



**PROVIDING ENERGY. IMPROVING LIVES.**



# THIRD QUARTER 2020 CONFERENCE CALL

October 30, 2020



# Cautionary Statement

This presentation contains certain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, which are intended to be covered by the safe harbors created thereby. Words and phrases such as “is anticipated,” “is estimated,” “is expected,” “is planned,” “is scheduled,” “is targeted,” “believes,” “continues,” “intends,” “will,” “would,” “objectives,” “goals,” “projects,” “efforts,” “strategies” and similar expressions are used to identify such forward-looking statements. However, the absence of these words does not mean that a statement is not forward-looking. Forward-looking statements included in this presentation are based on management’s expectations, estimates and projections as of the date they are made. These statements are not guarantees of future performance and you should not unduly rely on them as they involve certain risks, uncertainties and assumptions that are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed or forecast in such forward-looking statements. Factors that could cause actual results or events to differ materially from those described in the forward-looking statements include: the continuing effects of the COVID-19 pandemic and its negative impact on commercial activity and demand for refined petroleum products; the inability to timely obtain or maintain permits necessary for capital projects; changes to worldwide government policies relating to renewable fuels and greenhouse gas emissions that adversely affect programs like the renewable fuel standards program, low carbon fuel standards and tax credits for biofuels; fluctuations in NGL, crude oil, and natural gas prices, and petrochemical and refining margins; unexpected changes in costs for constructing, modifying or operating our facilities; unexpected difficulties in manufacturing, refining or transporting our products; the level and success of drilling and production volumes around our Midstream assets; risks and uncertainties with respect to the actions of actual or potential competitive suppliers and transporters of refined petroleum products, renewable fuels or specialty products; lack of, or disruptions in, adequate and reliable transportation for our NGL, crude oil, natural gas, and refined products; potential liability from litigation or for remedial actions, including removal and reclamation obligations under environmental regulations; failure to complete construction of capital projects on time and within budget; the inability to comply with governmental regulations or make capital expenditures to maintain compliance; limited access to capital or significantly higher cost of capital related to illiquidity or uncertainty in the domestic or international financial markets; potential disruption of our operations due to accidents, weather events, including as a result of climate change, terrorism or cyberattacks; general domestic and international economic and political developments including armed hostilities, expropriation of assets, and other political, economic or diplomatic developments, including those caused by public health issues and international monetary conditions and exchange controls; changes in governmental policies relating to NGL, crude oil, natural gas, refined petroleum products, or renewable fuels pricing, regulation or taxation, including exports; changes in estimates or projections used to assess fair value of intangible assets, goodwill and property and equipment and/or strategic decisions with respect to our asset portfolio that cause impairment charges; investments required, or reduced demand for products, as a result of environmental rules and regulations; changes in tax, environmental and other laws and regulations (including alternative energy mandates); the operation, financing and distribution decisions of equity affiliates we do not control; the impact of adverse market conditions or other similar risks to those identified herein affecting PSXP, as well as the ability of PSXP to successfully execute its growth plans; and other economic, business, competitive and/or regulatory factors affecting Phillips 66’s businesses generally as set forth in our filings with the Securities and Exchange Commission. Phillips 66 is under no obligation (and expressly disclaims any such obligation) to update or alter its forward-looking statements, whether as a result of new information, future events or otherwise.

This presentation includes non-GAAP financial measures. You can find the reconciliations to comparable GAAP financial measures at the end of the presentation materials or in the “Investors” section of our website.

# Executing the Strategy



San Francisco Refinery RODEO, CA

# 3Q 2020 Overview

\$MM (UNLESS OTHERWISE NOTED)

|                                                            |        |
|------------------------------------------------------------|--------|
| Adjusted loss                                              | \$ (1) |
| Adjusted EPS <sup>1</sup>                                  | (0.01) |
| Operating cash flow excluding working capital <sup>2</sup> | 795    |
| Adjusted capital spending <sup>3</sup>                     | 549    |
| Shareholder distributions <sup>4</sup>                     | 393    |
| Common shares outstanding at Sept. 30                      | 437 MM |

1) Dollars per share

2) Excludes working capital impacts of \$304 million

3) Capital expenditures and investments excluding \$3 million of capital spending funded by certain joint venture partners

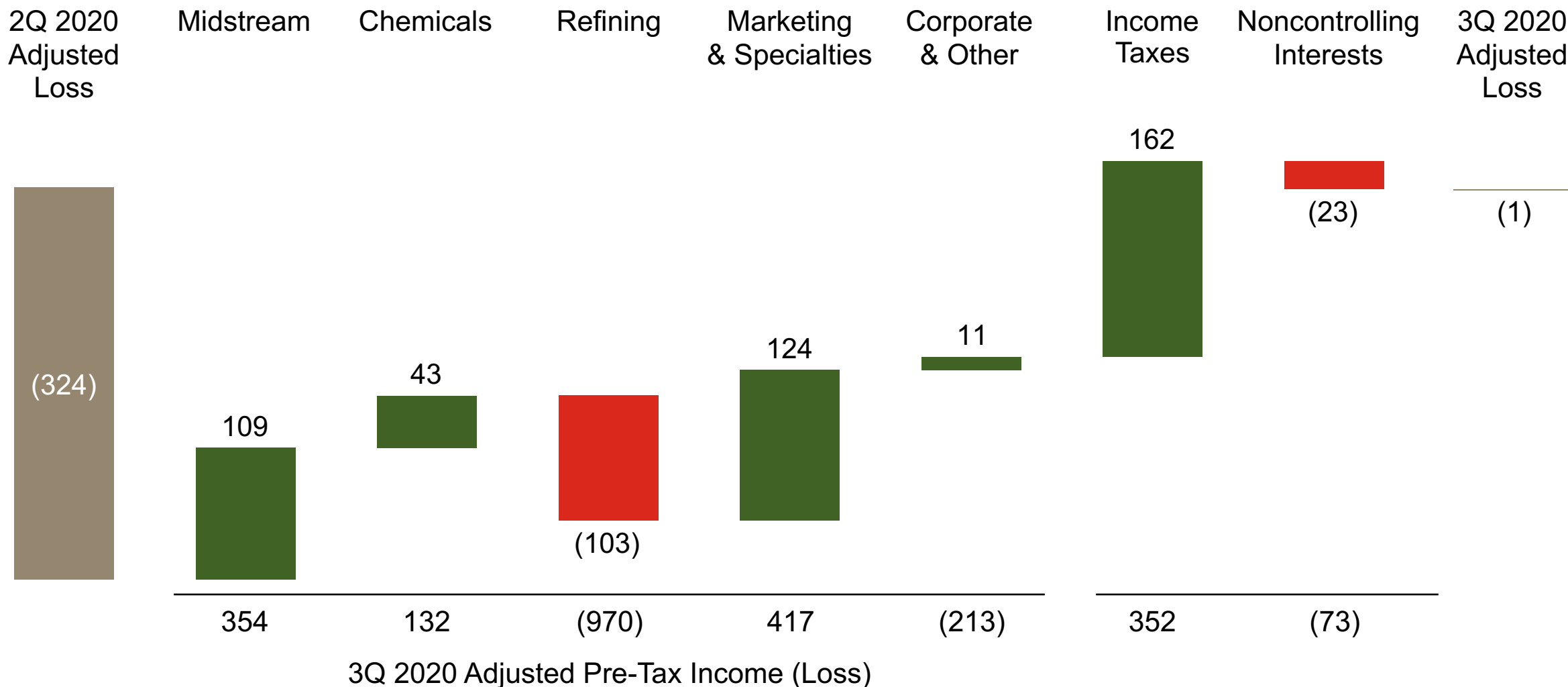
4) Shareholder distributions represent dividends; share repurchases remained suspended



Freeport Marine Terminal FREEPORT, TX

# 3Q 2020 Adjusted Loss

3Q 2020 VS. 2Q 2020 (\$MM)



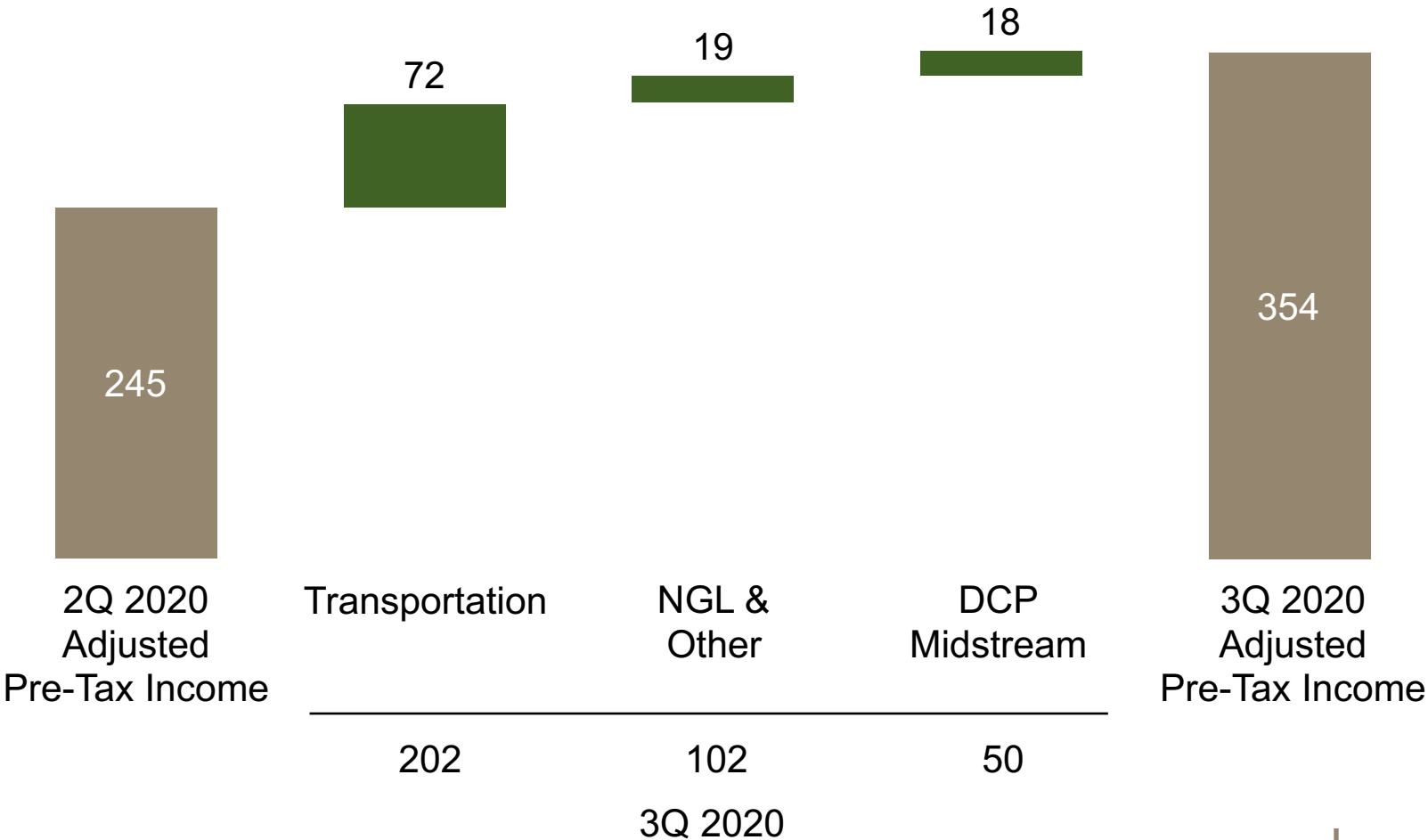
# 3Q 2020 Midstream Adjusted Pre-Tax Income

3Q 2020 VS. 2Q 2020 (\$MM)

