

Environmental Stewardship Through Chevron's Operational Excellence Management System



Human Energy®

Wesley E. Lohec

Vice President, Health, Environment and Safety
Chevron Corporation

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More Than 135 Years in California



Chevron

A Global Overview



61,000

employees in dozens
of countries spread
across five continents

2nd

largest energy
company in U.S.

3rd

largest base of
global oil reserves

8,000

retail stations in
U.S.; 1,500 of them
in California



Investing in California



California

Fueling California's Global Mobility



50%

Portion of aviation fuel Chevron provides
for flights leaving San Francisco and Los Angeles

Chevron

El Segundo Refinery



10,000

people employed in California

65,000

additional jobs indirectly supported in California

1 in 220

jobs in California is supported by Chevron

290,000

barrels of oil produced daily at El Segundo, supporting 1,400 jobs there



Chevron

Richmond Refinery



250,000

barrels of oil
processed daily

3,000

jobs supported
in Richmond

750

berth visits each year
at the largest marine
terminal in the state

100%

portion of vessels
boarded and inspected
for safety before
entering berths



Rigorous Inspections Ensure Safe Cargo Transfer



119

years at sea

100

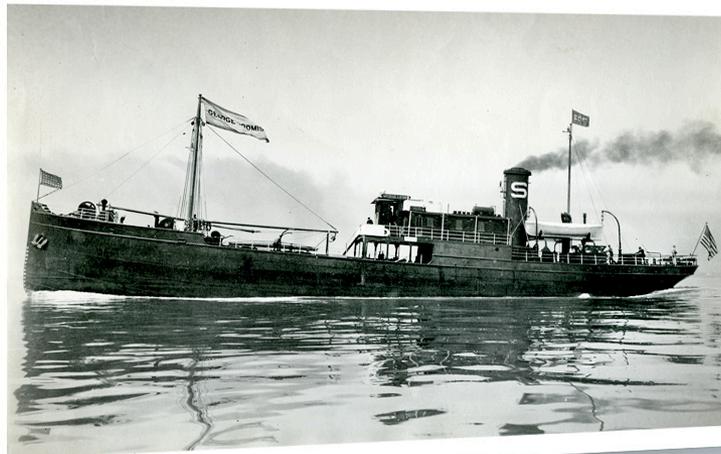
vessels under our control

28

ships we operate

2,200

sea voyages each year



1895

Tanker George Loomis



2012

Tanker Antares Voyager

Chevron

San Joaquin Valley Business Unit



10,000
jobs supported

180,000
barrels of oil produced
per day in California

#1
producer of oil
in California

#1
concern is safety,
always



Sustaining Production With Advanced Technology



Recognizing Risks Takes Constant Awareness



Operational Excellence Rooted in The Chevron Way




Human Energy

The Chevron Way

Getting Results the Right Way

The Chevron Way explains who we are, what we do, what we believe and what we plan to accomplish.

It establishes a common understanding not only for those of us who work here, but for all who interact with us.



Vision

At the heart of The Chevron Way is our vision... to be the global energy company most admired for its people, partnership and performance.



Our vision means we:

- safely provide energy products vital to sustainable economic progress and human development throughout the world;
- are people and an organization with superior capabilities and commitment;
- are the partner of choice;
- earn the admiration of all our stakeholders – investors, customers, host governments, local communities and our employees – not only for the goals we achieve but how we achieve them;
- deliver world-class performance.

Values

Our company's foundation is built on our values, which distinguish us and guide our actions. We conduct our business in a socially responsible and ethical manner. We respect the law, support universal human rights, protect the environment and benefit the communities where we work.

Integrity
We are honest with others and ourselves. We meet the highest ethical standards in all business dealings. We do what we say we will do. We accept responsibility and hold ourselves accountable for our work and our actions.

Trust
We trust, respect and support each other, and we strive to earn the trust of our colleagues and partners.

Diversity
We learn from and respect the cultures in which we work. We value and demonstrate respect for the uniqueness of individuals and the varied perspectives and talents they provide. We have an inclusive work environment and actively embrace a diversity of people, ideas, talents and experiences.

Ingenuity
We seek new opportunities and out-of-the-ordinary solutions. We use our creativity to find unorthodox and practical ways to solve problems. Our experience, technology and perseverance enable us to overcome challenges and deliver value.

Partnership
We have an unwavering commitment to being a good partner focused on building productive, collaborative, other companies, our customers, our governments, and each other.

Protecting People and the Environment
We place the highest priority on the health and safety of our workforce and protection of the environment. We aim to be admired for performance through Disciplined and Operational Excellence Management.

