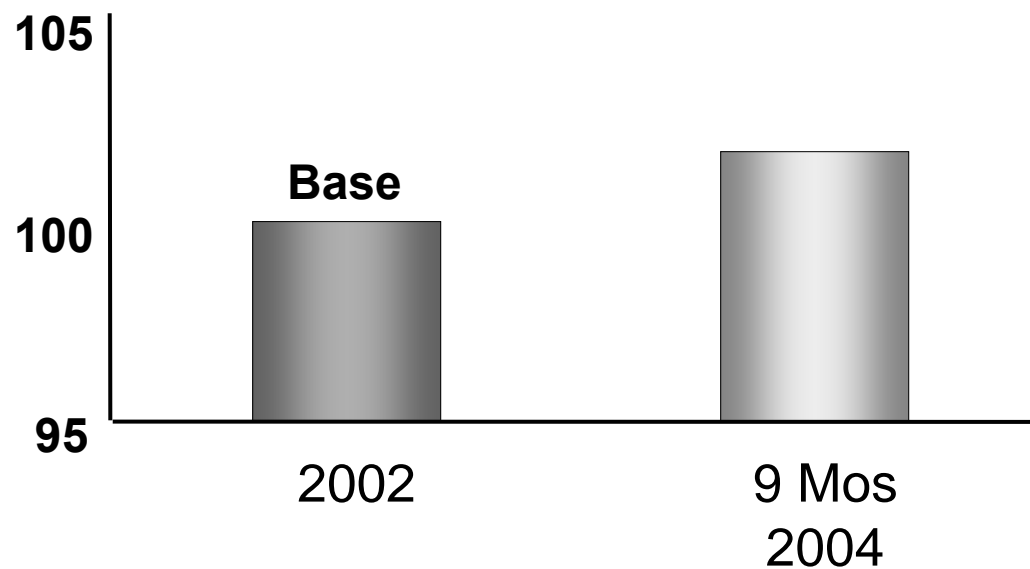
Achieving \$500 million Ahead of Expectations