Higher pipeline and terminal volumes

Ramp-up of volumes on Gray Oak Pipeline

Recently started operations of Sweeny Fracs 2 and 3



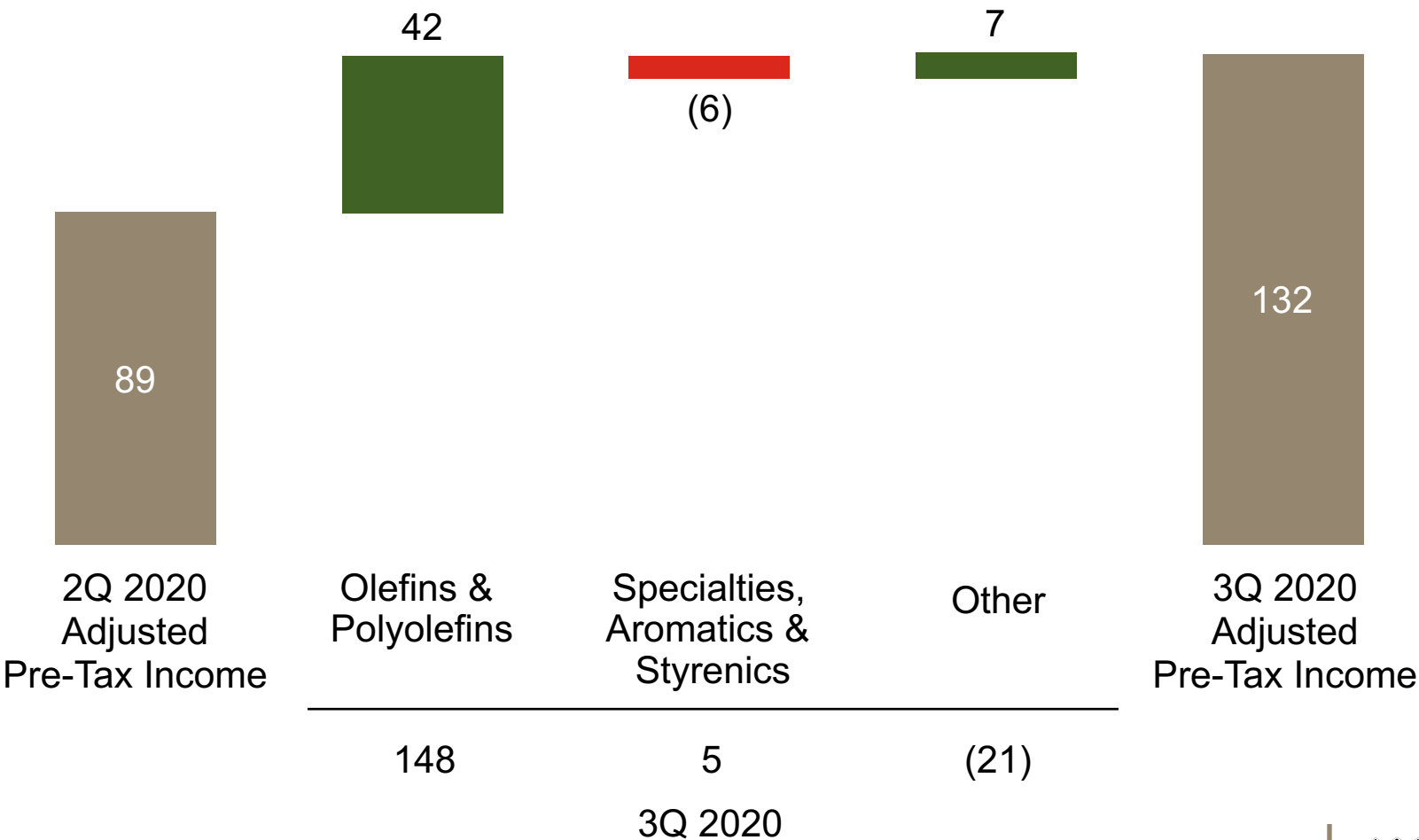
# 3Q 2020 Chemicals Adjusted Pre-Tax Income

3Q 2020 VS. 2Q 2020 (\$MM)

Higher polyethylene margins

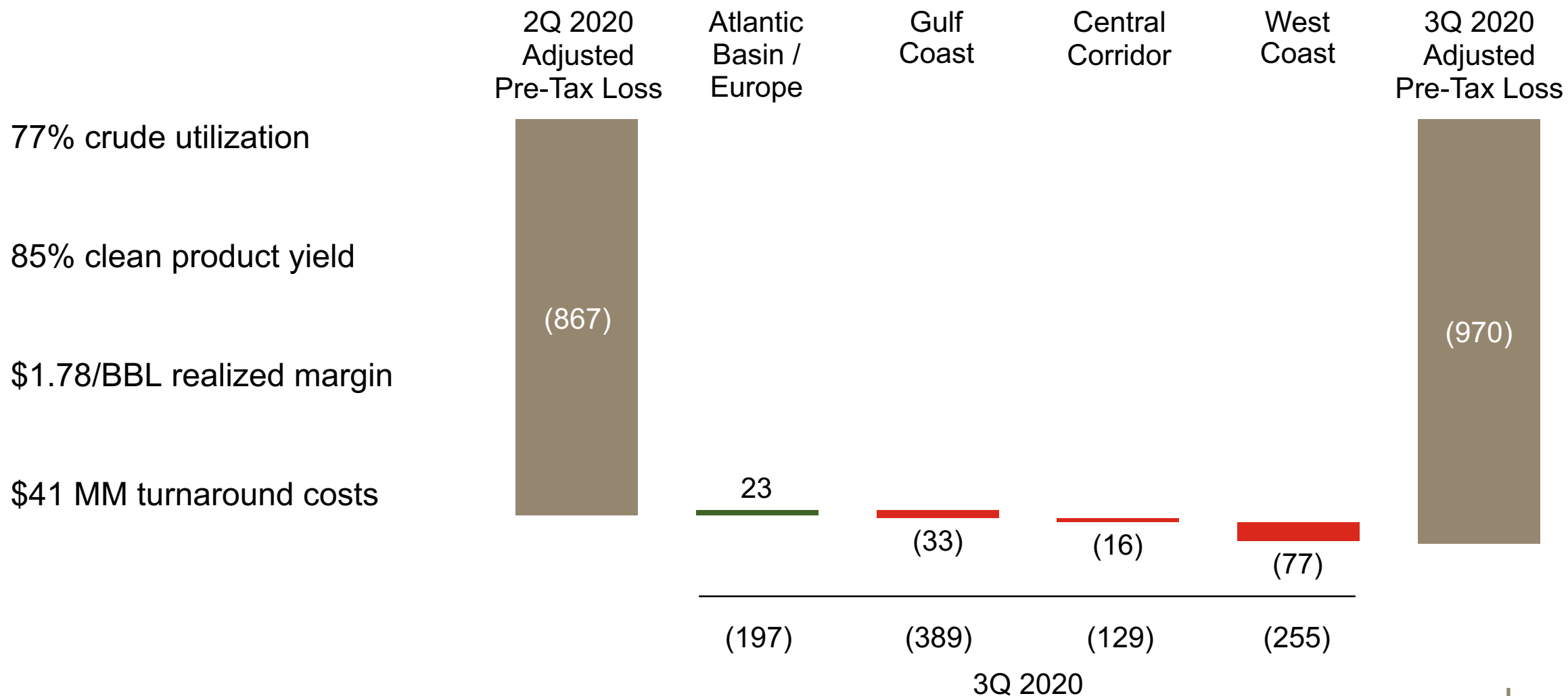
94% O&P utilization

Recently announced first U.S. commercial-scale polyethylene production from recycled plastics



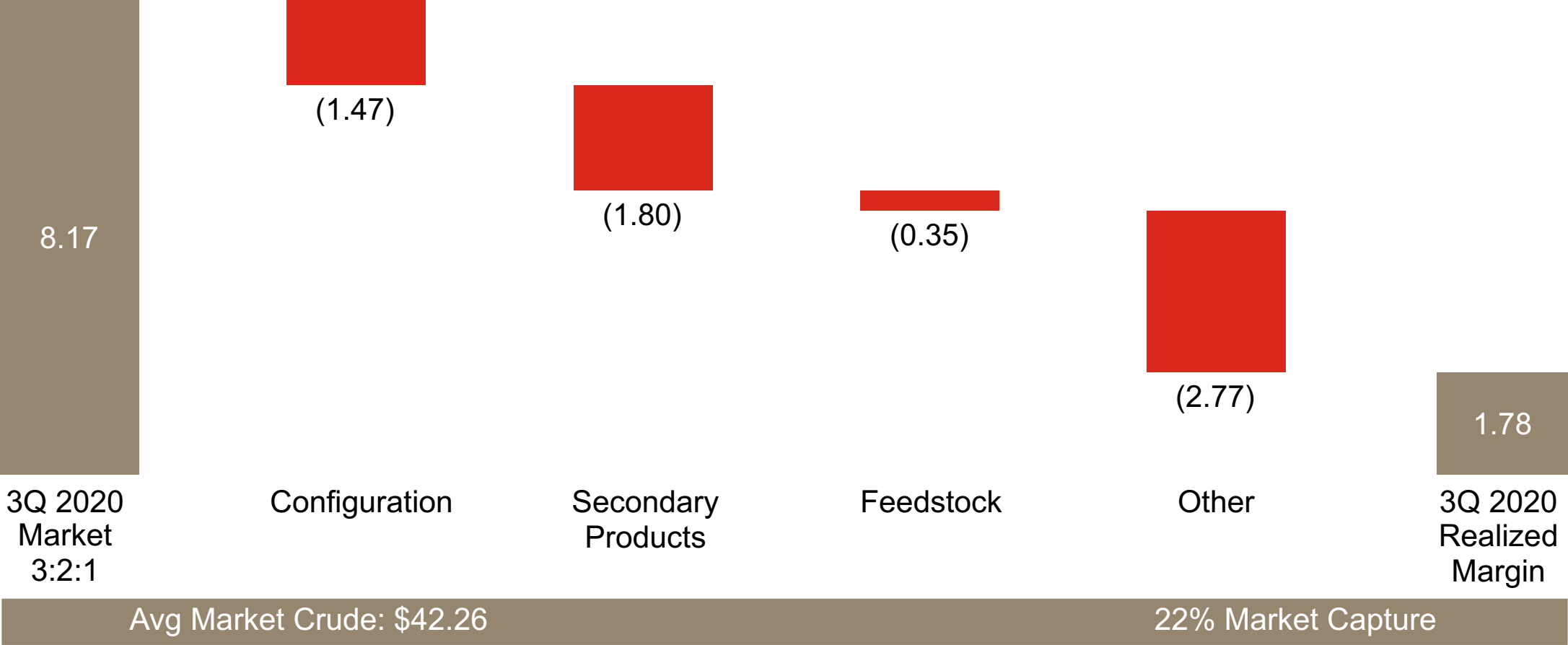
# 3Q 2020 Refining Adjusted Pre-Tax Loss

3Q 2020 VS. 2Q 2020 (\$MM)



# 3Q 2020 Refining Margins – Market vs. Realized

WORLDWIDE REFINING (\$/BBL, UNLESS OTHERWISE NOTED)



# 3Q 2020 Marketing & Specialties Adjusted Pre-Tax Income

3Q 2020 VS. 2Q 2020 (\$MM)

Higher global marketing margins and volumes

Reimaged 315 branded sites worldwide

Refined product exports of 139 MBPD



# 3Q 2020 Corporate & Other Adjusted Pre-Tax Loss

3Q 2020 VS. 2Q 2020 (\$MM)