High Performance
We are committed to excellence in what we do and we strive to continually improve. We are proud about achieving results that exceed our own and those of others, the drive, energy and a sense of urgency.



Strategies

Our Strategic Plan sets direction, aligns our organization, and differentiates us from the competition. It guides our actions to successfully manage risk and deliver shareholder value.



Enterprise Strategies

People
Invest in people to strengthen organizational capability and develop a talented global workforce that gets results the right way

Execution
Execute with excellence through rigorous application of our operational excellence and capital stewardship systems and disciplined cost management

Growth
Grow profitably by using our competitive advantages to maximize value from existing assets and capture new opportunities

For more information:
The Chevron Way
<http://inside.chevron.com/chevronway/>
Strategic Plan
<http://strategicplan.chevron.com/>

Major Business Strategies

Upstream
Grow profitably in core areas and build new legacy positions

Downstream and Chemicals
Deliver competitive returns and grow earnings across the value chain

Gas and Midstream
Apply commercial and functional excellence to enable the success of Upstream and Downstream & Chemicals

Technology
Differentiate performance through technology

Renewable Energy and Energy Efficiency
Invest in profitable renewable energy and energy efficiency solutions

Recycled/Recyclable

913-0039 (05/13) 12546

The Chevron Way is publicly available at:
chevron.com/about/chevronway/

What Is Operational Excellence?



Our blueprint to deliver world-class performance

1

Ensure the personal safety and health of our workforce and community

2

Maintain environmental stewardship

3

Maintain the reliability of our operations

4

Ensure process safety

5

Build efficiency throughout our enterprise



Operational Excellence Management System

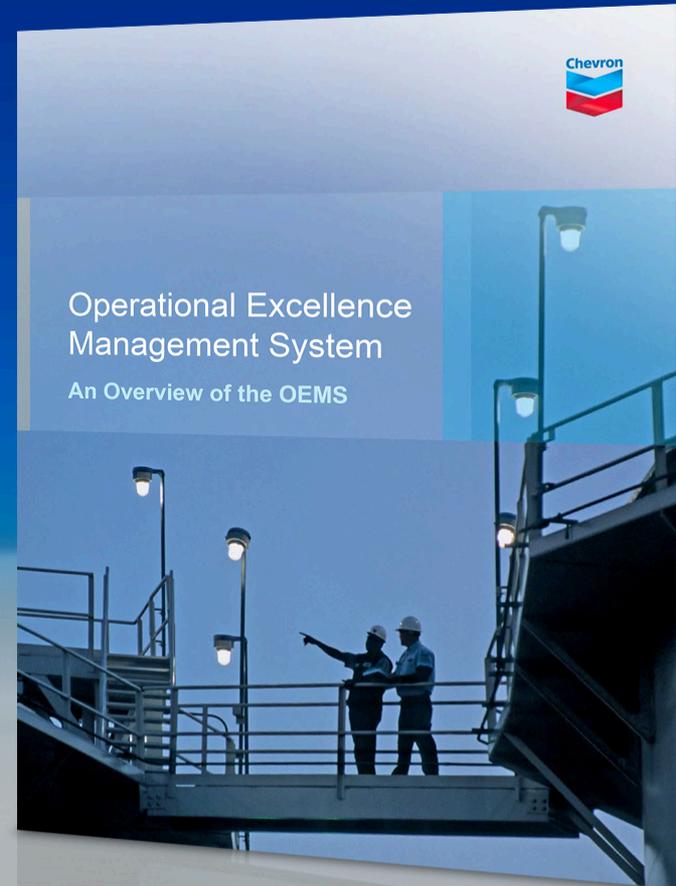
Key Components



Leadership Accountability

Management System Process

Operational Excellence
Expectations



Chevron's overview of the OEMS document is publicly available at:
chevron.com/about/operationalexcellence

Leadership Accountability

Driving Performance



Senior executives
lead, align and cascade OE

Managers
lead the implementation

Frontline supervisors
lead the execution of the OE
processes governing daily work
activities in each of our business units



Leadership Engagement Drives Operational Discipline



Management System Process



Operational Excellence

Setting Expectations



Leadership Accountability



Management System Process



OE Expectations



13 Elements

- Security of personnel and assets
- Facility design and construction
- Safe operations
- Management of change
- Reliability and efficiency
- Third party services
- Environmental stewardship
- Product stewardship
- Incident investigation
- Community and stakeholder engagement
- Emergency management
- Compliance assurance
- Legislative and regulatory advocacy