EBIT Improvement



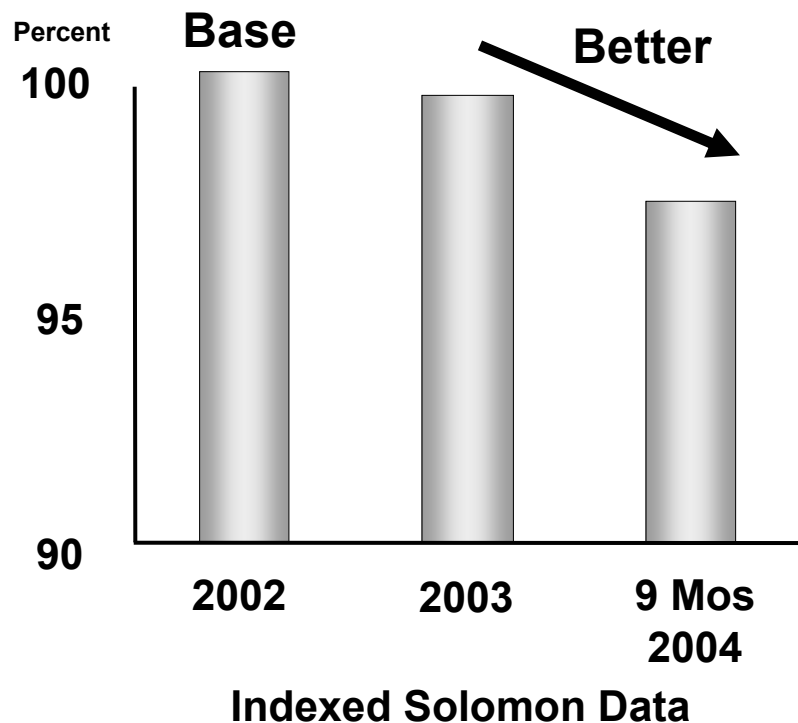
Improved Refinery Utilization

**Solomon Utilization
YTD 2004 vs. 2002 Base Index**

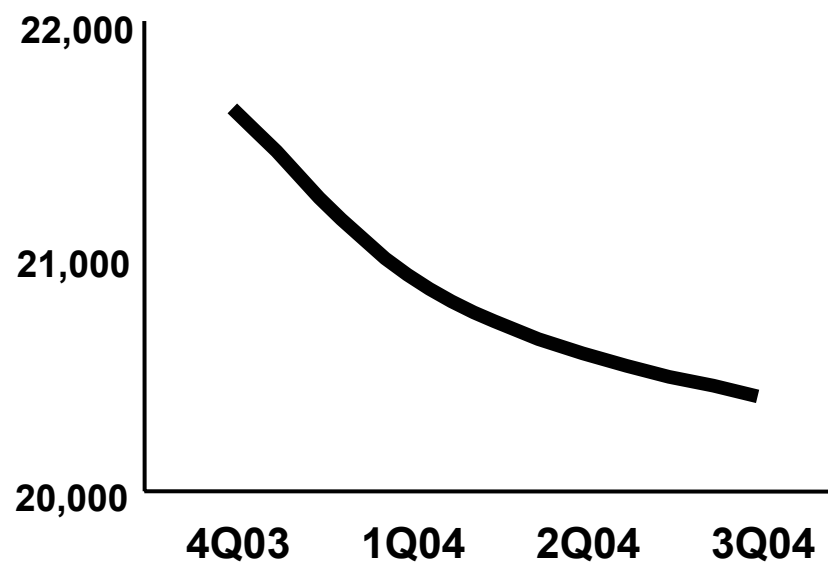


Operating Efficiencies and Workforce Reductions

Refining Energy Index

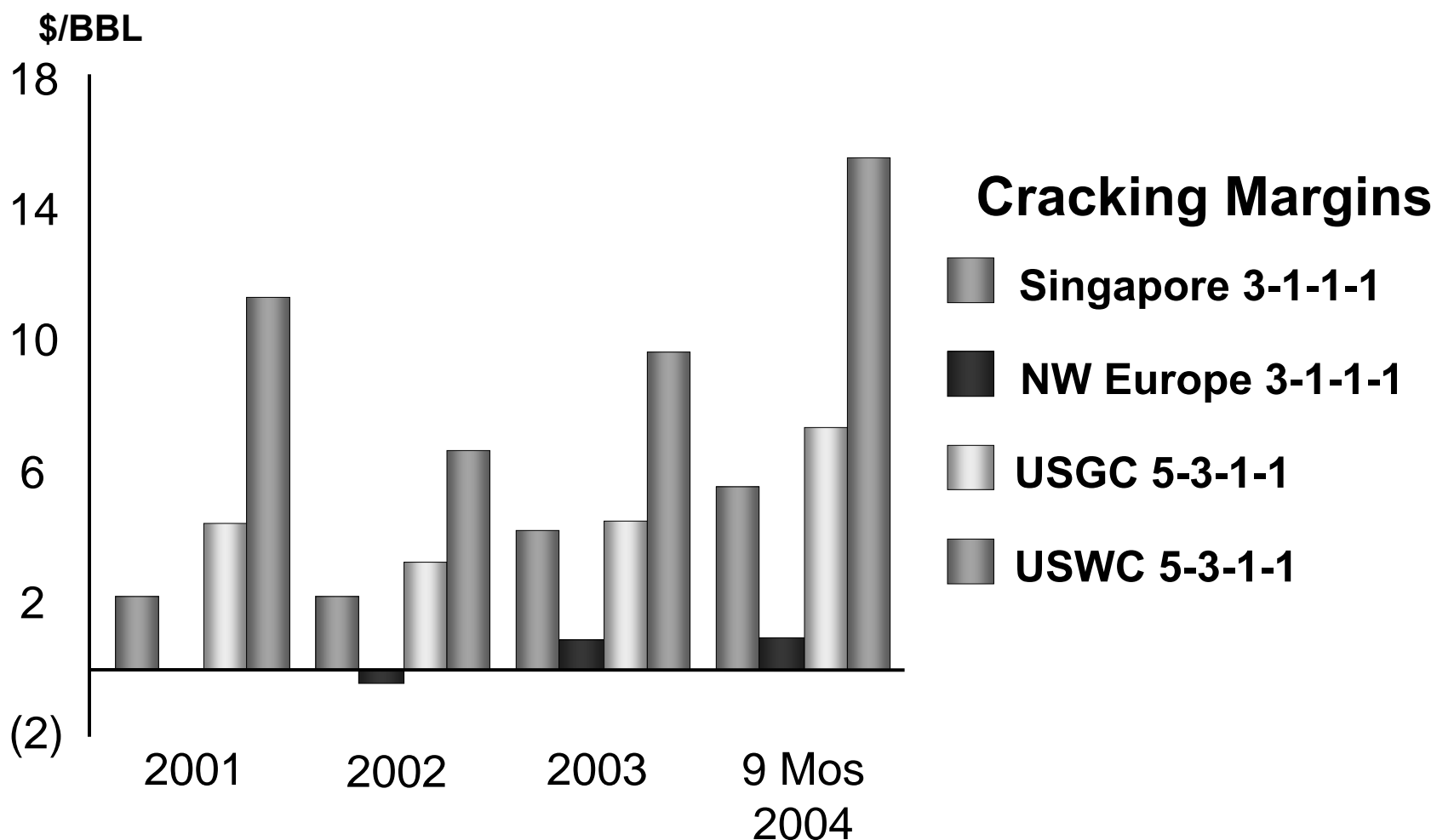


Employee Workforce ⁽¹⁾



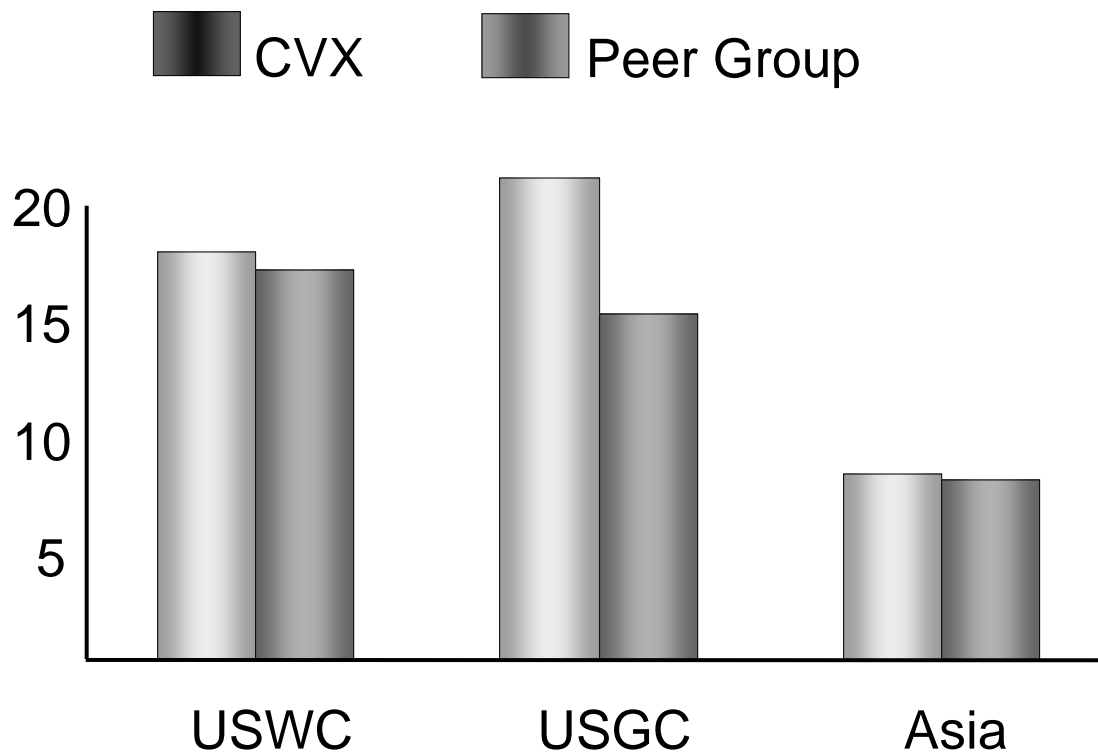
⁽¹⁾ Excludes service station personnel

Strategically Positioned Refining Portfolio



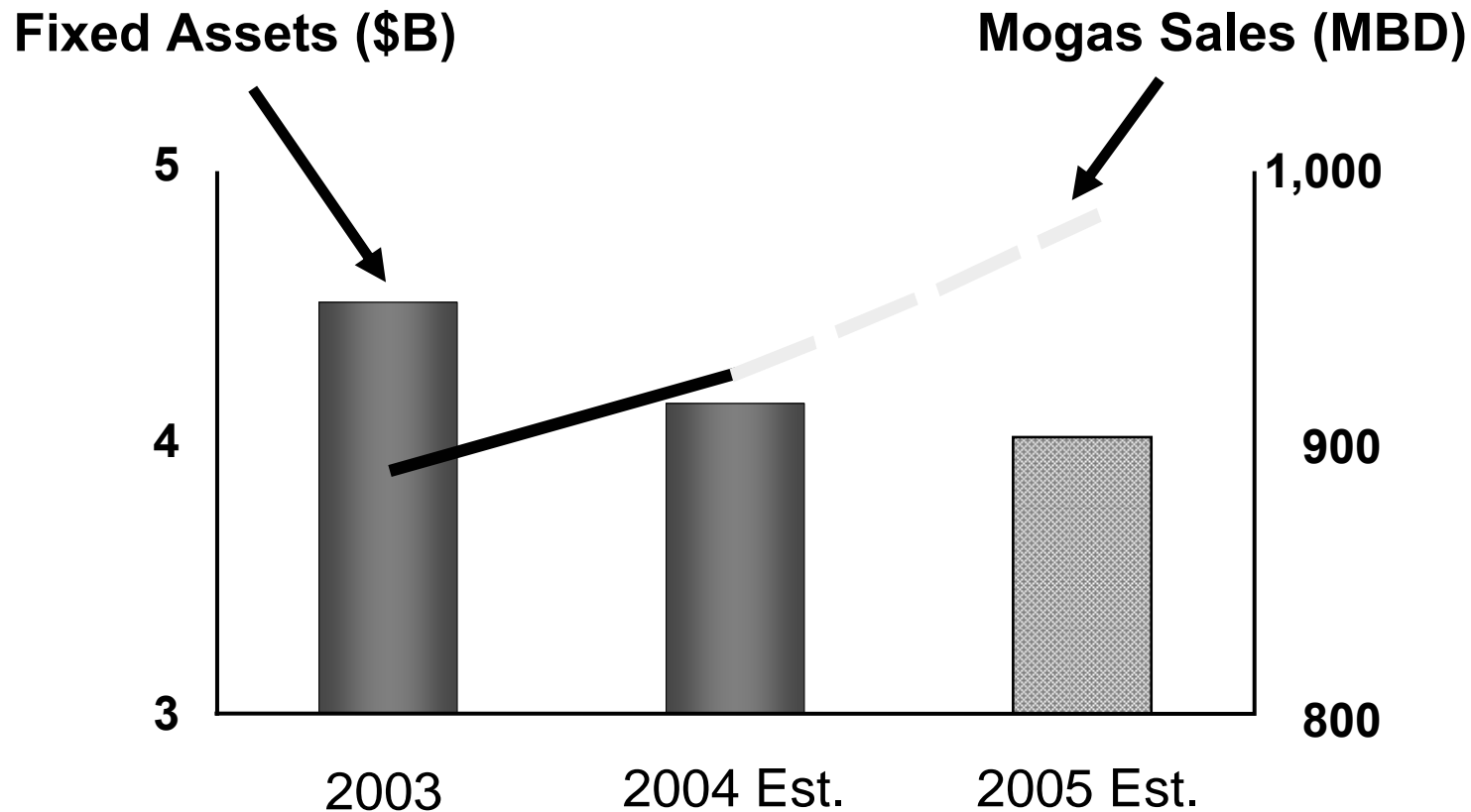
Enhancing Refinery Capabilities

Solomon Complexity



- Major clean fuels projects completed
- Focused investments in heavy crude, and light product conversion projects

Growing Branded Sales While Reducing Capital Base



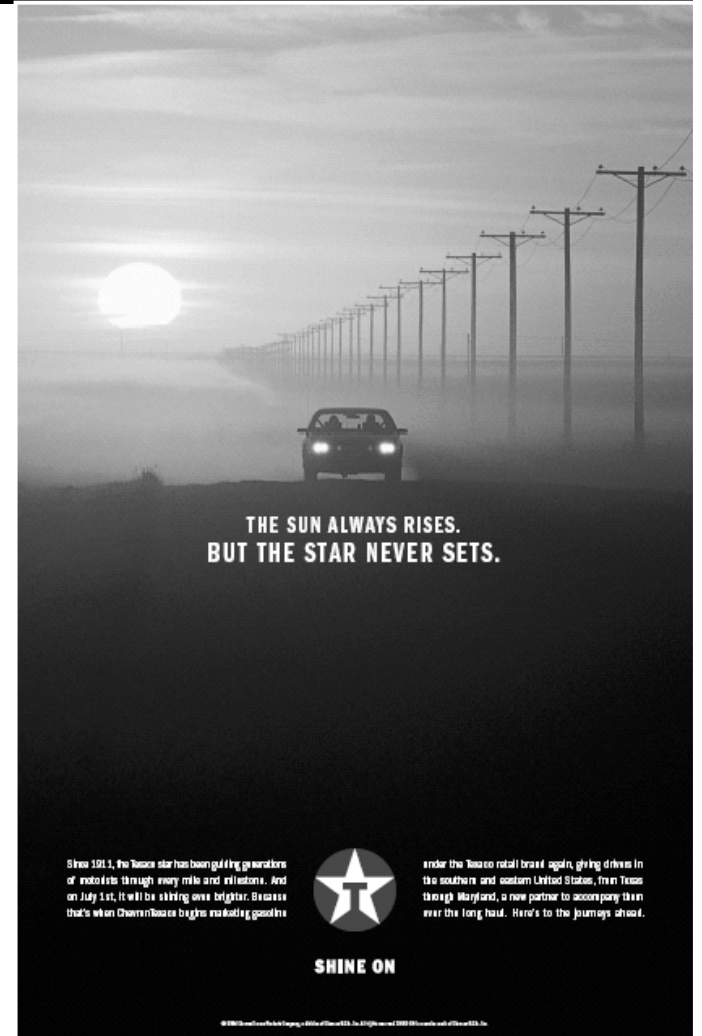
Successful Re-Launch of Texaco Brand in the U.S.

**Achieved 1,000 site target
in the Southeast**

Sales volumes - 40 MBD

Launching in the West

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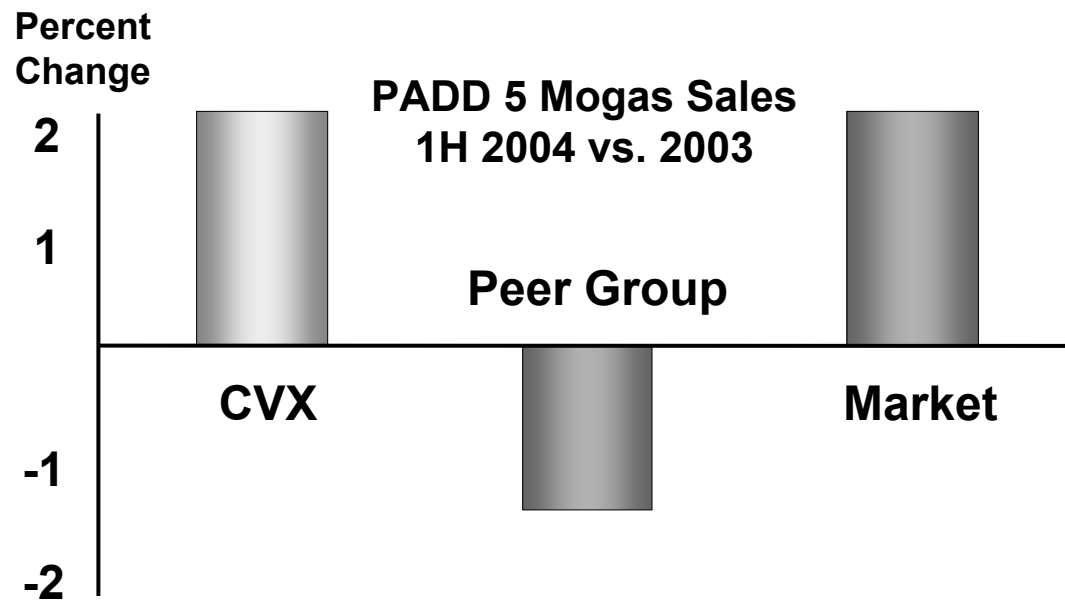