2Q 2020  
Adjusted  
Pre-Tax Loss



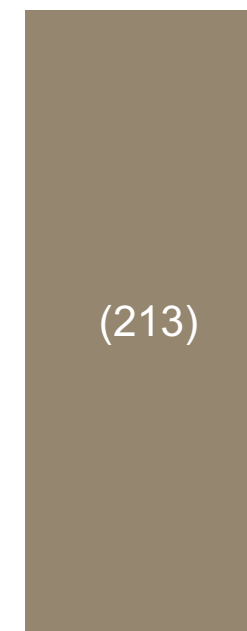
Net Interest  
Expense



Corporate  
Overhead  
& Other

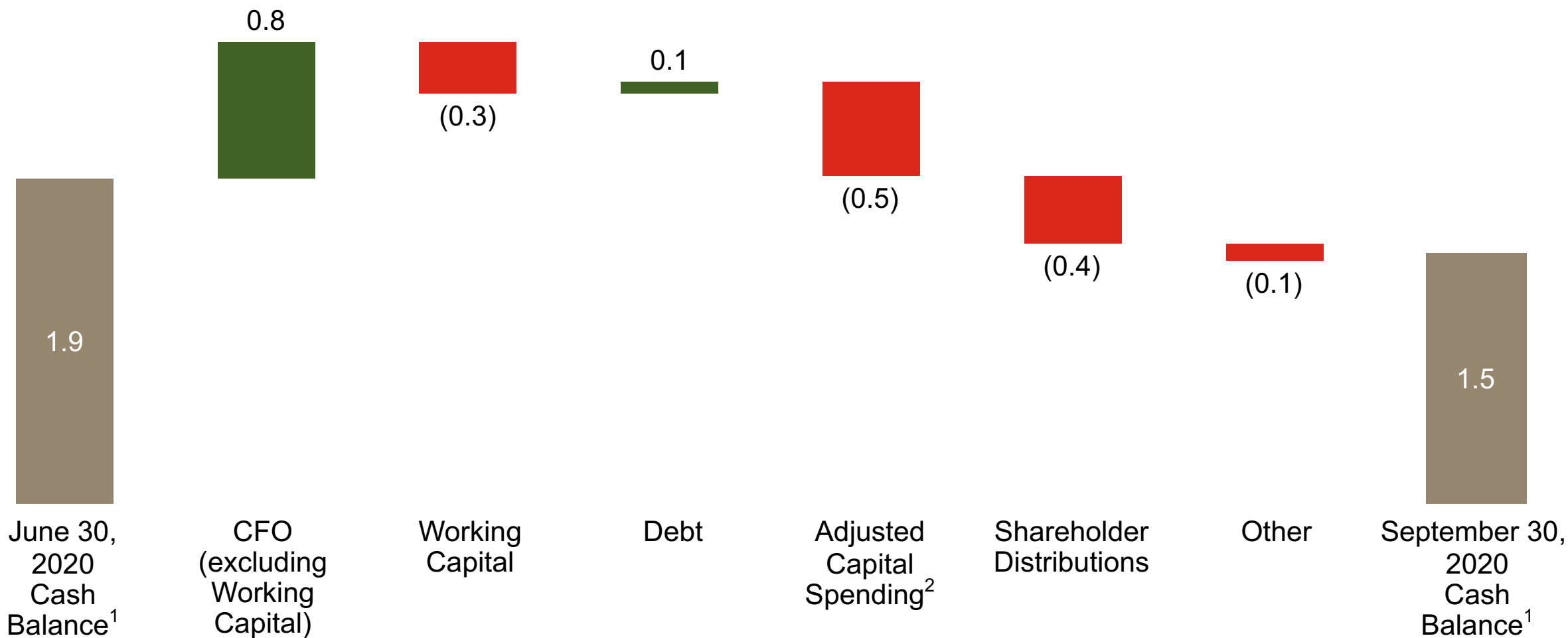


3Q 2020  
Adjusted  
Pre-Tax Loss



# 3Q 2020 Cash Flow

\$B

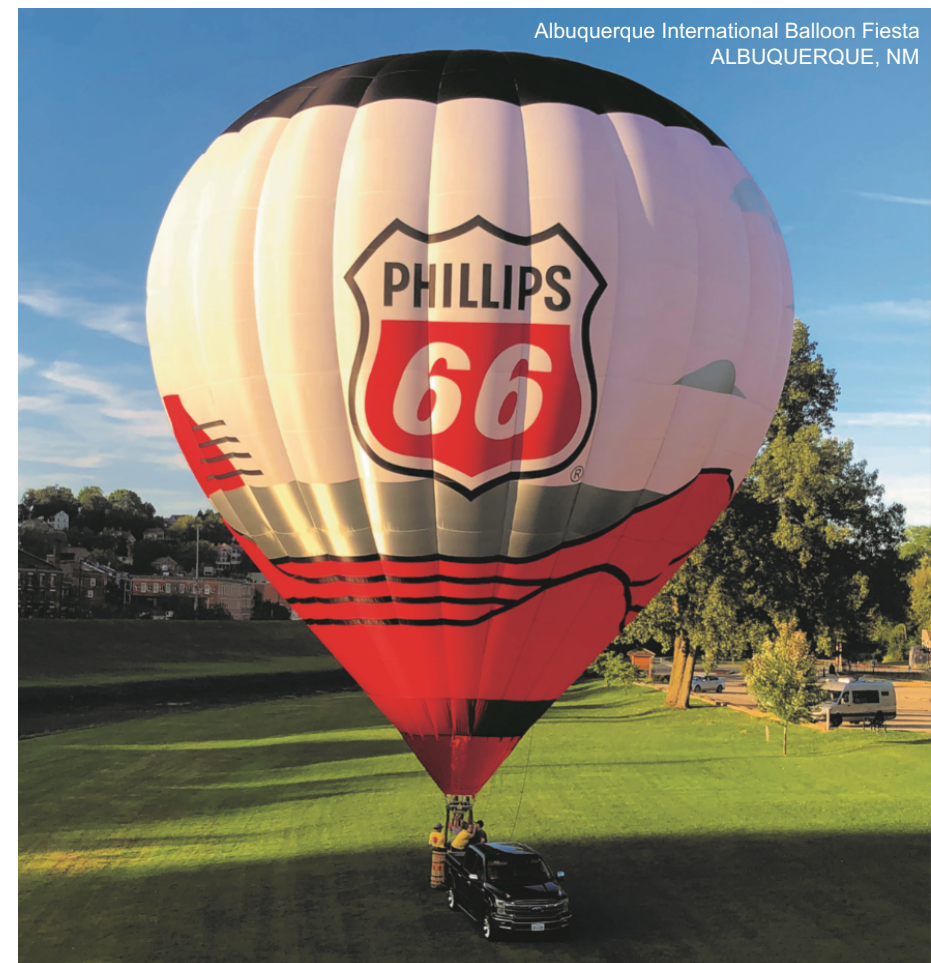


1) Includes cash and cash equivalents

2) Capital expenditures and investments excluding \$3 million of capital spending funded by certain joint venture partners

# 4Q 2020 Outlook

|                                          |                     |
|------------------------------------------|---------------------|
| Global Olefins & Polyolefins utilization | Mid-90%             |
| Refining crude utilization               | Market Conditions   |
| Refining turnaround expenses (pre-tax)   | \$80 MM – \$100 MM  |
| Corporate & Other costs (pre-tax)        | \$220 MM – \$230 MM |





# Questions and Answers





# Appendix

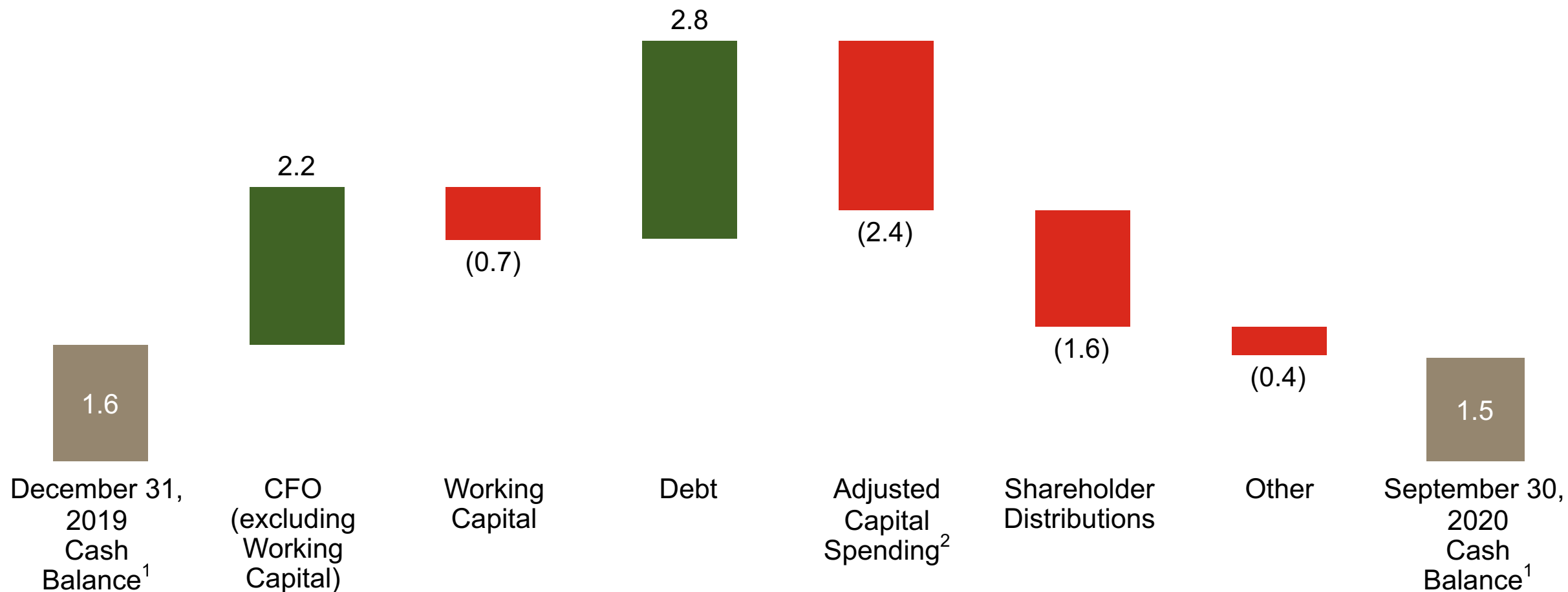


# 2020 Estimated Sensitivities

|                                                                                              | Annual EBITDA \$MM |
|----------------------------------------------------------------------------------------------|--------------------|
| <b>Midstream - DCP (net to Phillips 66)</b>                                                  |                    |
| 10¢/Gal Increase in NGL price                                                                | 9                  |
| 10¢/MMBtu Increase in Natural Gas price                                                      | 2                  |
| \$1/BBL Increase in WTI price                                                                | 1                  |
| <b>Chemicals - CPChem (net to Phillips 66)</b>                                               |                    |
| 1¢/Lb Increase in Chain Margin (Ethylene, Polyethylene, NAO)                                 | 65                 |
| <b>Worldwide Refining</b>                                                                    |                    |
| \$1/BBL Increase in Gasoline Margin                                                          | 350                |
| \$1/BBL Increase in Distillate Margin                                                        | 300                |
| Impacts due to Actual Crude Feedstock Differing from Feedstock Assumed in Market Indicators: |                    |
| \$1/BBL Widening WTI / WCS Differential (WTI less WCS)                                       | 100                |
| \$1/BBL Widening LLS / Maya Differential (LLS less Maya)                                     | 75                 |
| \$1/BBL Widening LLS / WTI Differential (LLS less WTI)                                       | 35                 |
| \$1/BBL Widening WTI / WTS Differential (WTI less WTS)                                       | 30                 |
| 10¢/MMBtu Increase in Natural Gas price                                                      | (15)               |