Preparedness and Prevention Collaborative Efforts



Focus

on prevention and
response efforts

Relationships

with regulatory agencies
at the local, state and
federal levels

Joint

deployments and
exercises



Emergency Planning and Response

A Major Commitment



Training

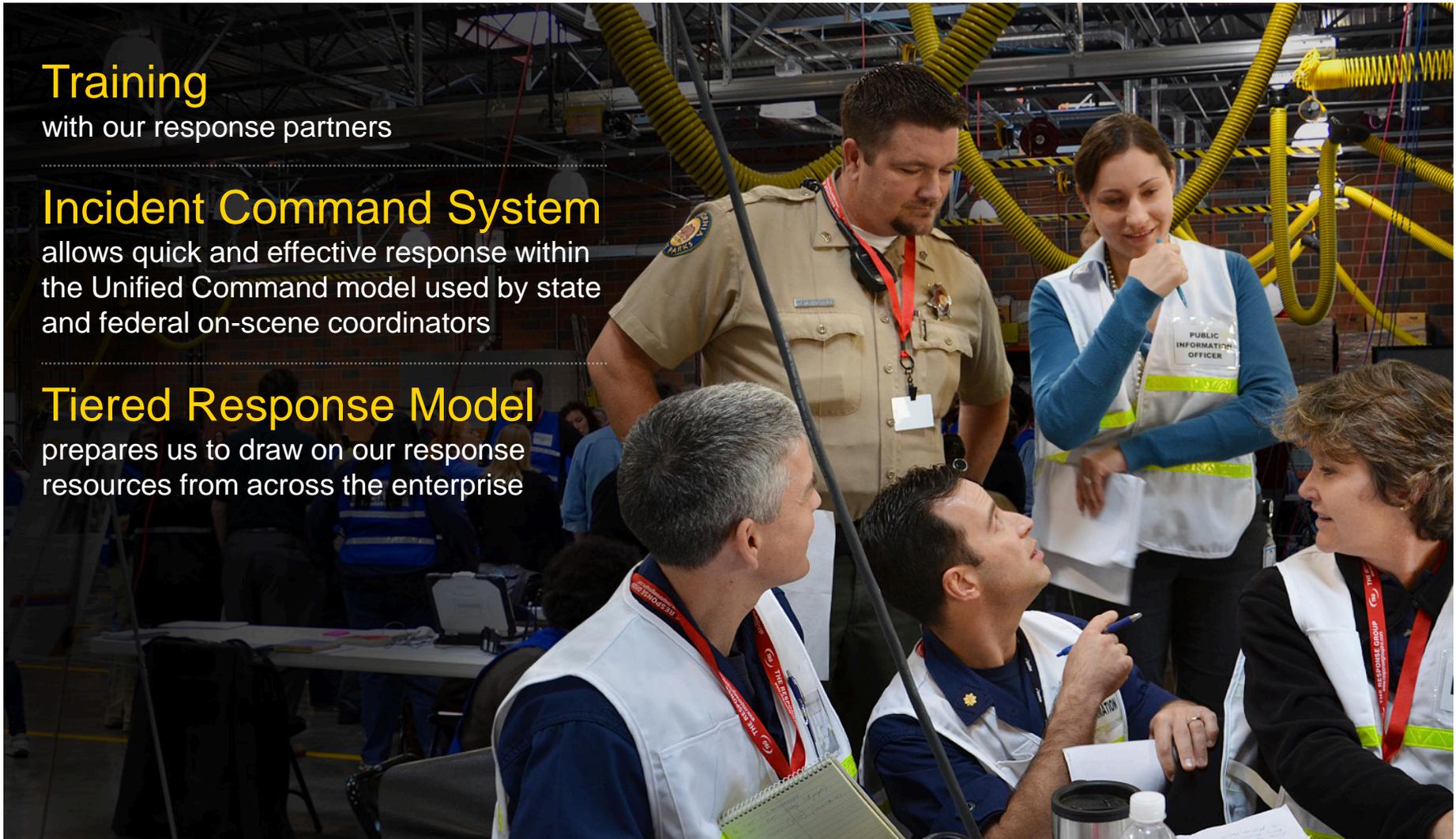
with our response partners

Incident Command System

allows quick and effective response within the Unified Command model used by state and federal on-scene coordinators

Tiered Response Model

prepares us to draw on our response resources from across the enterprise



Advanced Spill Response Capabilities and Assets



Well-positioned

with oil spill response vessels and trained personnel ready to respond at any time