Supply and Market Strength Create Advantages

Advantaged supply position

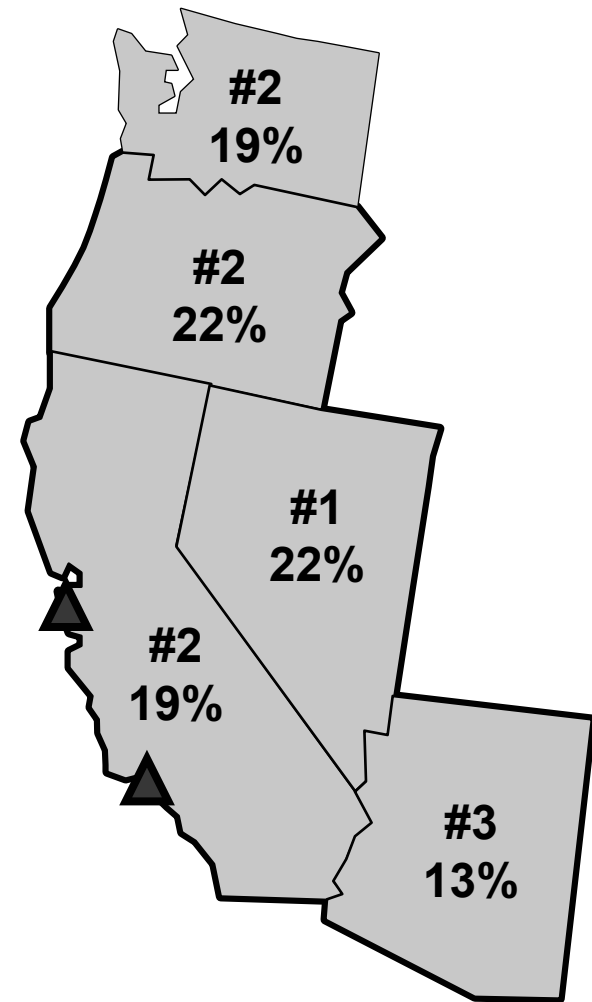
Producing low sulfur fuels

Chevron – most powerful U.S. brand

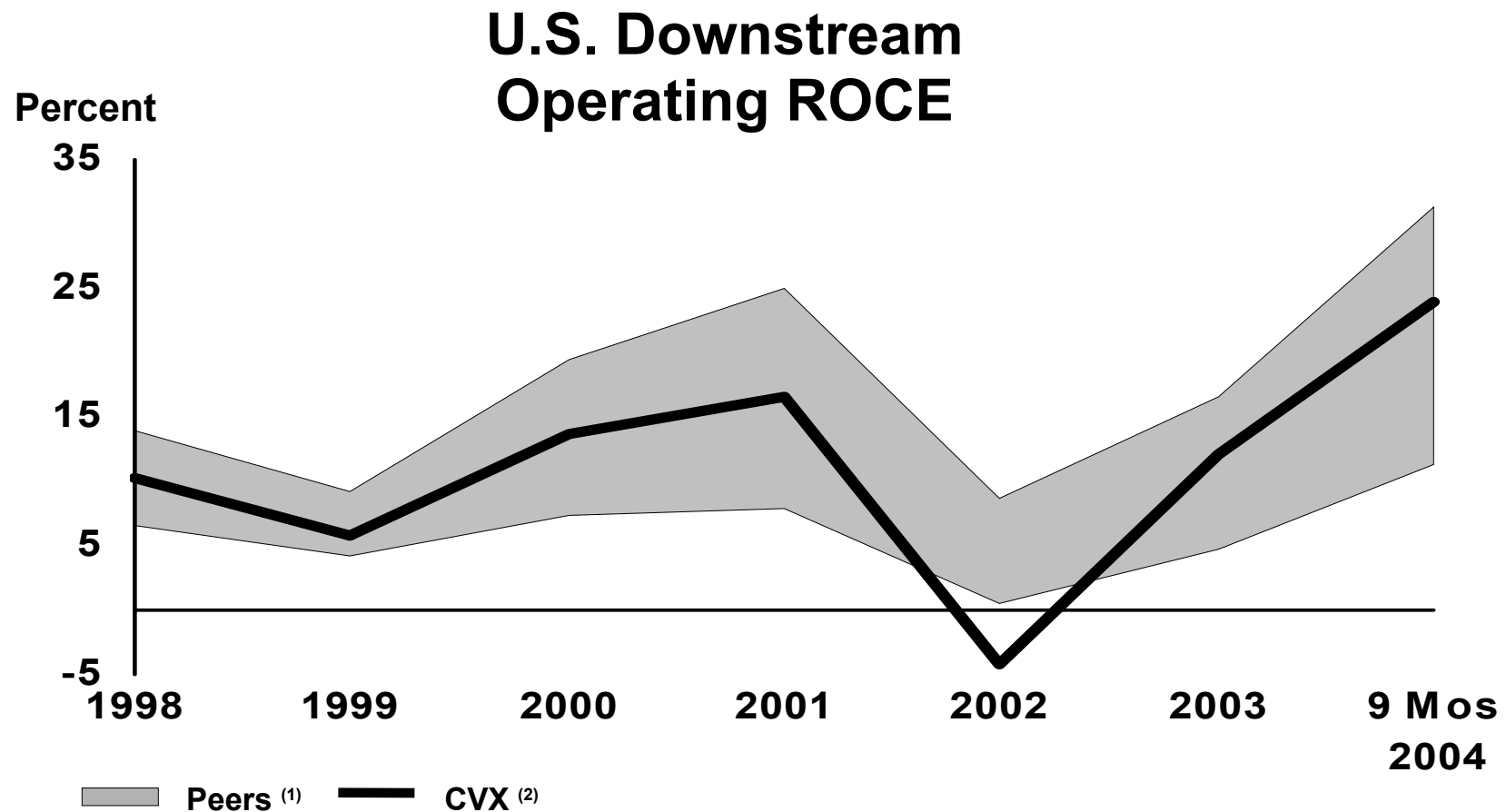


Source: Lundberg Survey

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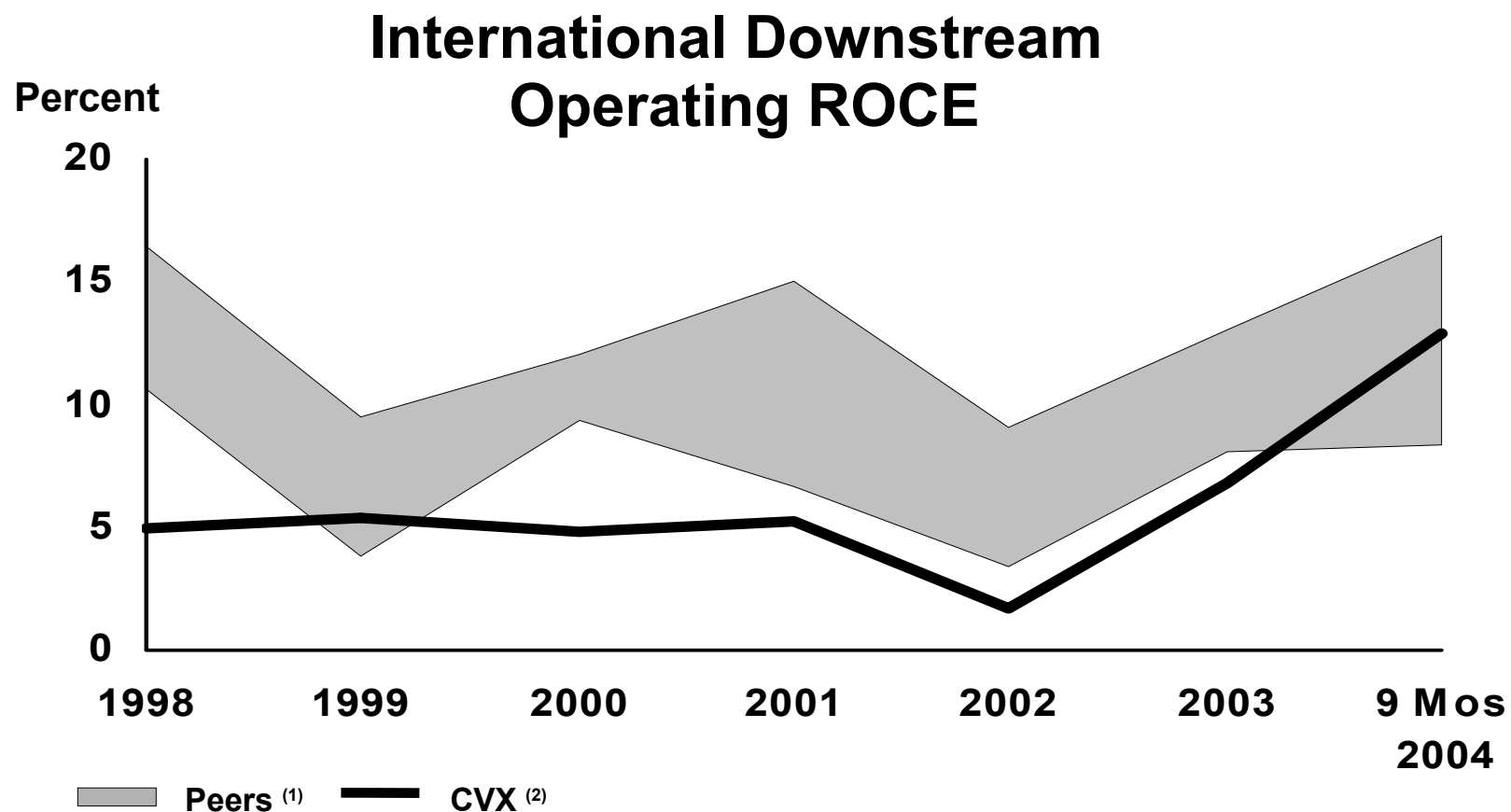
Ranked Second in U.S. ROCE



⁽¹⁾ Peers include XOM, RDS & BP. Calculated based on CVX estimates and public information handled on a consistent basis.

⁽²⁾ Excludes special items. Reconciliation to non-GAAP earnings measure is available at www.chevrontexaco.com under Investors

Moved Up to Third in International ROCE



⁽¹⁾ Peers include XOM, RDS & BP. Calculated based on CVX estimates and public information handled on a consistent basis.

⁽²⁾ Excludes special items. Reconciliation to non-GAAP earnings measure is available at www.chevrontexaco.com under Investors

Build Momentum and Invest for Growth

- More EBIT improvements
- Focus on strategic assets
- Lower raw material costs
- Increase production



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Global Upstream

Peter Robertson

Vice Chairman of the Board

December 14, 2004

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Grow Profitability in Core Areas and Build New Legacy Positions

Strategies

- Maximize and grow the value of the **base business**
- Lead the industry in the selection and execution of **major capital projects**
- Achieve superior **exploration** success
- Build an **integrated gas** business
- Identify, capture and effectively incorporate **new core** upstream businesses



Doing What We Said We'd Do

Top ROCE Achieved



Asset sales to high-grade portfolio



Major projects on track to deliver production growth



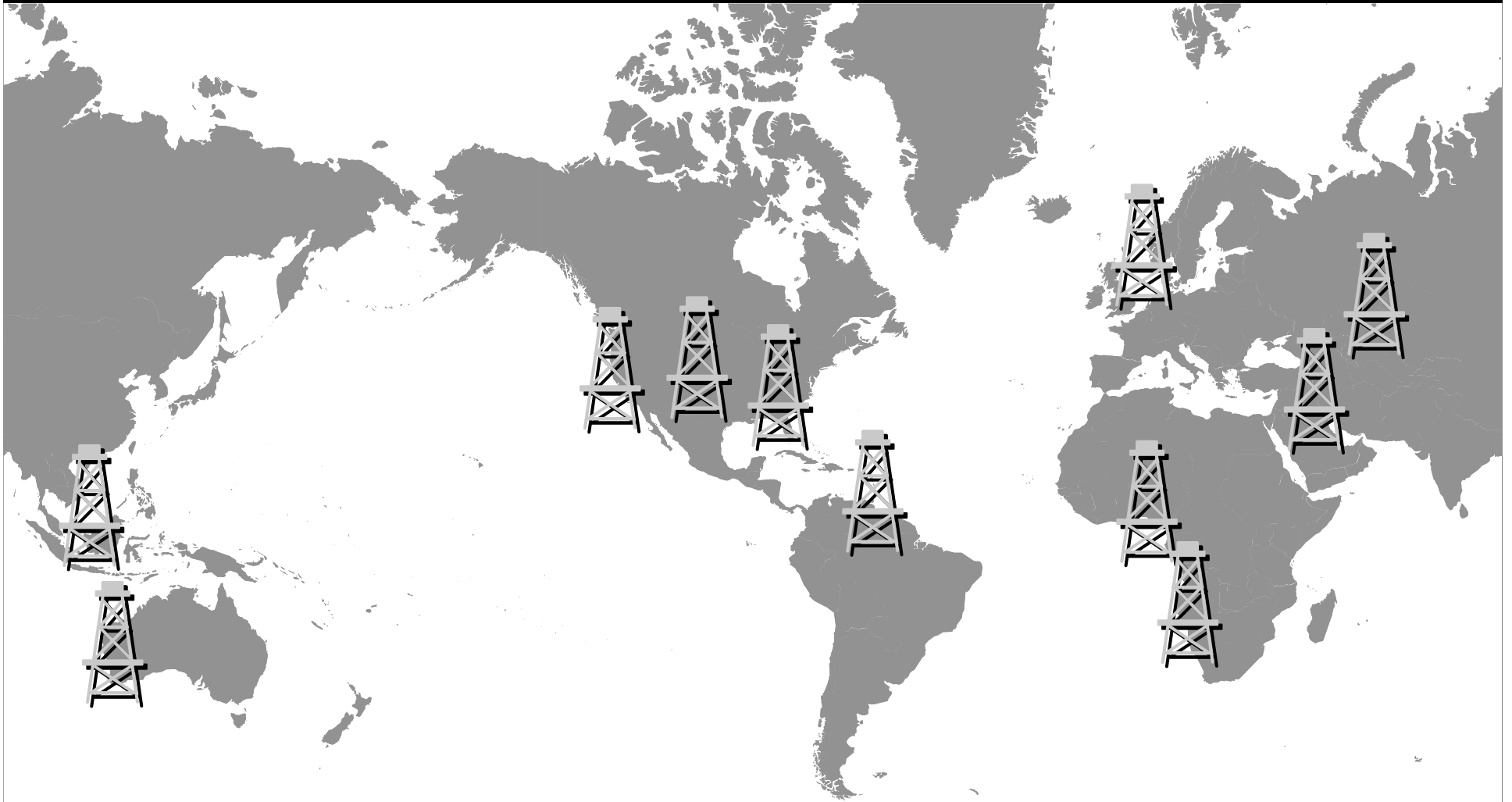
Continuing exploration success



Close competitive gap on U.S. Opex

ON TRACK

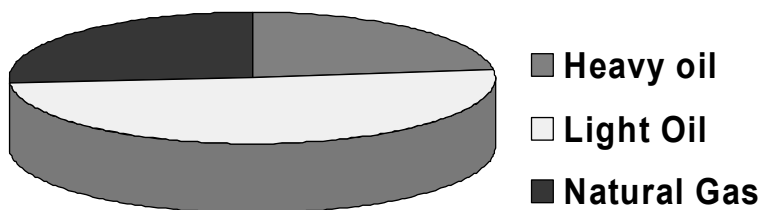
Global Upstream Areas of Strength



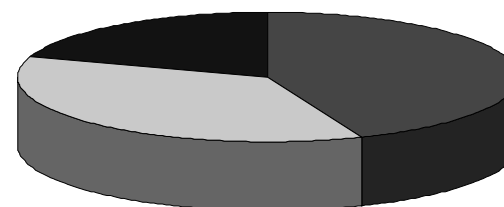
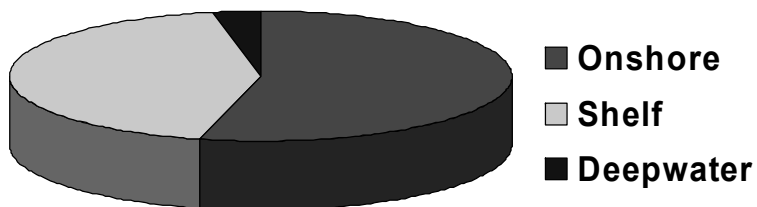
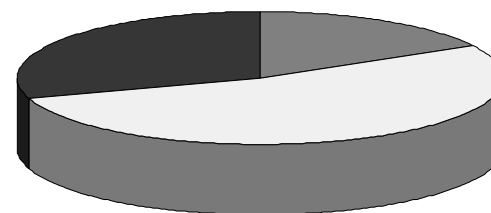
Portfolio Represents a Spectrum of Competencies and Opportunities