# YTD 2020 Cash Flow

\$B

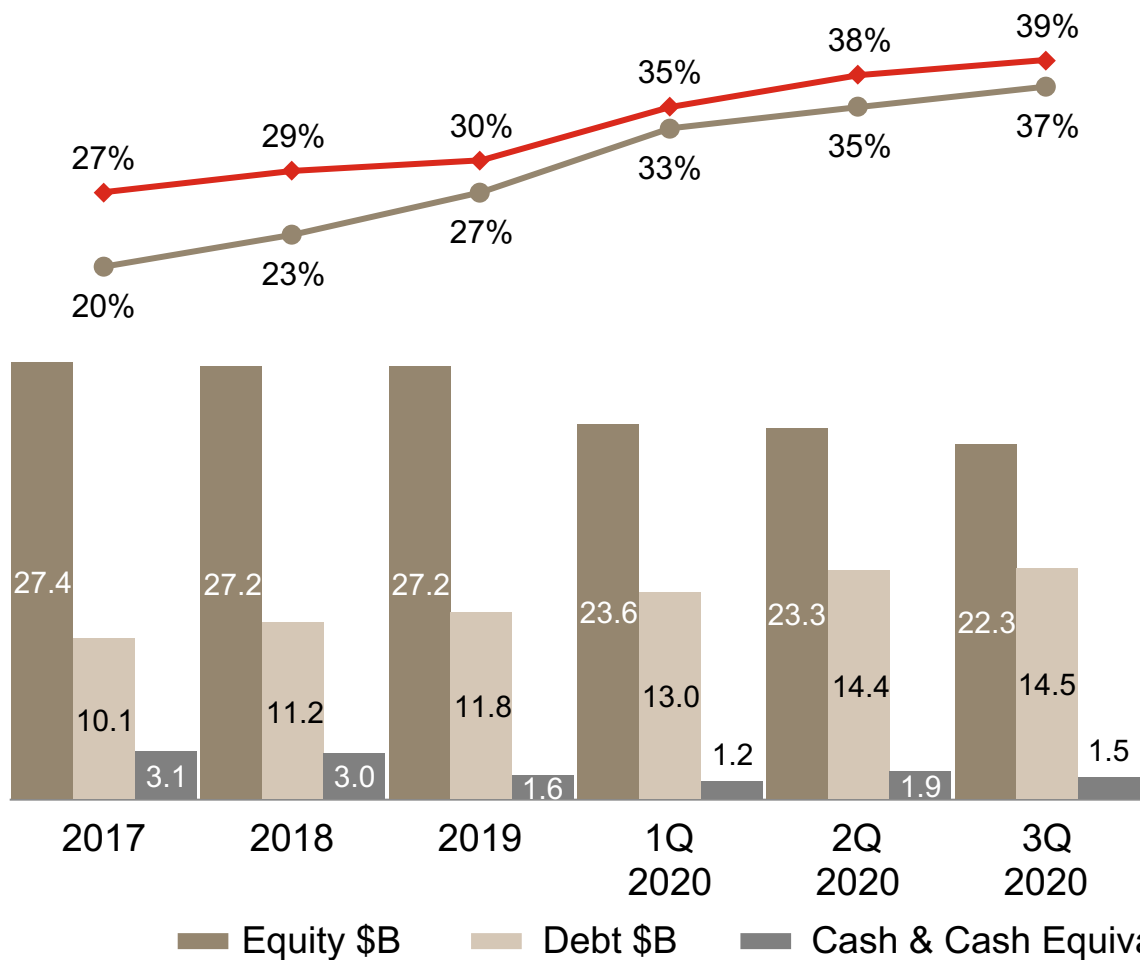


1) Includes cash and cash equivalents

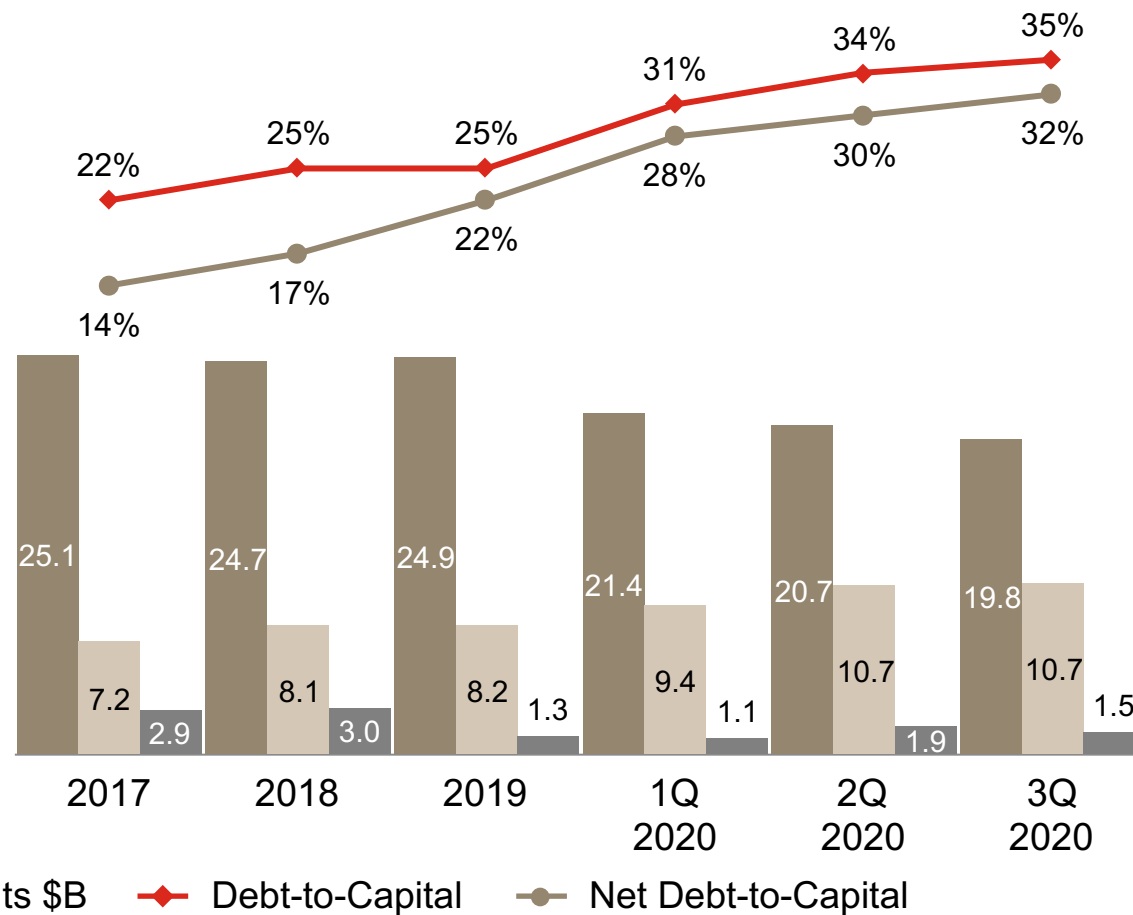
2) Capital expenditures and investments excluding \$64 million of capital spending funded by certain joint venture partners

# Capital Structure

## Consolidated PSX



## Excluding PSXP



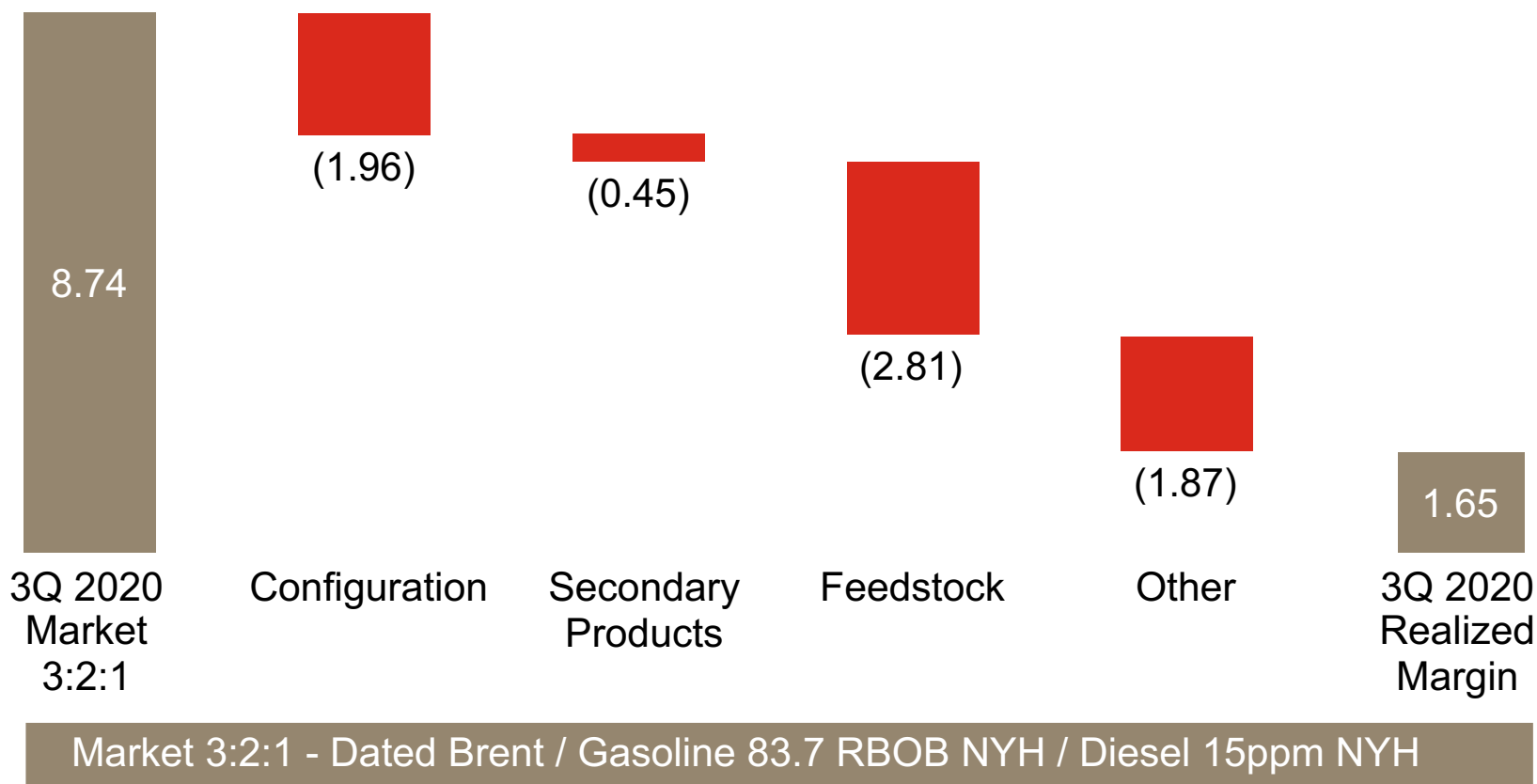
# 3Q 2020 Refining Margins – Market vs. Realized

ATLANTIC BASIN / EUROPE (\$/BBL, UNLESS OTHERWISE NOTED)

Brent: \$43.00

81% crude utilization

19% market capture



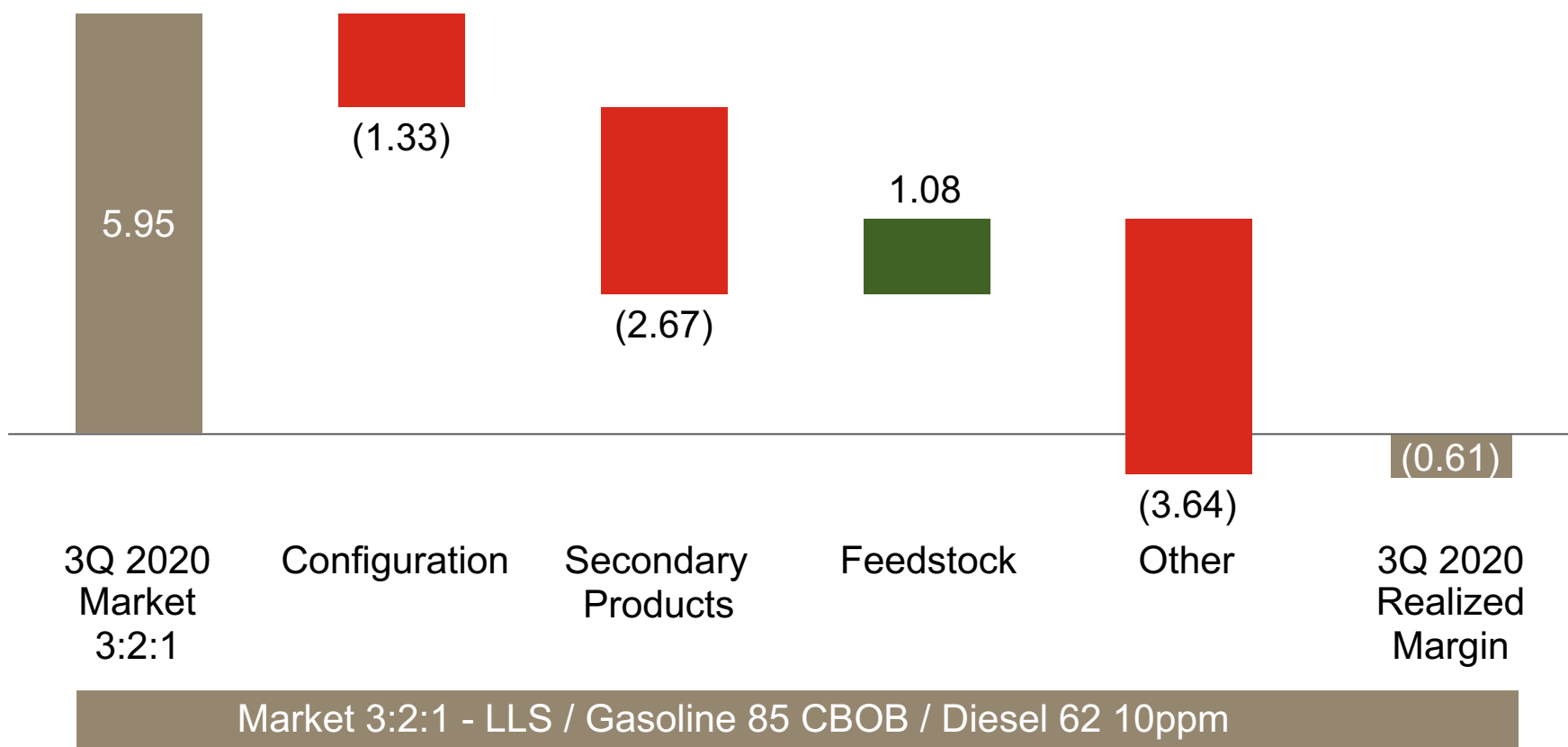
# 3Q 2020 Refining Margins – Market vs. Realized

GULF COAST (\$/BBL, UNLESS OTHERWISE NOTED)