Standing by

with a support vessel and tug whenever a vessel is at berth

Pre-staged

with boom boxes at several locations and additional response equipment housed at each refinery



Preparedness at Chevron International Collaboration



Apply practical knowledge

gained around the world to enhance our safety and environmental stewardship in California

Thoroughness and realism

are promoted in our training to test our capabilities across the incident response function

Reinforce

the importance of operating in seamless partnership with governmental authorities



Partnership Central to Preparedness



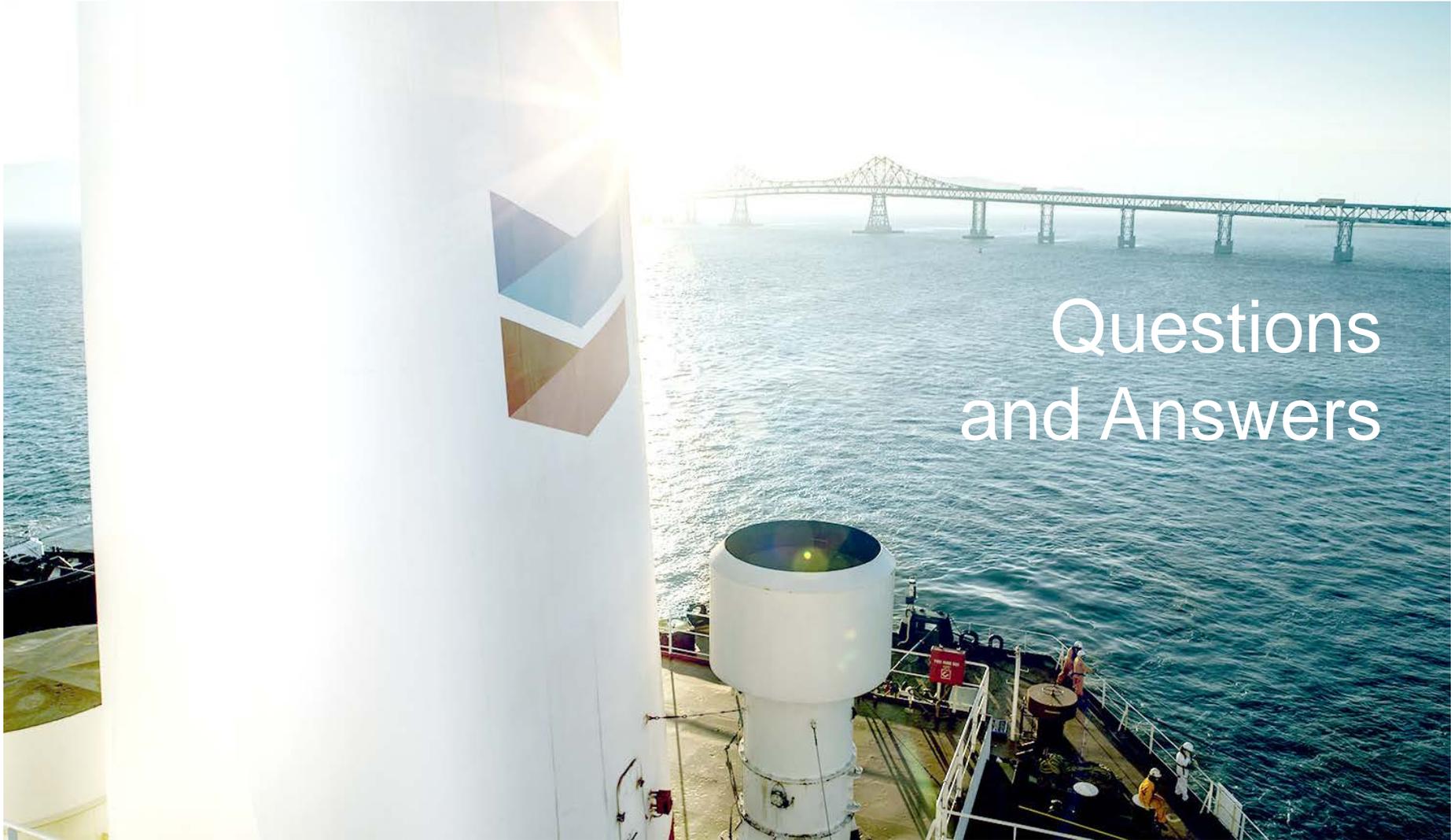
A trusted partner

everywhere we work around the world and nowhere is this value more important than in California

A shared mission

of stewardship for California's natural environment — one of the most diverse and dynamic places on earth





Questions and Answers

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