Relative Daily Production Percentages

2004



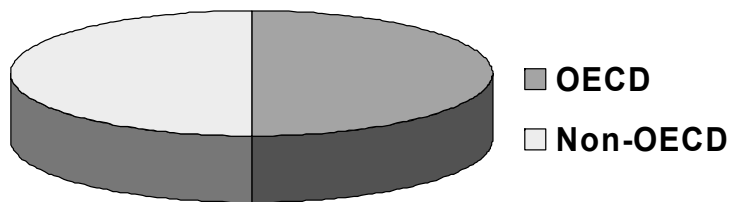
2014



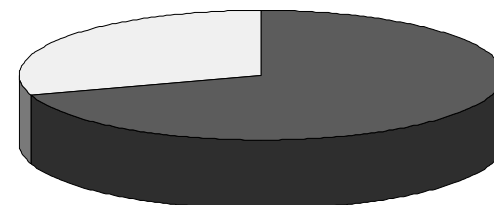
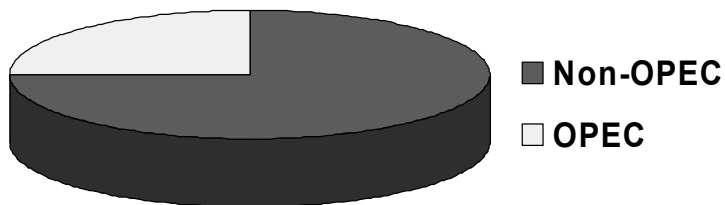
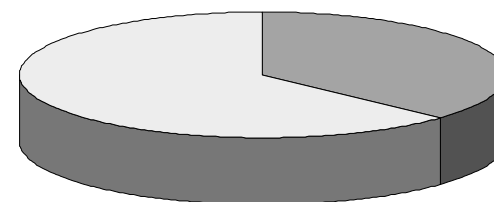
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Relative Daily Production Percentages

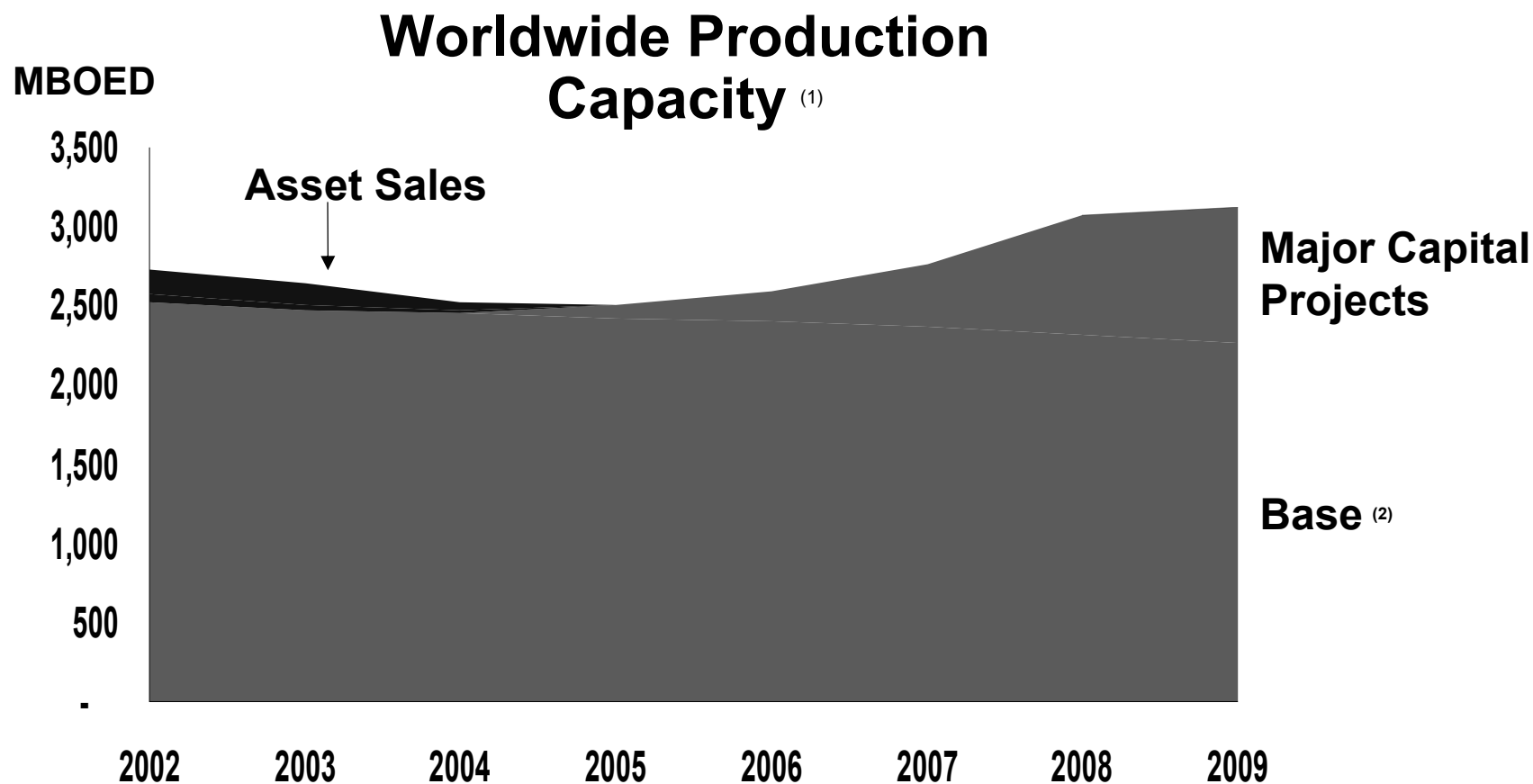
2004



2014



Production Will Grow 3%

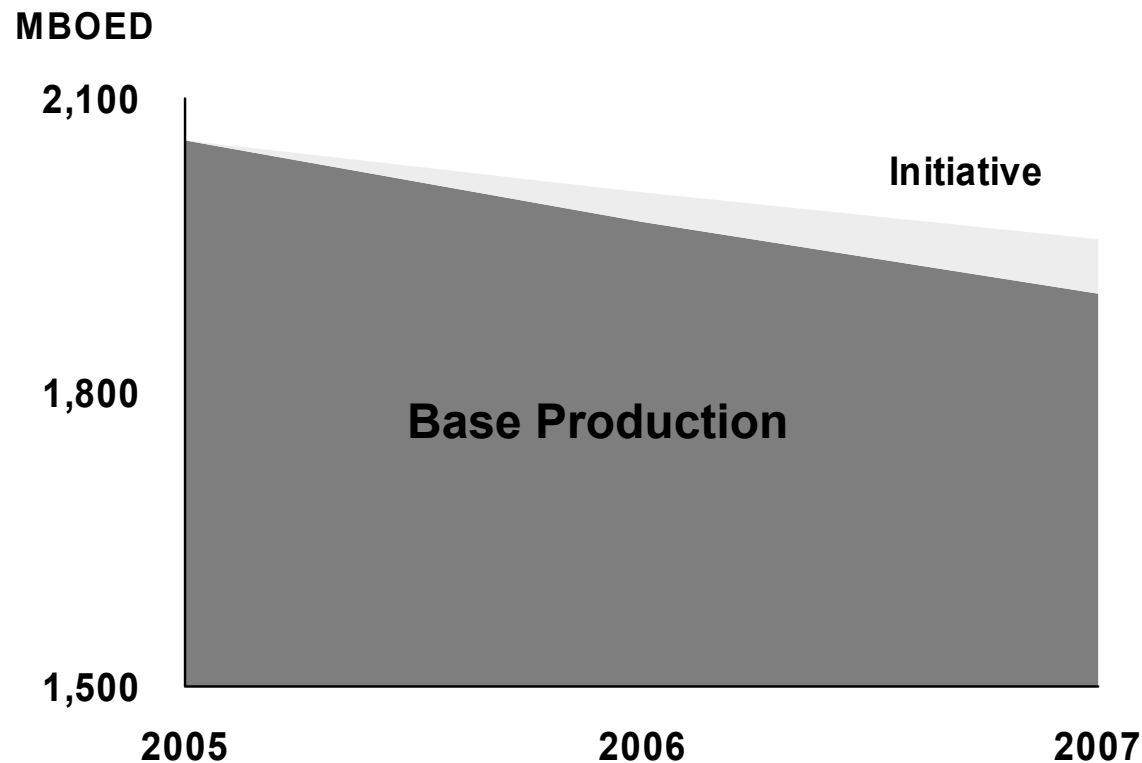


⁽¹⁾ Includes Other Produced Volumes

⁽²⁾ Includes delineation drilling

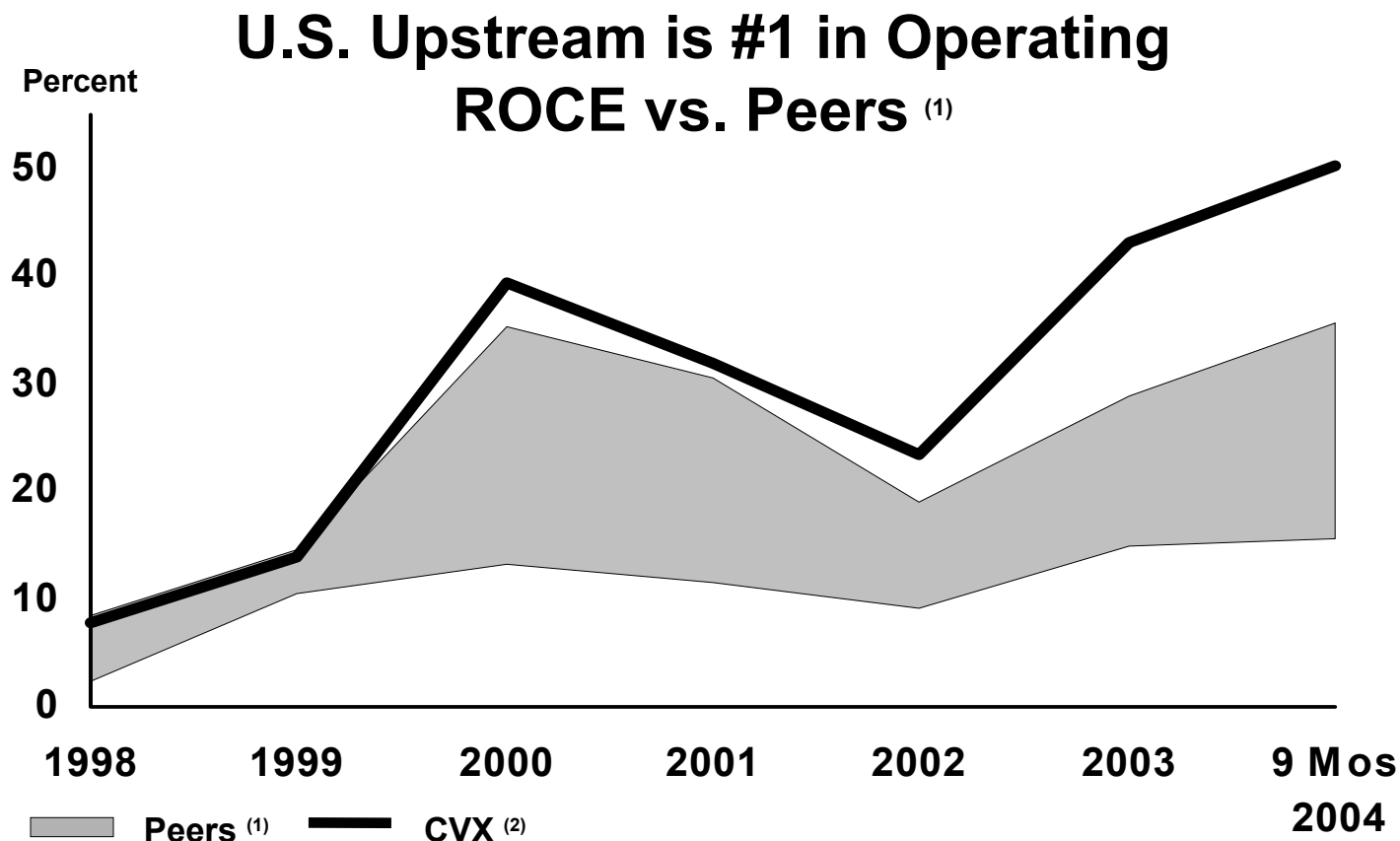
Maximize and Grow Value of the Base Business