LLS: \$42.46

66% crude utilization

(10)% market capture



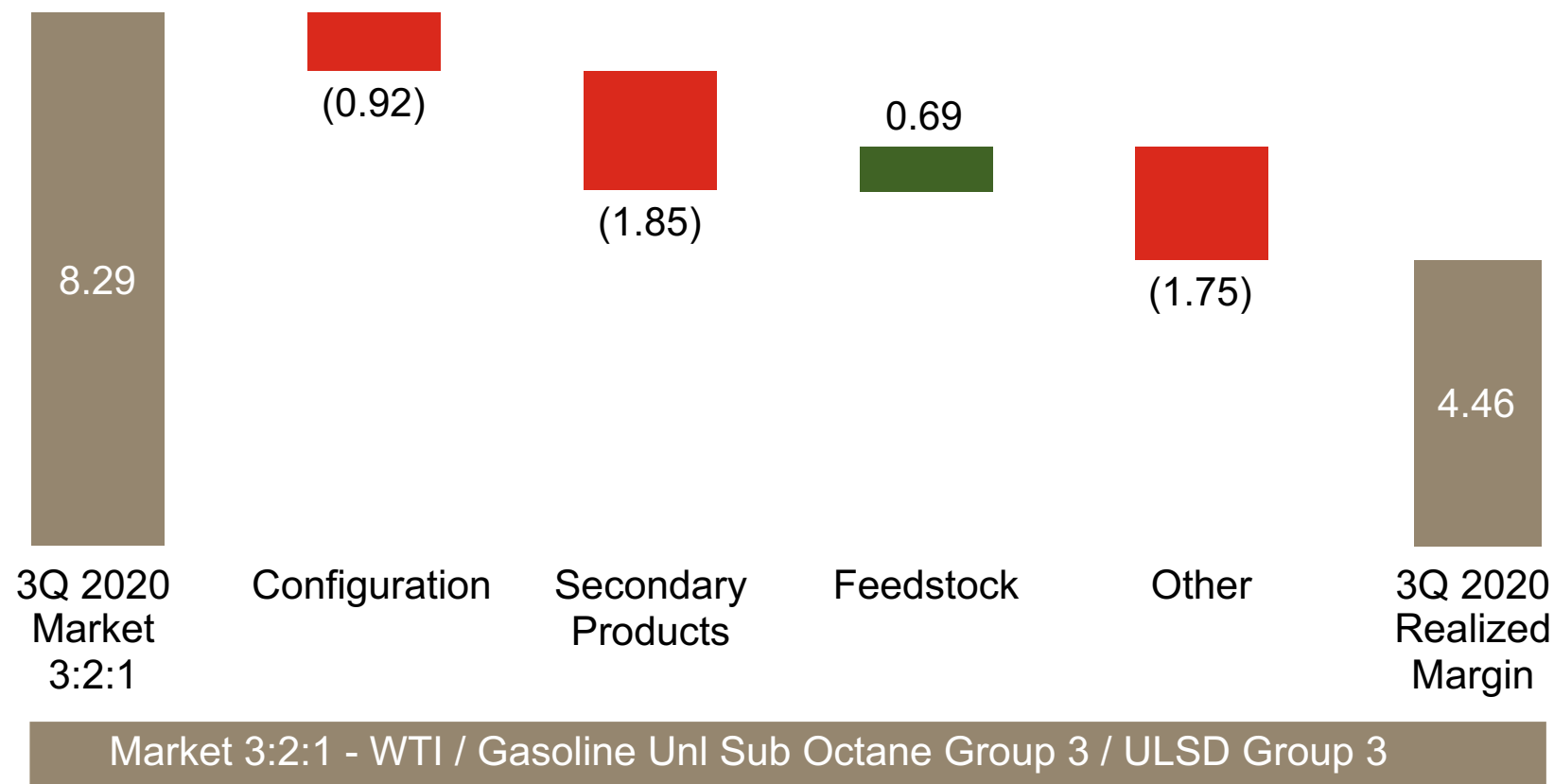
# 3Q 2020 Refining Margins – Market vs. Realized

CENTRAL CORRIDOR (\$/BBL, UNLESS OTHERWISE NOTED)

WTI: \$40.91

86% crude utilization

54% market capture



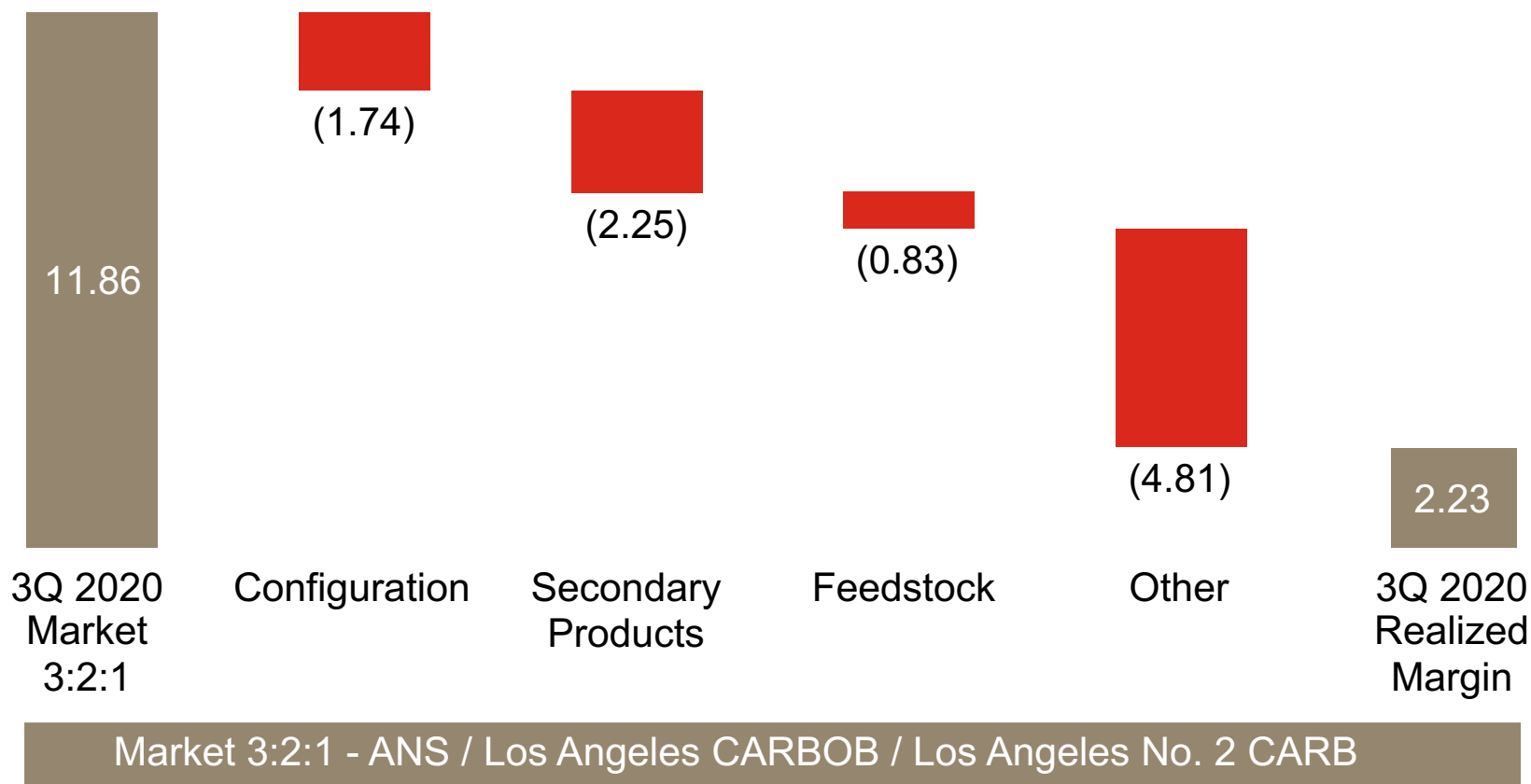
# 3Q 2020 Refining Margins – Market vs. Realized

WEST COAST (\$/BBL, UNLESS OTHERWISE NOTED)

ANS: \$42.74

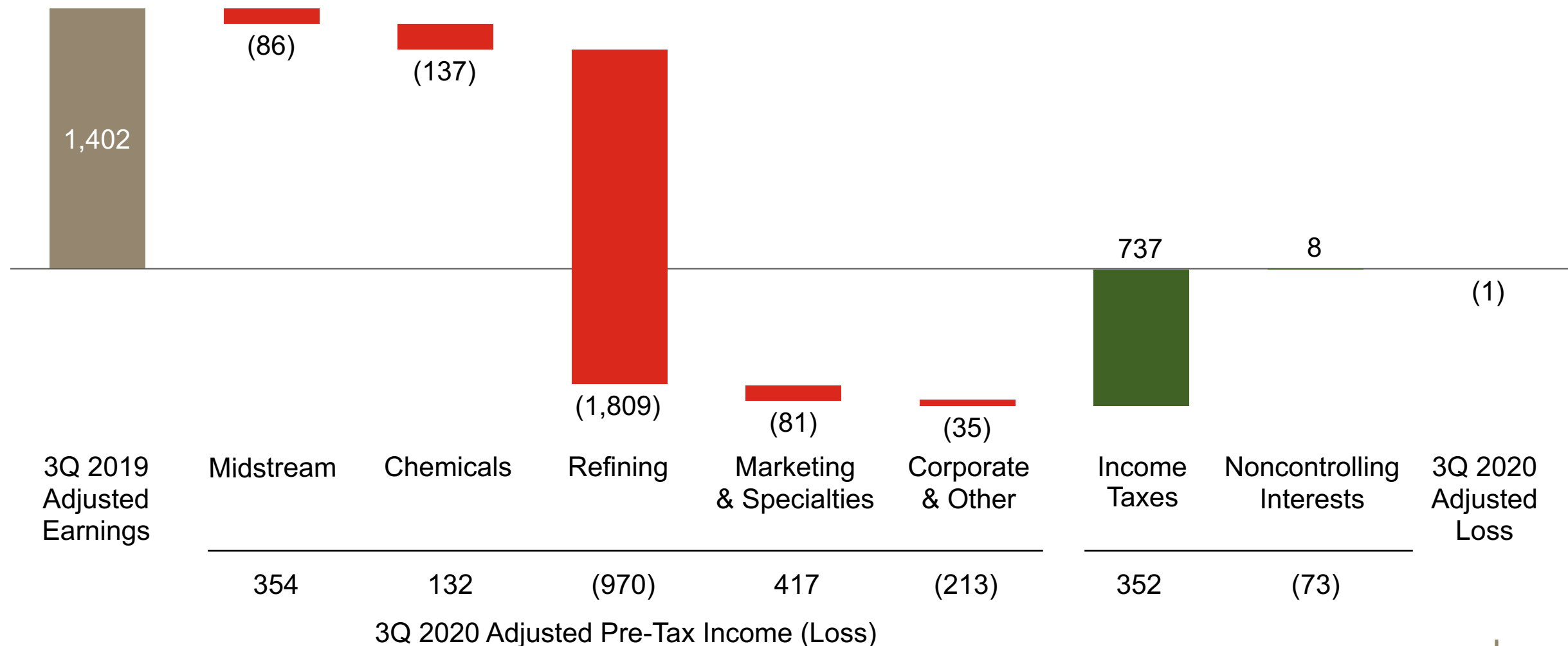
85% crude utilization

19% market capture



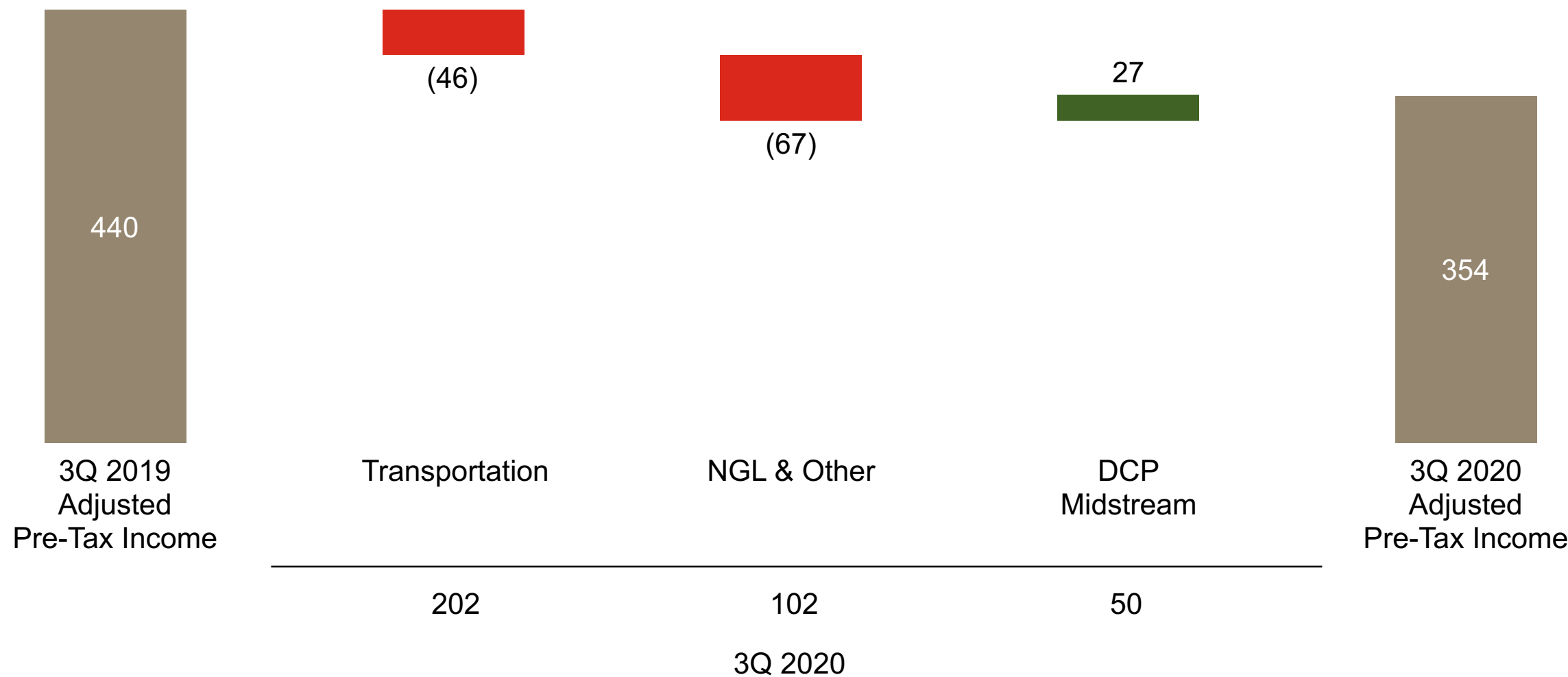
# 3Q 2020 Adjusted Loss

3Q 2020 VS. 3Q 2019 (\$MM)



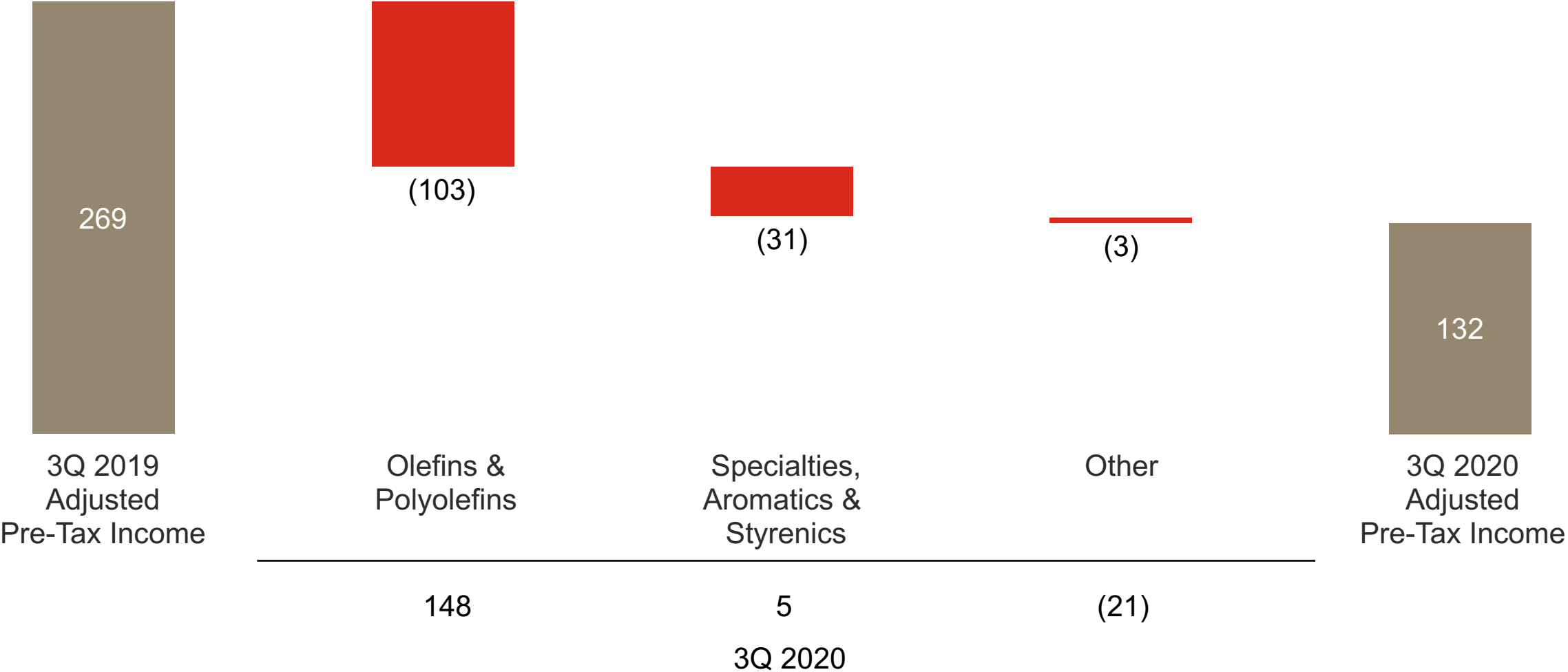
# 3Q 2020 Midstream Adjusted Pre-Tax Income

3Q 2020 VS. 3Q 2019 (\$MM)



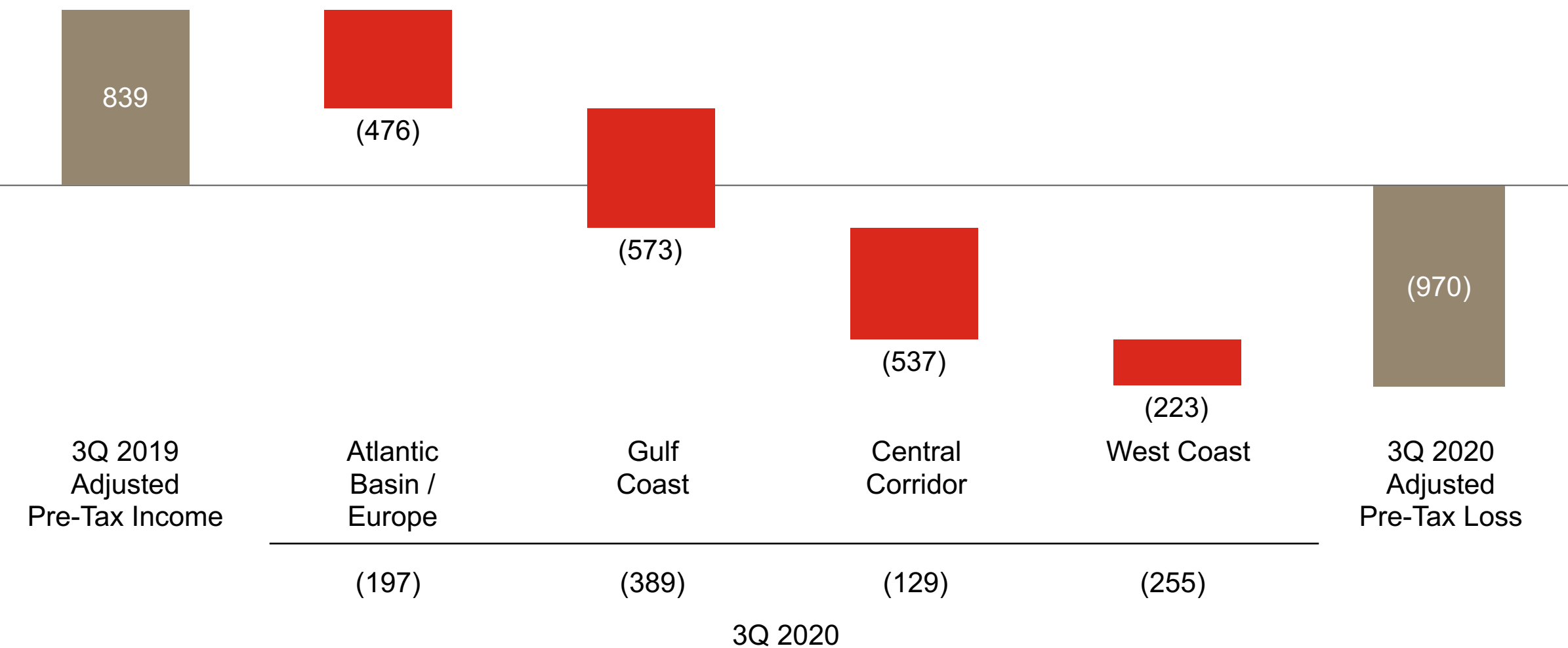
# 3Q 2020 Chemicals Adjusted Pre-Tax Income

3Q 2020 VS. 3Q 2019 (\$MM)



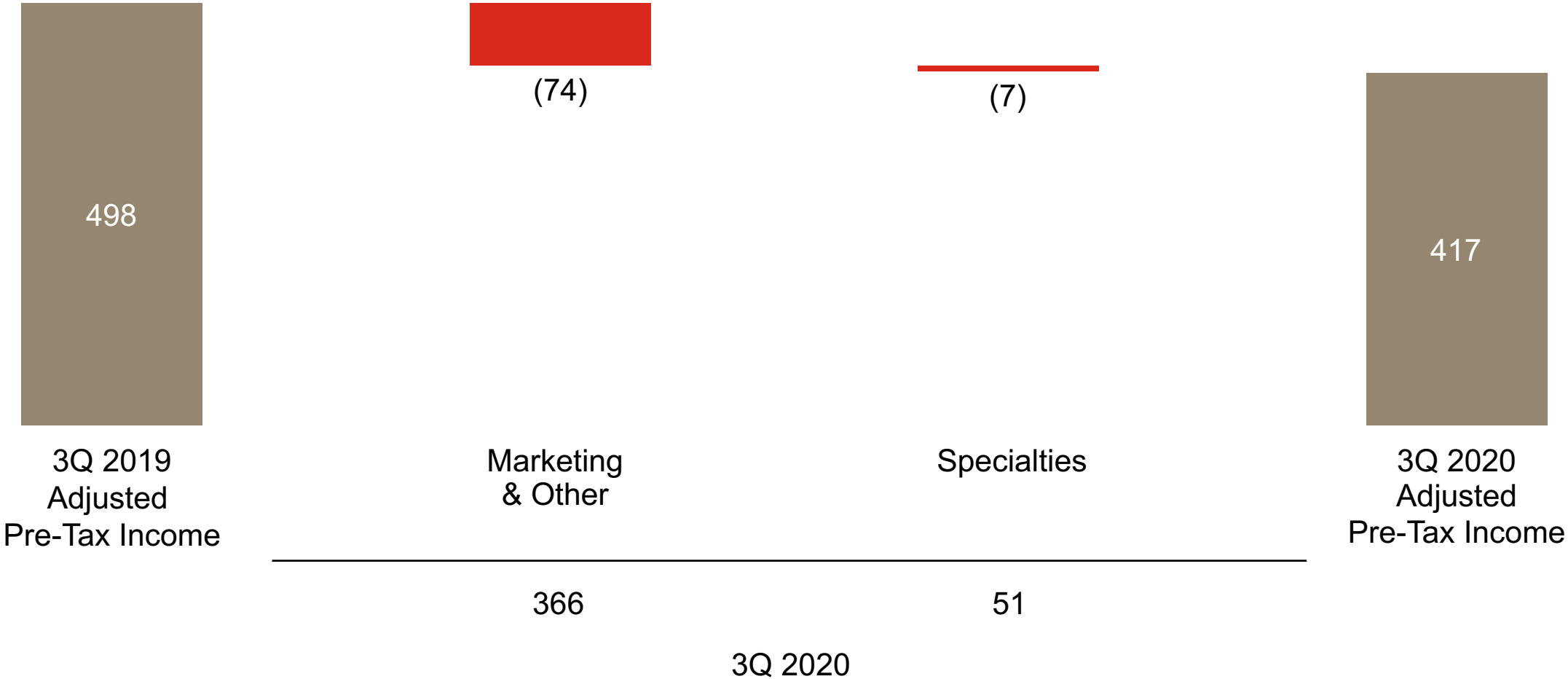
# 3Q 2020 Refining Adjusted Pre-Tax Loss

3Q 2020 VS. 3Q 2019 (\$MM)