Overseas Gross Daily Production



- Mitigate Decline
- Production Efficiency
- Resource → Reserves

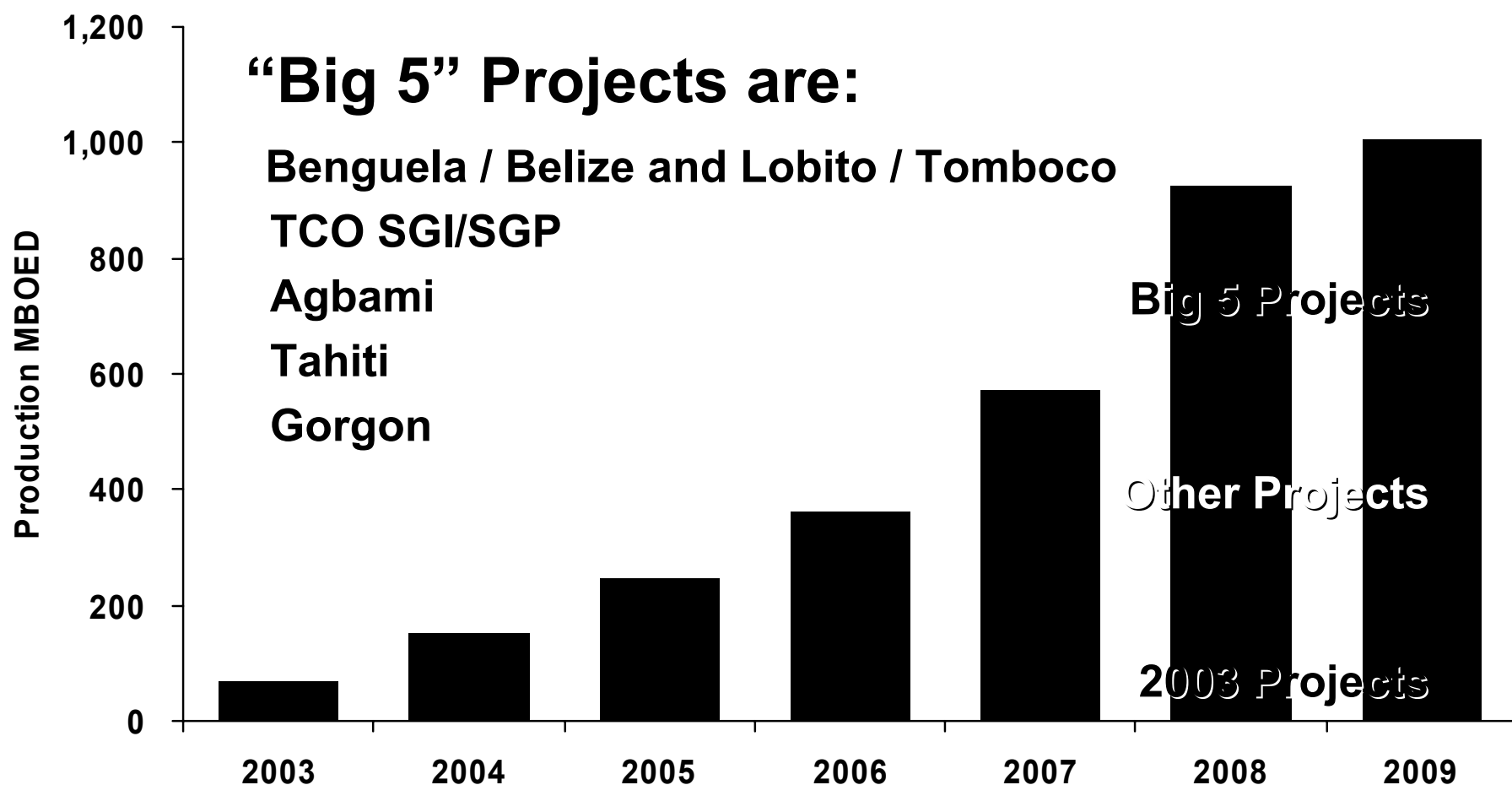
Maximize and Grow Value of the Base Business



⁽¹⁾ Peers include XOM, RDS & BP. Calculated based on CVX estimates and public information handled on a consistent basis.

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Executing on a World Class Portfolio of Projects



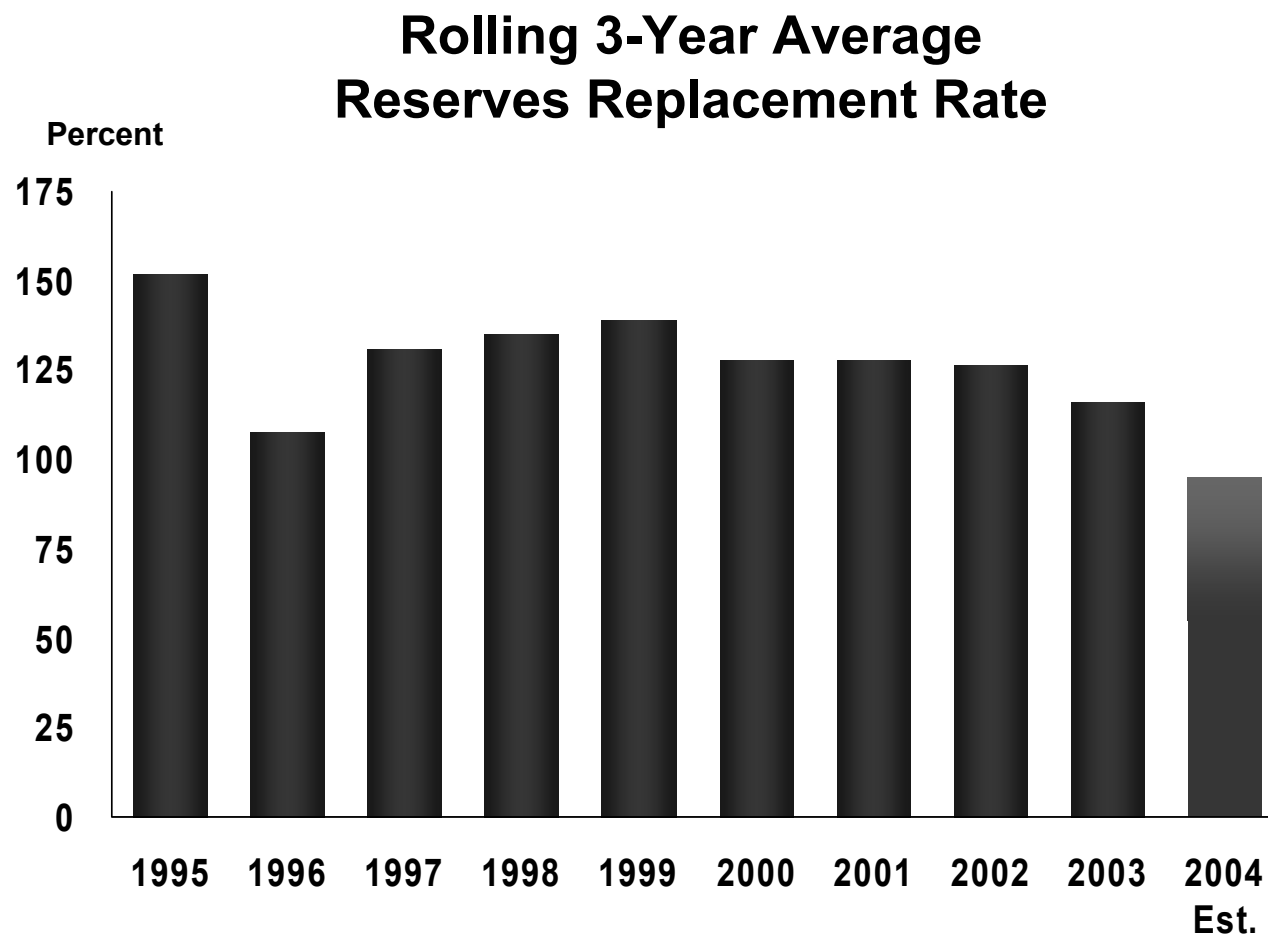
Achieve Superior Exploration Success



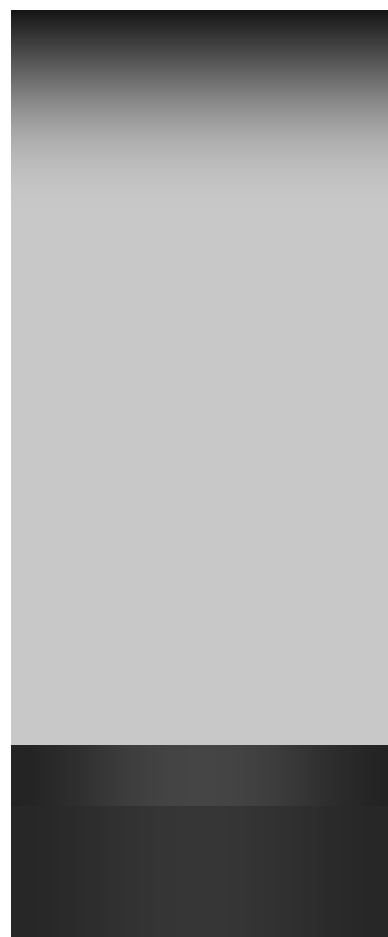
2003 & 2004 Exploration Success



Reserves Replacement



CVX Resources Provide Vast Opportunity for Growth



Additional resources within the portfolio with potential to convert to proved reserves



Long Term

Browse Basin, Point Thomson, Northern Canada Gas, Contract Extensions

Mid Term

Greater Gorgon, Nigeria Deepwater, Gulf of Mexico Deepwater, East Coast Canada, Improved recoveries

Proved Undeveloped



Short Term

Agbami, Tahiti, Tengiz Expansions, Angola Deepwater

Proved Developed



Production Capacity

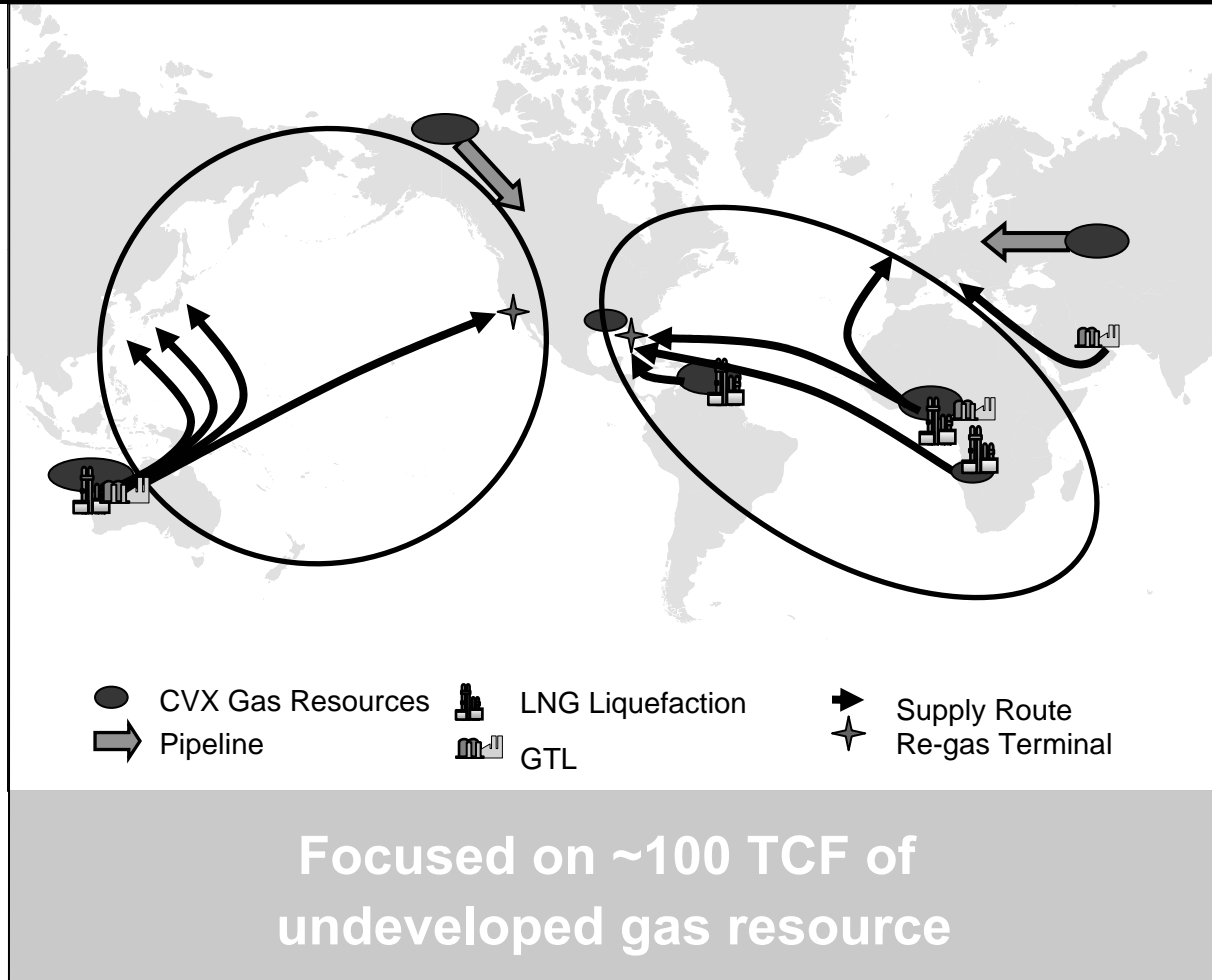
Build an Integrated Gas Business

Regional LNG

- Asia Pacific
- Atlantic Basin

GTL

- Nigeria
- Qatar
- Australia



Global Gas Accomplishments

Established New Organization



North America Gas Marketing



Securing LNG Market

ON TRACK

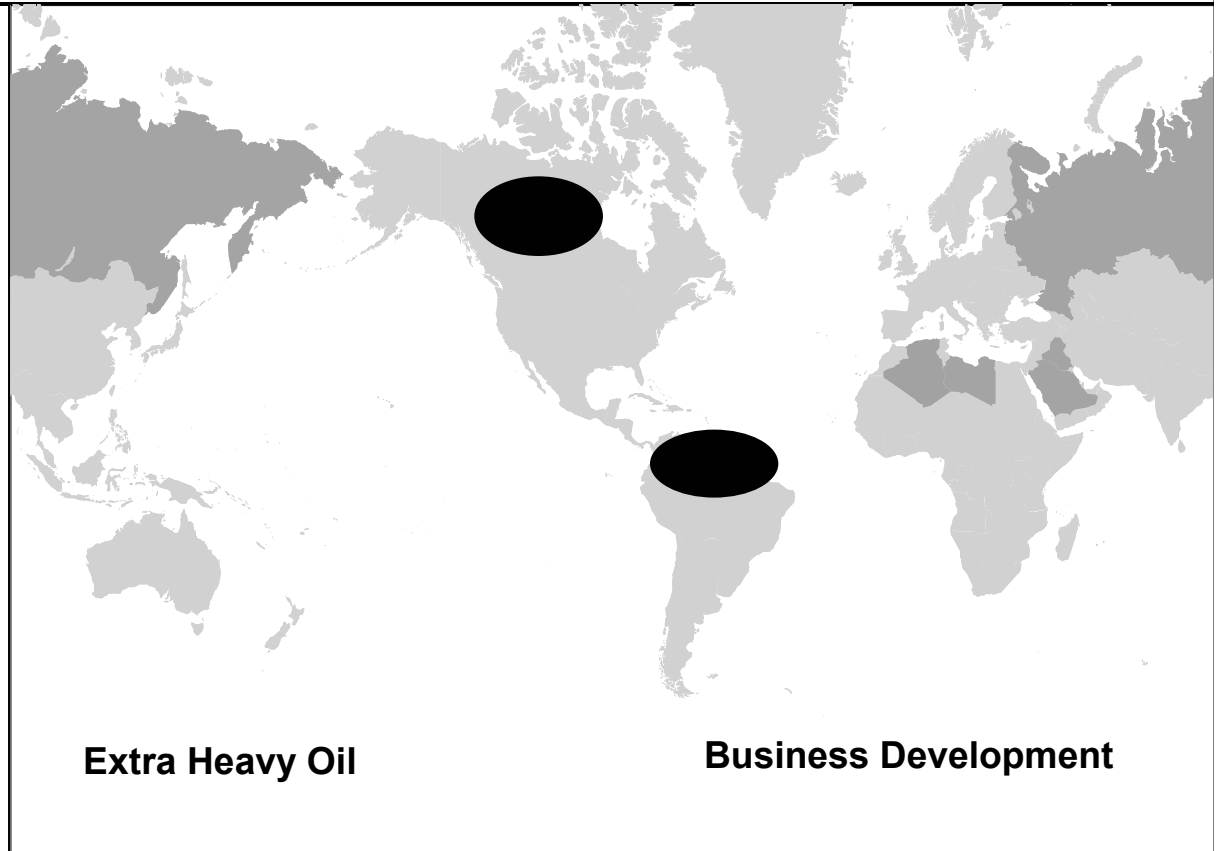
Identify and Capture New Core Upstream Businesses

Business Development

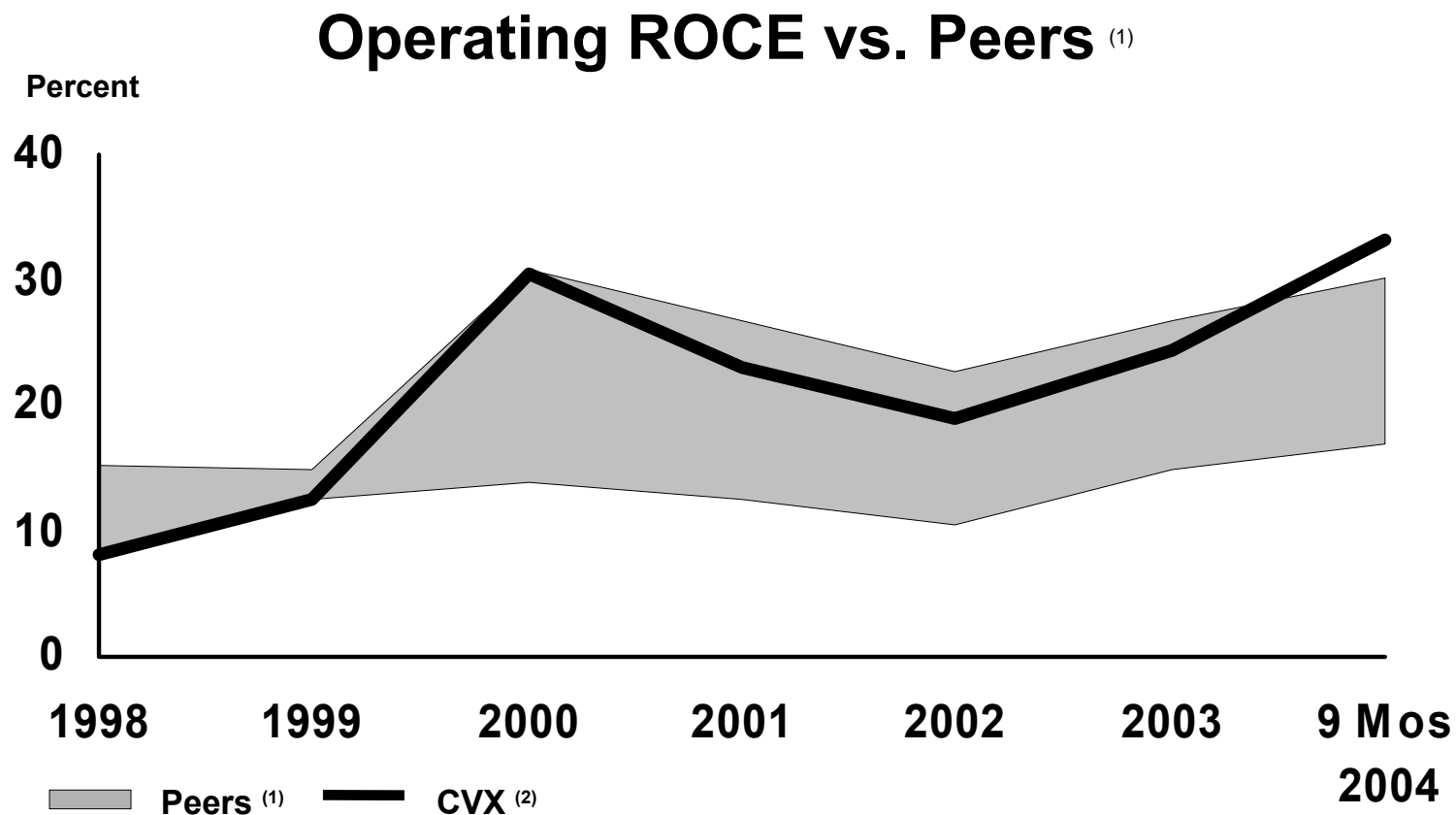
- Russia
- Middle East
- North Africa

Extra Heavy Oil

- Athabasca
- Orinoco Belt



Improving ROCE Performance in Global Upstream



⁽¹⁾ Peers include XOM, RDS & BP. Calculated based on CVX estimates and public information handled on a consistent basis.

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Global Upstream Major Capital Projects

George Kirkland

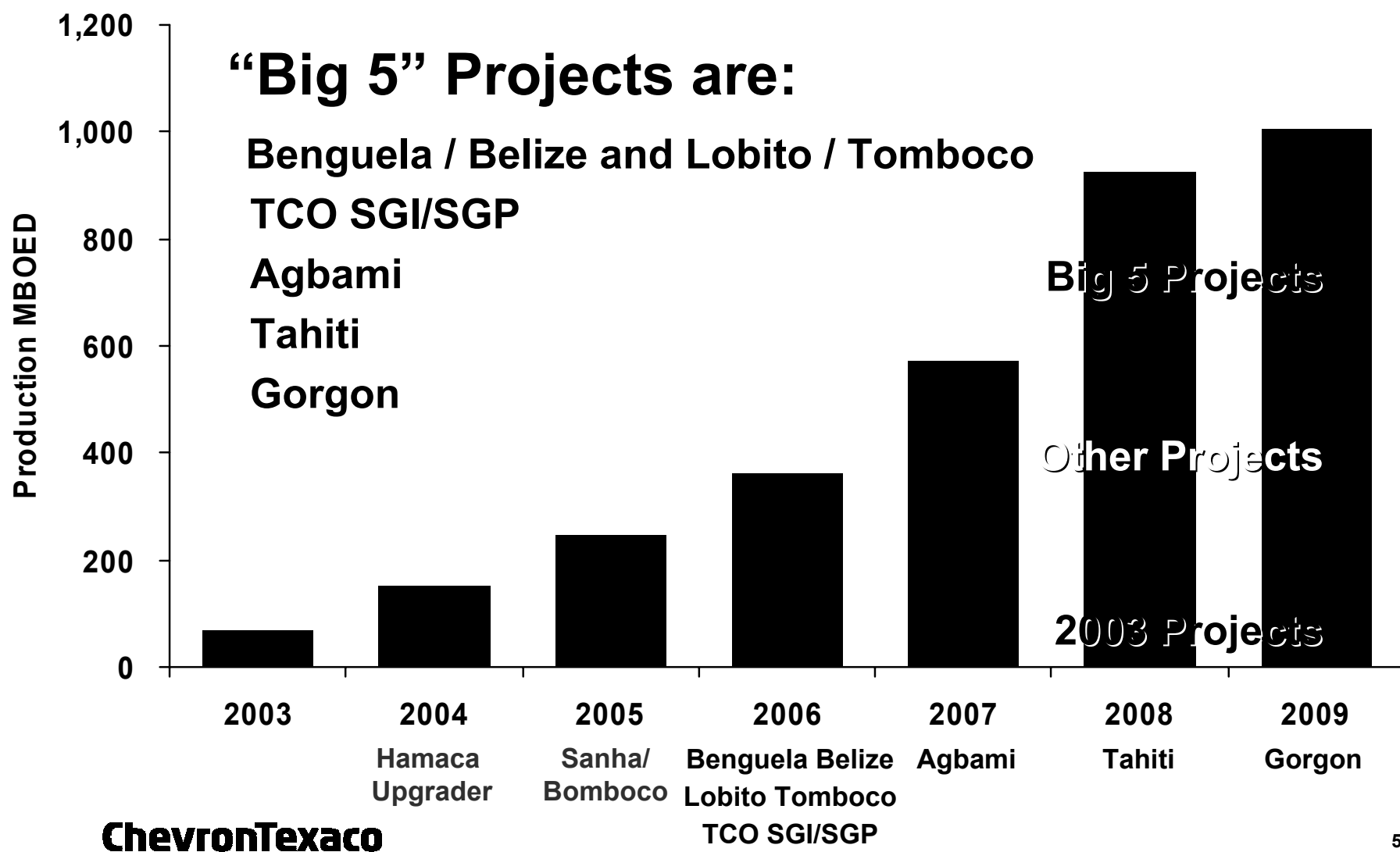
***Vice President and President,
ChevronTexaco Overseas Petroleum***