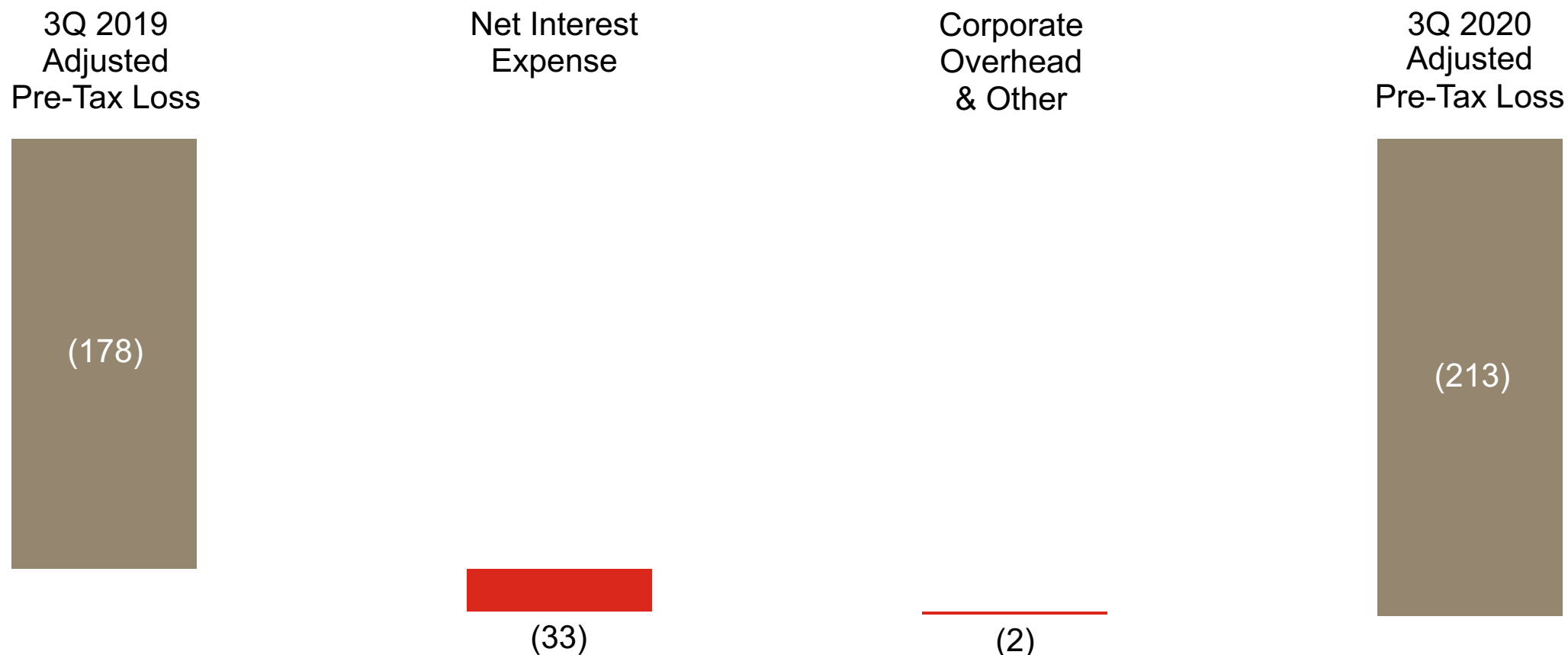
# 3Q 2020 Marketing & Specialties Adjusted Pre-Tax Income

3Q 2020 VS. 3Q 2019 (\$MM)



# 3Q 2020 Corporate & Other Adjusted Pre-Tax Loss

3Q 2020 VS. 3Q 2019 (\$MM)



# Non-GAAP Reconciliations

|                                                                               | Millions of Dollars<br>Except as Indicated |            |            |          |          |
|-------------------------------------------------------------------------------|--------------------------------------------|------------|------------|----------|----------|
|                                                                               | 2020                                       |            |            | 2019     |          |
|                                                                               | Sep YTD                                    | 3Q         | 2Q         | Sep YTD  | 3Q       |
| <b>Phillips 66</b>                                                            |                                            |            |            |          |          |
| Consolidated Earnings (Loss)                                                  | \$ (3,436)                                 | (799)      | (141)      | 2,340    | 712      |
| Pre-Tax Adjustments:                                                          |                                            |            |            |          |          |
| Pending claims and settlements                                                | (37)                                       | —          | —          | (21)     | —        |
| Pension settlement expense                                                    | 55                                         | 17         | 38         | —        | —        |
| Impairments                                                                   | 4,145                                      | 1,139      | —          | 853      | 853      |
| Impairments by equity affiliates                                              | 15                                         | —          | 15         | 47       | 47       |
| Certain tax impacts                                                           | (8)                                        | —          | (8)        | —        | —        |
| Asset dispositions                                                            | (84)                                       | —          | (84)       | (17)     | (17)     |
| Hurricane-related costs                                                       | 15                                         | 15         | —          | —        | —        |
| Lower-of-cost-or-market inventory adjustments                                 | (29)                                       | (101)      | 20         | 42       | 42       |
| Tax impact of adjustments <sup>1</sup>                                        | (545)                                      | (262)      | (208)      | (231)    | (235)    |
| Other tax impacts                                                             | 10                                         | (10)       | 20         | (45)     | —        |
| Noncontrolling interests                                                      | 24                                         | —          | 24         | —        | —        |
| Adjusted Earnings (Loss)                                                      | \$ 125                                     | (1)        | (324)      | 2,968    | 1,402    |
| <br>Earnings (Loss) Per Share of Common Stock (dollars)                       | <br>\$ (7.83)                              | <br>(1.82) | <br>(0.33) | <br>5.13 | <br>1.58 |
| <br>Adjusted Earnings (Loss) Per Share of Common Stock (dollars) <sup>2</sup> | <br>\$ 0.27                                | <br>(0.01) | <br>(0.74) | <br>6.51 | <br>3.11 |

1) We generally tax effect taxable U.S.-based special items using a combined federal and state annual statutory income tax rate of approximately 25%. Taxable special items attributable to foreign locations likewise use a local statutory income tax rate. Nontaxable events reflect zero income tax. These events include, but are not limited to, most goodwill impairments, transactions legislatively exempt from income tax, transactions related to entities for which we have made an assertion that the undistributed earnings are permanently reinvested, or transactions occurring in jurisdictions with a valuation allowance.

2) YTD 2020 is based on adjusted weighted-average diluted shares outstanding of 440,156 thousand, and other periods are based on the same weighted-average diluted shares outstanding as that used in the GAAP diluted earnings per share calculation. Income allocated to participating securities, if applicable, in the adjusted earnings per share calculation is the same as that used in the GAAP diluted earnings per share calculation.

# Non-GAAP Reconciliations

|                                               | Millions of Dollars<br>Except as Indicated |       |      |         |       |
|-----------------------------------------------|--------------------------------------------|-------|------|---------|-------|
|                                               | 2020                                       |       |      | 2019    |       |
|                                               | Sep YTD                                    | 3Q    | 2Q   | Sep YTD | 3Q    |
| <b>Midstream</b>                              |                                            |       |      |         |       |
| Pre-Tax Income (Loss)                         | \$ (232)                                   | 146   | 324  | 279     | (460) |
| Pre-Tax Adjustments:                          |                                            |       |      |         |       |
| Pension settlement expense                    | 8                                          | 3     | 5    | —       | —     |
| Lower-of-cost-or-market inventory adjustments | 1                                          | —     | —    | —       | —     |
| Hurricane-related costs                       | 1                                          | 1     | —    | —       | —     |
| Impairments by equity affiliates              | —                                          | —     | —    | 47      | 47    |
| Impairments                                   | 1,365                                      | 204   | —    | 853     | 853   |
| Asset dispositions                            | (84)                                       | —     | (84) | —       | —     |
| Adjusted Pre-Tax Income                       | \$ 1,059                                   | 354   | 245  | 1,179   | 440   |
| <b>Chemicals</b>                              |                                            |       |      |         |       |
| Pre-Tax Income                                | \$ 442                                     | 231   | 42   | 729     | 227   |
| Pre-Tax Adjustments:                          |                                            |       |      |         |       |
| Hurricane-related costs                       | 2                                          | 2     | —    | —       | —     |
| Lower-of-cost-or-market inventory adjustments | (45)                                       | (101) | 32   | 42      | 42    |
| Impairments by equity affiliates              | 15                                         | —     | 15   | —       | —     |
| Adjusted Pre-Tax Income                       | \$ 414                                     | 132   | 89   | 771     | 269   |

# Non-GAAP Reconciliations

|                                               | Millions of Dollars<br>Except as Indicated |         |       |         |      |
|-----------------------------------------------|--------------------------------------------|---------|-------|---------|------|
|                                               | 2020                                       |         |       | 2019    |      |
|                                               | Sep YTD                                    | 3Q      | 2Q    | Sep YTD | 3Q   |
| <b>Refining</b>                               |                                            |         |       |         |      |
| Pre-Tax Income (Loss)                         | \$ (5,042)                                 | (1,903) | (878) | 1,641   | 856  |
| Pre-Tax Adjustments:                          |                                            |         |       |         |      |
| Pending claims and settlements                | —                                          | —       | —     | (21)    | —    |
| Asset dispositions                            | —                                          | —       | —     | (17)    | (17) |
| Pension settlement expense                    | 38                                         | 12      | 26    | —       | —    |
| Hurricane-related costs                       | 11                                         | 11      | —     | —       | —    |
| Impairments                                   | 2,755                                      | 910     | —     | —       | —    |
| Lower-of-cost-or-market inventory adjustments | —                                          | —       | (15)  | —       | —    |
| Adjusted Pre-Tax Income (Loss)                | \$ (2,238)                                 | (970)   | (867) | 1,603   | 839  |
| <b>Marketing &amp; Specialties</b>            |                                            |         |       |         |      |
| Pre-Tax Income                                | \$ 1,214                                   | 415     | 286   | 1,056   | 498  |
| Pre-Tax Adjustments:                          |                                            |         |       |         |      |
| Lower-of-cost-or-market inventory adjustments | 15                                         | —       | 3     | —       | —    |
| Hurricane-related costs                       | 1                                          | 1       | —     | —       | —    |
| Pending claims and settlements                | (37)                                       | —       | —     | —       | —    |
| Pension settlement expense                    | 5                                          | 1       | 4     | —       | —    |
| Adjusted Pre-Tax Income                       | \$ 1,198                                   | 417     | 293   | 1,056   | 498  |

# Non-GAAP Reconciliations

|                              | Millions of Dollars<br>Except as Indicated |       |       |         |       |
|------------------------------|--------------------------------------------|-------|-------|---------|-------|
|                              | 2020                                       |       |       | 2019    |       |
|                              | Sep YTD                                    | 3Q    | 2Q    | Sep YTD | 3Q    |
| <b>Corporate &amp; Other</b> |                                            |       |       |         |       |
| Pre-Tax Loss                 | \$ (655)                                   | (239) | (219) | (593)   | (178) |
| Pre-Tax Adjustments:         |                                            |       |       |         |       |
| Pension settlement expense   | 4                                          | 1     | 3     | —       | —     |
| Impairments                  | 25                                         | 25    | —     | —       | —     |
| Certain tax impacts          | (8)                                        | —     | (8)   | —       | —     |
| Adjusted Pre-Tax Loss        | \$ (634)                                   | (213) | (224) | (593)   | (178) |

# Non-GAAP Reconciliations

| Millions of Dollars<br>Except as Indicated    |          |     |      |         |       |
|-----------------------------------------------|----------|-----|------|---------|-------|
|                                               | 2020     |     |      | 2019    |       |
|                                               | Sep YTD  | 3Q  | 2Q   | Sep YTD | 3Q    |
| <b>Midstream - Transportation</b>             |          |     |      |         |       |
| Pre-Tax Income (Loss)                         | \$ 411   | (3) | 214  | 696     | 248   |
| Pre-Tax Adjustments:                          |          |     |      |         |       |
| Impairments                                   | 204      | 204 | —    | —       | —     |
| Hurricane-related costs                       | 1        | 1   | —    | —       | —     |
| Asset dispositions                            | (84)     | —   | (84) | —       | —     |
| Adjusted Pre-Tax Income                       | \$ 532   | 202 | 130  | 696     | 248   |
| <b>Midstream - NGL &amp; Other</b>            |          |     |      |         |       |
| Pre-Tax Income                                | \$ 356   | 99  | 78   | 402     | 169   |
| Pre-Tax Adjustments:                          |          |     |      |         |       |
| Pension settlement expense                    | 8        | 3   | 5    | —       | —     |
| Adjusted Pre-Tax Income                       | \$ 364   | 102 | 83   | 402     | 169   |
| <b>Midstream - DCP Midstream</b>              |          |     |      |         |       |
| Pre-Tax Income (Loss)                         | \$ (999) | 50  | 32   | (819)   | (877) |
| Pre-Tax Adjustments:                          |          |     |      |         |       |
| Impairments by equity affiliates              | —        | —   | —    | 47      | 47    |
| Impairments                                   | 1,161    | —   | —    | 853     | 853   |
| Lower-of-cost-or-market inventory adjustments | 1        | —   | —    | —       | —     |
| Adjusted Pre-Tax Income                       | \$ 163   | 50  | 32   | 81      | 23    |