December 14, 2004

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Executing on a World Class Portfolio of Projects



Venezuela - Hamaca Project

- CVX share 30%
- Capex \$3.5 billion (100%)
- 190 MBD of 8.6 ° API crude oil upgraded to 26 ° API
- Current project scope will recover and upgrade 2.2 billion barrels (100%)



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- First sales from upgrader in 4Q 2004
- Significant opportunities for potential future development



Angola - Sanha Bomboco Project

- CVX share 39.2%
- Capex \$1.9 billion (100%)
- Peak average production ~100 MBD (100%) in 2007

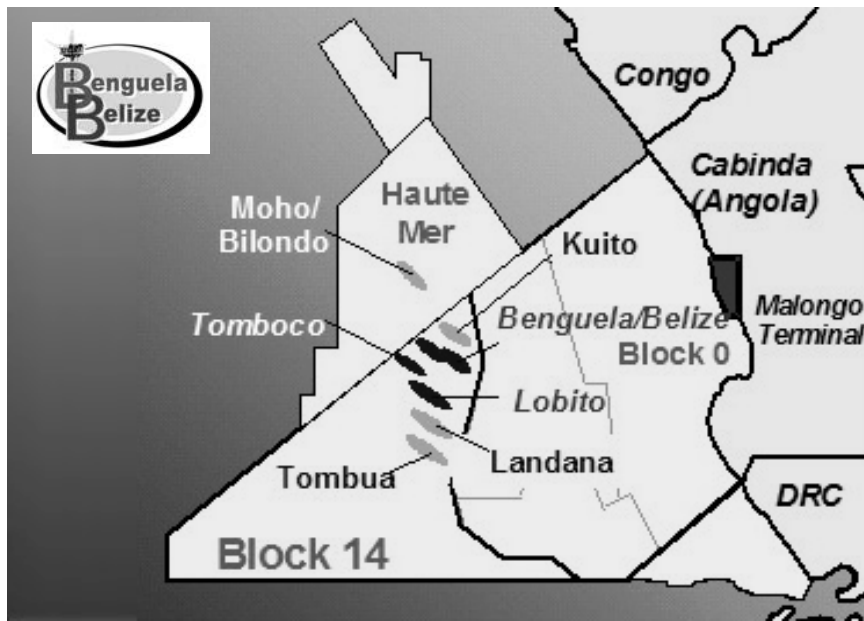


- First production expected in late 2004 / early 2005
- Eliminates routine flaring in Angola Block 0, Area B
- Reduction of 2.2 MM ton/yr in CO₂ emissions

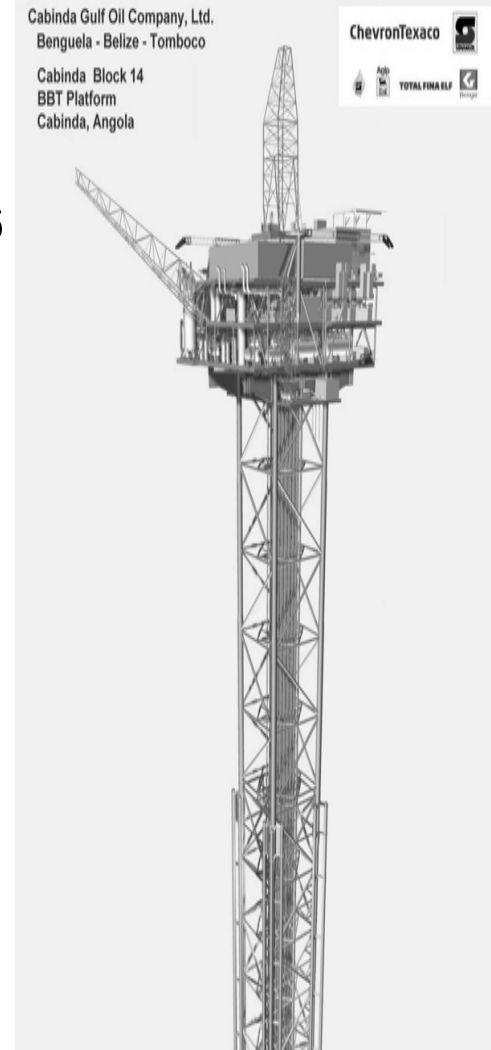


Angola - Benguela Belize Lobito Tomboco (BBLT) Project

- CVX share 31%
- Capex \$2.3 billion (100%)
- Benguela Belize first production: 4Q 2005 / 1Q 2006
- Lobito Tomboco first production: 3Q 2006
- Peak average production ~200 MBD (100%) in 2009



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Kazakhstan - TCO Sour Gas Injection / Second Generation Project (SGI/SGP)

- CVX share in TCO 50%
- Estimated total project costs are in excess of \$4 billion
- Increases TCO oil production from current 280 MBD to ~500 MBD (100%)

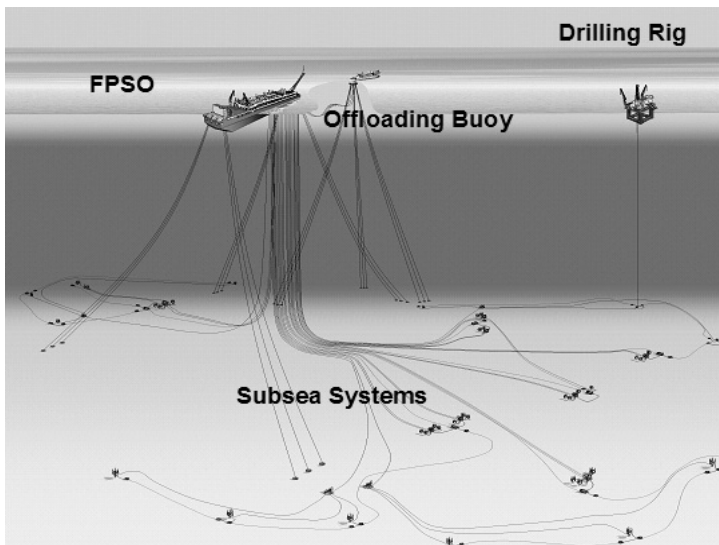
Start-up

- SGI Stage 1 (Sweet Gas) – 3Q 2005
- SGI Stage 2 – mid 2006
- SGP Full Production – 2H 2006



Nigeria - Agbami Project

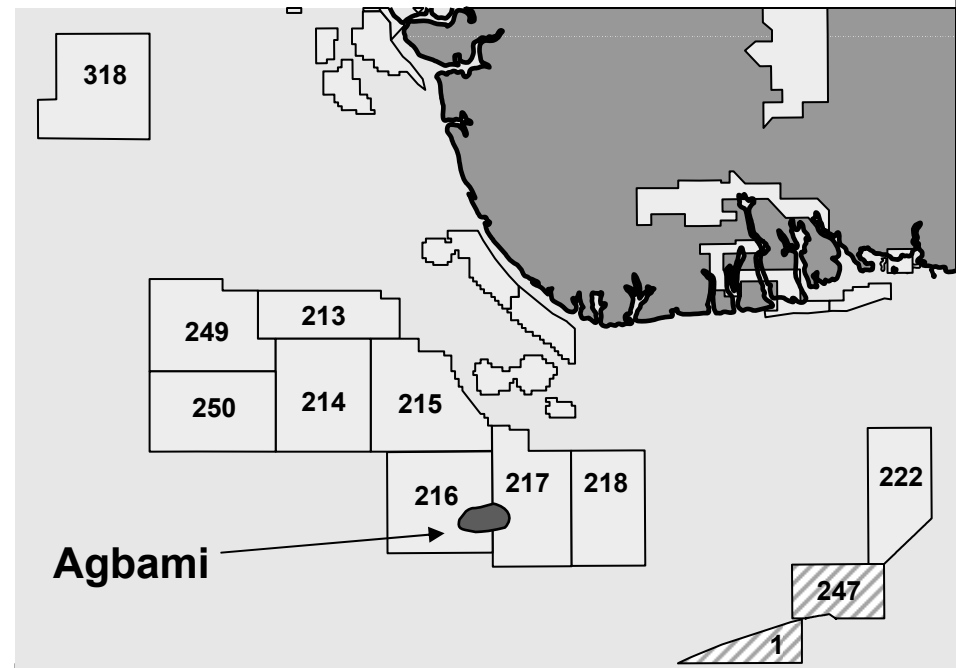
- CVX share 68%
- Estimated recoverable resources ~800 million barrels
- Capex \$4.5 billion (100%)
- First oil late 2007 / early 2008
- Peak production of 250 MBD in 2008



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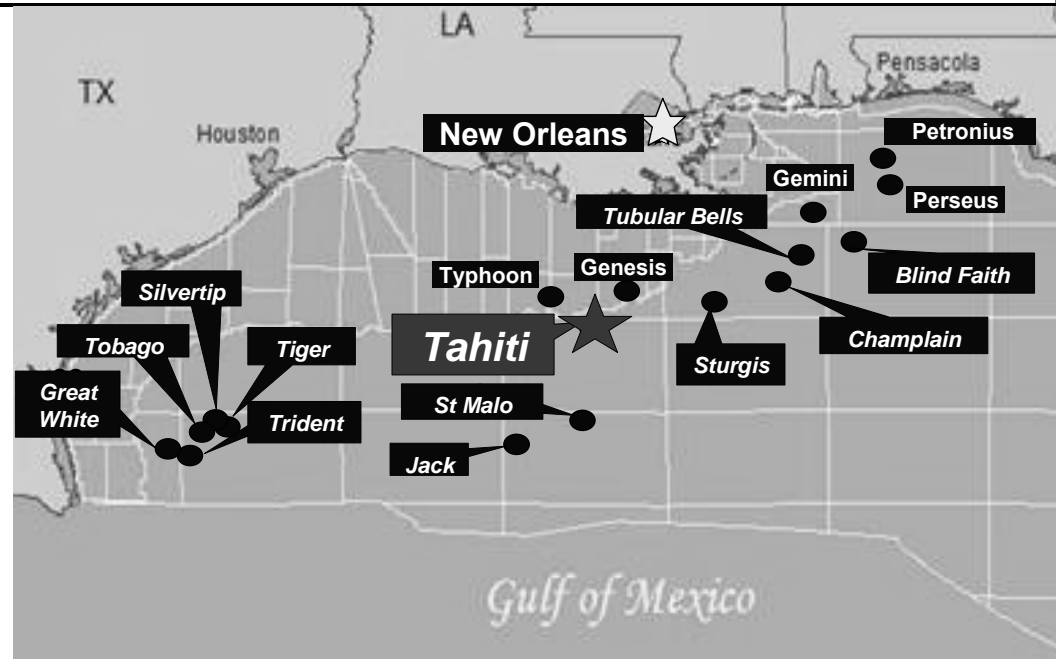
Current Status

- Development drilling underway
- FPSO contract award in Dec



U.S. - Gulf of Mexico Deepwater - Tahiti Project

- CVX share 58%
- Estimated recoverable resources 400 – 500 million barrels
- Capex \$2.5 billion (100%)
- Initial production expected in 2008
- Truss Spar – production facility with 125 MBD capacity
- Expect to reach production capacity in 2009



- Subsea development with 2 subsea drill centers
- Deepest successful well test in the Gulf of Mexico

***Nigeria* - Gas Projects at Escravos**

Escravos Gas Project – Phase 3

- CVX share 40%
- Production – 310 MMCFD/
28 MBD
- Condensate segregation/export
- Power generation
- Start-up 2008

Escravos Gas-to-Liquids

- CVX share 38%
- Production 33 MBD
(diesel, naphtha)
- Uses Sasol Chevron technology
- Start-up 2008

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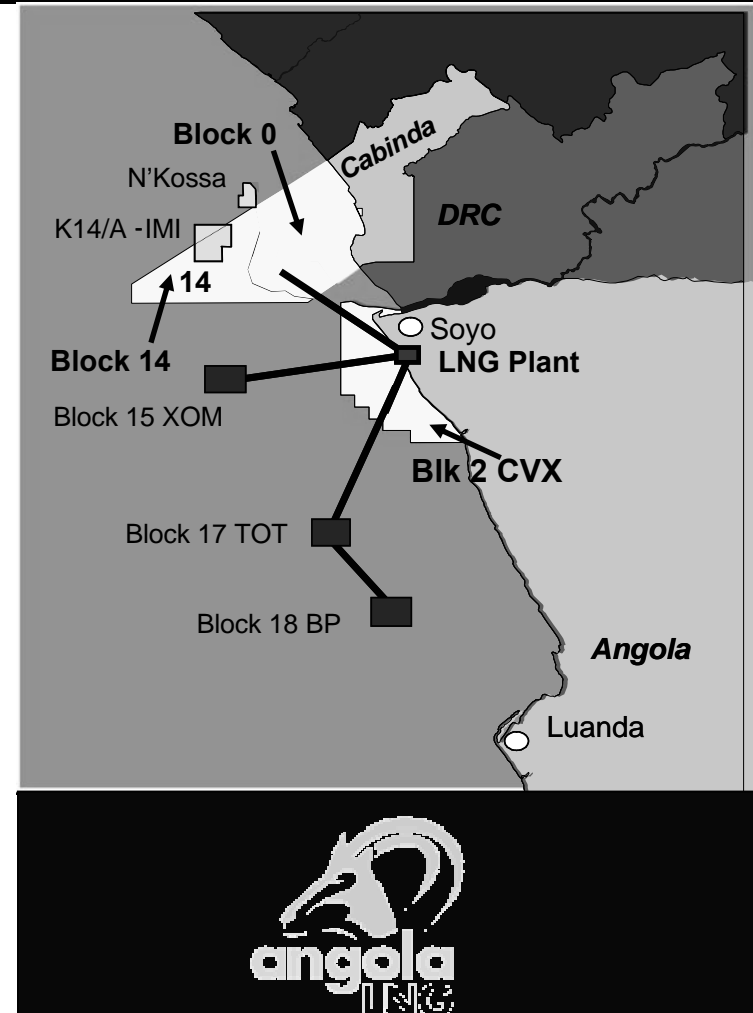


Angola - Angola LNG

- CVX share 36.4%
- Capex \$6.8 billion (100%)
- Project Sanction 2006; first delivery 2010

Concept

- 1 BCF/D associated gas gathering system
- 5 MM ton per year single train LNG plant, storage and terminal onshore Soyo, Angola
- Includes shipping



Venezuela - Plataforma Deltana

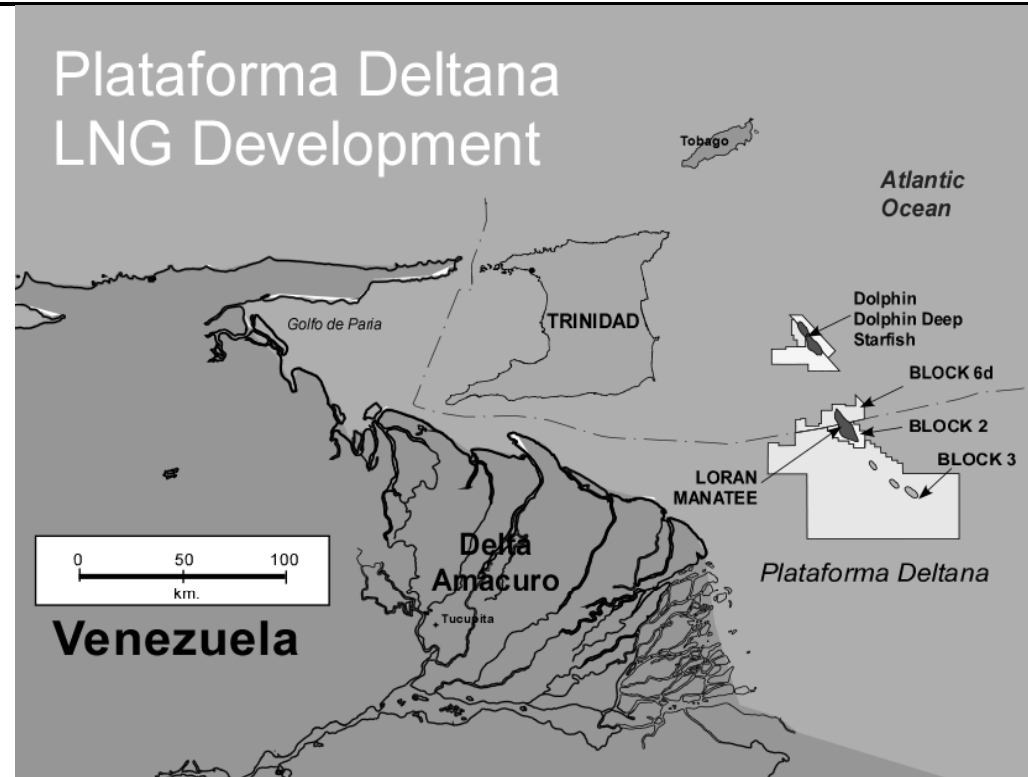
Blocks 2 and 3

- Block 2 CVX share 60%
- CVX awarded Block 3 license on trend to SE (100% equity)
- Successful exploratory drilling – Loran 2X, 3X
- Significant exploratory gas discovery

Trinidad Block 6d

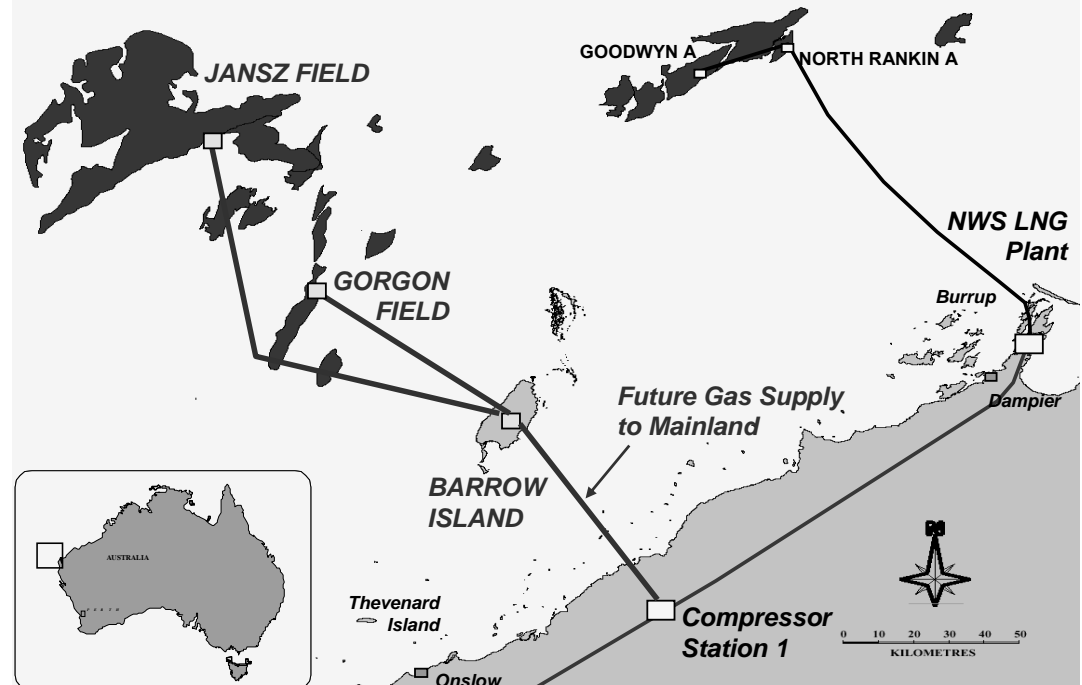
- CVX share 50%
- Contains Loran extension
- Trinidad Block 6d – 1 well

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Australia - Greater Gorgon Project

- 40 tcf discovered gas in 12 fields
- CVX share 57% Gorgon, 50% Jansz
- Preparing to enter FEED for foundation project:
 - 10 mtpa LNG plant on Barrow Island
 - Upstream gas initially supplied from the two largest fields, Gorgon and Jansz
- Capex – \$10 billion for foundation project (100%)
- Projected Startup 2009 / 2010



Question & Answer

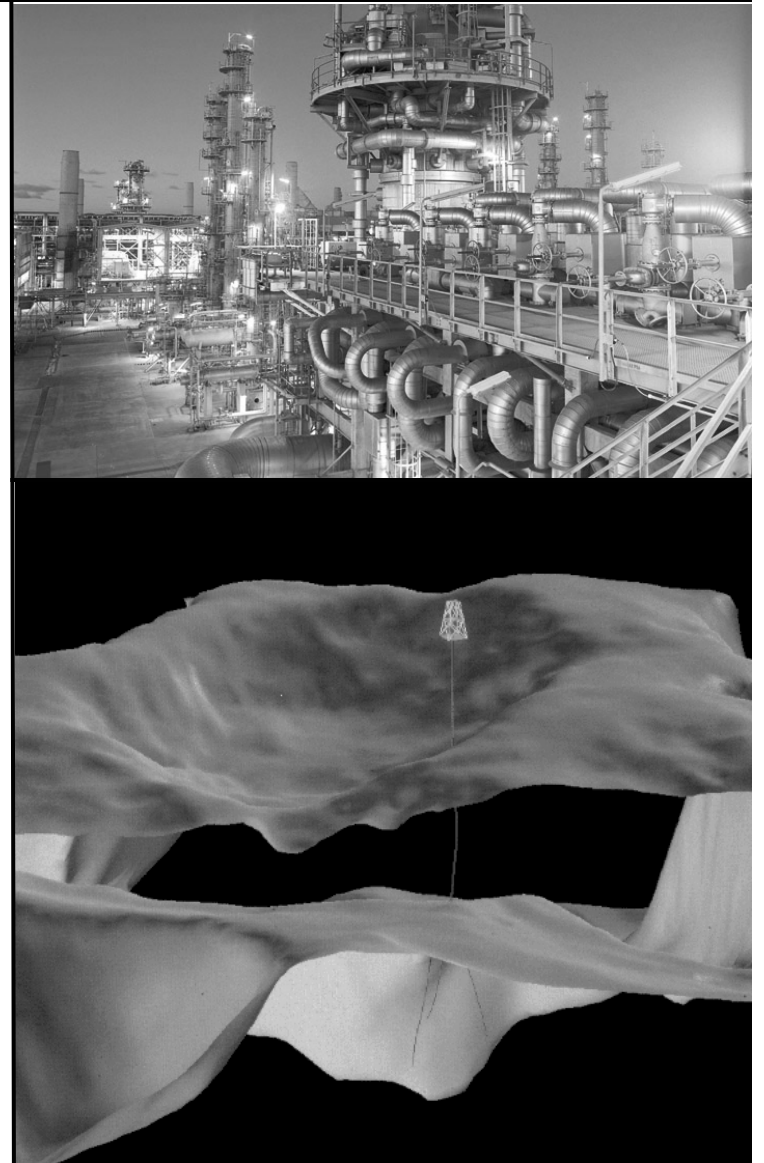


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Summary and Closing

Dave O'Reilly
Chairman and Chief Executive Officer



Strategy, Execution, Profitable Growth

- **Right strategies at the right time**
- **Portfolio well-positioned**
- **Doing what we said we'd do**
- **ROCE improvement delivered**
- **Successful exploration program**
- **Strong queue of opportunities**

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Security Analyst Meeting

December 14, 2004