# Non-GAAP Reconciliations

| Millions of Dollars<br>Except as Indicated                |         |      |      |         |      |
|-----------------------------------------------------------|---------|------|------|---------|------|
|                                                           | 2020    |      |      | 2019    |      |
|                                                           | Sep YTD | 3Q   | 2Q   | Sep YTD | 3Q   |
| <b>Chemicals - Olefins &amp; Polyolefins</b>              |         |      |      |         |      |
| Pre-Tax Income                                            | \$ 488  | 241  | 70   | 688     | 209  |
| Pre-Tax Adjustments:                                      |         |      |      |         |      |
| Lower-of-cost-or-market inventory adjustments             | (58)    | (95) | 21   | 42      | 42   |
| Hurricane-related costs                                   | 2       | 2    | —    | —       | —    |
| Impairments by equity affiliates                          | 15      | —    | 15   | —       | —    |
| Adjusted Pre-Tax Income                                   | \$ 447  | 148  | 106  | 730     | 251  |
| <b>Chemicals - Specialties, Aromatics &amp; Styrenics</b> |         |      |      |         |      |
| Pre-Tax Income                                            | \$ 15   | 11   | —    | 96      | 36   |
| Pre-Tax Adjustments:                                      |         |      |      |         |      |
| Lower-of-cost-or-market inventory adjustments             | 13      | (6)  | 11   | —       | —    |
| Adjusted Pre-Tax Income                                   | \$ 28   | 5    | 11   | 96      | 36   |
| <b>Chemicals - Other</b>                                  |         |      |      |         |      |
| Pre-Tax Loss                                              | \$ (61) | (21) | (28) | (55)    | (18) |
| Pre-Tax Adjustments:                                      |         |      |      |         |      |
| None                                                      | —       | —    | —    | —       | —    |
| Adjusted Pre-Tax Loss                                     | \$ (61) | (21) | (28) | (55)    | (18) |

# Non-GAAP Reconciliations

|                                           | Millions of Dollars<br>Except as Indicated |       |       |         |      |
|-------------------------------------------|--------------------------------------------|-------|-------|---------|------|
|                                           | 2020                                       |       |       | 2019    |      |
|                                           | Sep YTD                                    | 3Q    | 2Q    | Sep YTD | 3Q   |
| <b>Refining - Atlantic Basin / Europe</b> |                                            |       |       |         |      |
| Pre-Tax Income (Loss)                     | \$ (1,063)                                 | (199) | (227) | 547     | 296  |
| Pre-Tax Adjustments:                      |                                            |       |       |         |      |
| Impairments                               | 441                                        | —     | —     | —       | —    |
| Asset dispositions                        | —                                          | —     | —     | (17)    | (17) |
| Pension settlement expense                | 9                                          | 2     | 7     | —       | —    |
| Adjusted Pre-Tax Income (Loss)            | \$ (613)                                   | (197) | (220) | 530     | 279  |
| <b>Refining - Gulf Coast</b>              |                                            |       |       |         |      |
| Pre-Tax Income (Loss)                     | \$ (1,613)                                 | (405) | (365) | 288     | 184  |
| Pre-Tax Adjustments:                      |                                            |       |       |         |      |
| Hurricane-related costs                   | 11                                         | 11    | —     | —       | —    |
| Pension settlement expense                | 14                                         | 5     | 9     | —       | —    |
| Impairments                               | 670                                        | —     | —     | —       | —    |
| Adjusted Pre-Tax Income (Loss)            | \$ (918)                                   | (389) | (356) | 288     | 184  |

# Non-GAAP Reconciliations

|                                               | Millions of Dollars<br>Except as Indicated |         |       |         |      |
|-----------------------------------------------|--------------------------------------------|---------|-------|---------|------|
|                                               | 2020                                       |         |       | 2019    |      |
|                                               | Sep YTD                                    | 3Q      | 2Q    | Sep YTD | 3Q   |
| <b>Refining - Central Corridor</b>            |                                            |         |       |         |      |
| Pre-Tax Income (Loss)                         | \$ (463)                                   | (132)   | (104) | 1,005   | 408  |
| Pre-Tax Adjustments:                          |                                            |         |       |         |      |
| Pending claims and settlements                | —                                          | —       | —     | (21)    | —    |
| Lower-of-cost-or-market inventory adjustments | —                                          | —       | (15)  | —       | —    |
| Impairments                                   | 435                                        | —       | —     | —       | —    |
| Pension settlement expense                    | 9                                          | 3       | 6     | —       | —    |
| Adjusted Pre-Tax Income (Loss)                | \$ (19)                                    | (129)   | (113) | 984     | 408  |
| <b>Refining - West Coast</b>                  |                                            |         |       |         |      |
| Pre-Tax Loss                                  | \$ (1,903)                                 | (1,167) | (182) | (199)   | (32) |
| Pre-Tax Adjustments:                          |                                            |         |       |         |      |
| Impairments                                   | 1,209                                      | 910     | —     | —       | —    |
| Pension settlement expense                    | 6                                          | 2       | 4     | —       | —    |
| Adjusted Pre-Tax Loss                         | \$ (688)                                   | (255)   | (178) | (199)   | (32) |

# Non-GAAP Reconciliations

|                                                            | Millions of Dollars<br>Except as Indicated |     |     |         |     |
|------------------------------------------------------------|--------------------------------------------|-----|-----|---------|-----|
|                                                            | 2020                                       |     |     | 2019    |     |
|                                                            | Sep YTD                                    | 3Q  | 2Q  | Sep YTD | 3Q  |
| <b>Marketing &amp; Specialties - Marketing &amp; Other</b> |                                            |     |     |         |     |
| Pre-Tax Income                                             | \$ 1,091                                   | 365 | 255 | 872     | 440 |
| Pre-Tax Adjustments:                                       |                                            |     |     |         |     |
| Pension settlement expense                                 | 5                                          | 1   | 4   | —       | —   |
| Pending claims and settlements                             | (37)                                       | —   | —   | —       | —   |
| Adjusted Pre-Tax Income                                    | \$ 1,059                                   | 366 | 259 | 872     | 440 |
| <b>Marketing &amp; Specialties - Specialties</b>           |                                            |     |     |         |     |
| Pre-Tax Income                                             | \$ 123                                     | 50  | 31  | 184     | 58  |
| Pre-Tax Adjustments:                                       |                                            |     |     |         |     |
| Lower-of-cost-or-market inventory adjustments              | 15                                         | —   | 3   | —       | —   |
| Hurricane-related costs                                    | 1                                          | 1   | —   | —       | —   |
| Adjusted Pre-Tax Income                                    | \$ 139                                     | 51  | 34  | 184     | 58  |

# Non-GAAP Reconciliations

|                                                                               | Millions of Dollars (Except as Indicated) |             |                     |             |             |
|-------------------------------------------------------------------------------|-------------------------------------------|-------------|---------------------|-------------|-------------|
|                                                                               | 3Q 2020                                   |             |                     |             |             |
|                                                                               | Atlantic Basin/<br>Europe                 | Gulf Coast  | Central<br>Corridor | West Coast  | Worldwide   |
| <b>Realized Refining Margins</b>                                              |                                           |             |                     |             |             |
| Loss before income taxes                                                      | \$ (199)                                  | (405)       | (132)               | (1,167)     | (1,903)     |
| Plus:                                                                         |                                           |             |                     |             |             |
| Taxes other than income taxes                                                 | 14                                        | 30          | 11                  | 16          | 71          |
| Depreciation, amortization and impairments                                    | 50                                        | 75          | 33                  | 974         | 1,132       |
| Selling, general and administrative expenses                                  | 6                                         | 11          | 7                   | 9           | 33          |
| Operating expenses                                                            | 180                                       | 258         | 111                 | 235         | 784         |
| Equity in losses of affiliates                                                | 2                                         | 1           | 118                 | —           | 121         |
| Other segment (income) expense, net                                           | —                                         | (1)         | (1)                 | 1           | (1)         |
| Proportional share of refining gross margins contributed by equity affiliates | 18                                        | —           | 45                  | —           | 63          |
| Special items:                                                                |                                           |             |                     |             |             |
| None                                                                          | —                                         | —           | —                   | —           | —           |
| <b>Realized refining margins</b>                                              | <b>\$ 71</b>                              | <b>(31)</b> | <b>192</b>          | <b>68</b>   | <b>300</b>  |
| <br>Total processed inputs (thousands of barrels)                             | <br>43,176                                | <br>51,543  | <br>24,682          | <br>30,615  | <br>150,016 |
| Adjusted total processed inputs (thousands of barrels) <sup>1</sup>           | 43,176                                    | 51,543      | 42,979              | 30,615      | 168,313     |
| <br>Loss before income taxes (dollars per barrel) <sup>2</sup>                | <br>\$ (4.61)                             | <br>(7.86)  | <br>(5.35)          | <br>(38.12) | <br>(12.69) |
| Realized refining margins (dollars per barrel) <sup>3</sup>                   | \$ 1.65                                   | (0.61)      | 4.46                | 2.23        | 1.78        |

1) Adjusted total processed inputs include our proportional share of processed inputs of an equity affiliate.

2) Loss before income taxes divided by total processed inputs.

3) Realized refining margins per barrel, as presented, are calculated using the underlying realized refining margin amounts, in dollars, divided by adjusted total processed inputs, in barrels. As such, recalculated per barrel amounts using the rounded margins and barrels presented may differ from the presented per barrel amounts.

# Non-GAAP Reconciliations

|                                            | <u>2020 Sept. YTD</u> |         |
|--------------------------------------------|-----------------------|---------|
| Numerator (\$MM)                           |                       |         |
| Net Loss                                   | \$                    | (3,220) |
| After-tax interest expense                 |                       | 285     |
| GAAP ROCE loss                             |                       | (2,935) |
| After-tax special items                    |                       | 3,537   |
| Adjusted ROCE earnings                     | \$                    | 602     |
| Denominator (\$MM)                         |                       |         |
| GAAP average capital employed <sup>1</sup> | \$                    | 37,881  |
| 2020 Annualized GAAP ROCE                  |                       | (10)%   |
| 2020 Annualized Adjusted ROCE              |                       | 2 %     |

1) Capital employed is total equity plus total debt

# Non-GAAP Reconciliations

| Millions of Dollars (Except as Indicated) |                             |                                      |                                               |
|-------------------------------------------|-----------------------------|--------------------------------------|-----------------------------------------------|
| Sept. 30, 2020                            |                             |                                      |                                               |
|                                           | Phillips 66<br>Consolidated | Phillips 66<br>Partners <sup>1</sup> | Phillips 66 Excluding<br>Phillips 66 Partners |
| Total Debt                                | \$ 14,526                   | 3,783                                | 10,743                                        |
| Total Equity                              | 22,305                      | 2,549                                | 19,756                                        |
| Debt-to-Capital Ratio                     | 39 %                        |                                      | 35 %                                          |
| Total Cash                                | \$ 1,462                    | 2                                    | 1,460                                         |
| Net Debt-to-Capital Ratio                 | 37 %                        |                                      | 32 %                                          |

1) Phillips 66 Partners' third-party debt and Phillips 66's noncontrolling interest attributable to Phillips 66 Partners

# Non-GAAP Reconciliations

|                                                                       | Millions of Dollars |            |       |
|-----------------------------------------------------------------------|---------------------|------------|-------|
|                                                                       | 3Q 2020             |            |       |
|                                                                       | Growth              | Sustaining | Total |
| Capital Expenditures and Investments                                  |                     |            |       |
| Midstream                                                             | \$ 266              | 49         | 315   |
| Refining                                                              | 69                  | 99         | 168   |
| Marketing & Specialties                                               | 11                  | 17         | 28    |
| Corporate & Other                                                     | 1                   | 37         | 38    |
| Adjusted Capital Spending                                             | 347                 | 202        | 549   |
| Capital Spending Funded by Certain Joint Venture Partners (Midstream) | 3                   | —          | 3     |
| Total                                                                 | \$ 350              | 202        | 552   |

|  | Millions of Dollars |            |       |
|--|---------------------|------------|-------|
|  | 2020 Sept. YTD      |            |       |
|  | Growth              | Sustaining | Total |
|  |                     |            |       |
|  | \$ 1,338            | 154        | 1,492 |
|  | 234                 | 343        | 577   |
|  | 100                 | 39         | 139   |
|  | 3                   | 139        | 142   |
|  | 1,675               | 675        | 2,350 |
|  | 64                  | —          | 64    |
|  | \$ 1,739            | 675        | 2,414 |

# Non-GAAP Reconciliations

|                                   | Millions of Dollars<br>Except as Indicated |         |
|-----------------------------------|--------------------------------------------|---------|
|                                   | 3Q 2020                                    |         |
| Effective Tax Rates               |                                            |         |
| Loss before income taxes          | \$                                         | (1,350) |
| Special items                     |                                            | 1,070   |
| Adjusted loss before income taxes | \$                                         | (280)   |
| Income tax benefit                | \$                                         | (624)   |
| Special items                     |                                            | 272     |
| Adjusted income tax benefit       | \$                                         | (352)   |
| GAAP effective tax rate           |                                            | 46.2 %  |
| Adjusted effective tax rate       |                                            | 125.7 % |