



PROVIDING ENERGY. IMPROVING LIVES.

First Quarter 2022 Conference Call

April 29, 2022



San Francisco Refinery
RODEO, CA

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 “anticipated,” “estimated,” “expected,” “planned,” “scheduled,” “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 effects of any widespread public health crisis 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); political and societal concerns about climate change that could result in changes to our business or increase expenditures, including litigation-related expenses; the operation, financing and distribution decisions of equity affiliates we do not control; 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



Humber Refinery
N. LINCOLNSHIRE, U.K.

1Q 2022 Overview

\$MM (UNLESS OTHERWISE NOTED)

Adjusted earnings	\$ 595
Adjusted EPS ¹	1.32
Operating cash flow	1,136
Capital expenditures and investments	370
Shareholder distributions ²	404
Common shares outstanding at March 31	481 MM

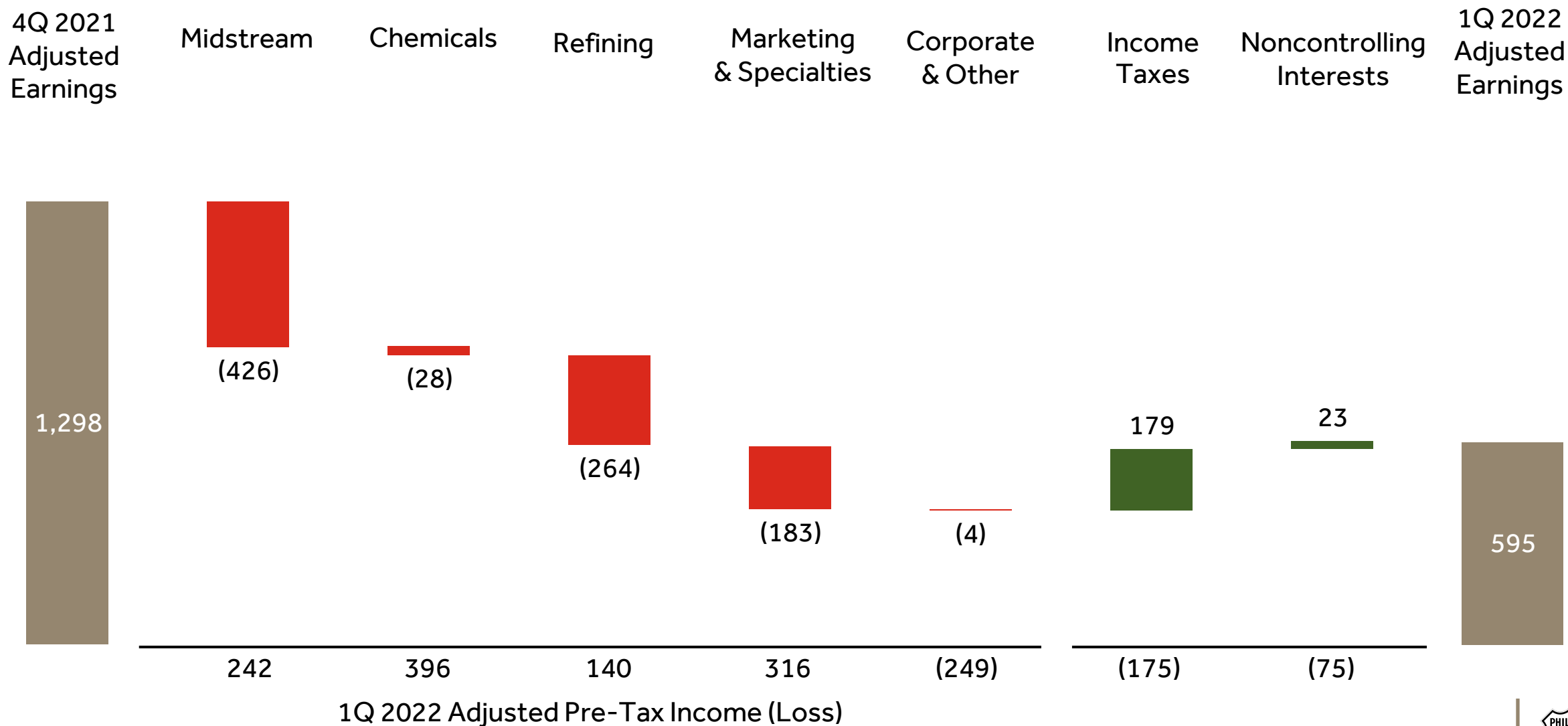


1) Represents dollars per share. Q1 2022 is based on adjusted weighted-average diluted shares of 450,129 thousand.

2) Shareholder distributions represent dividends; share repurchases remain suspended

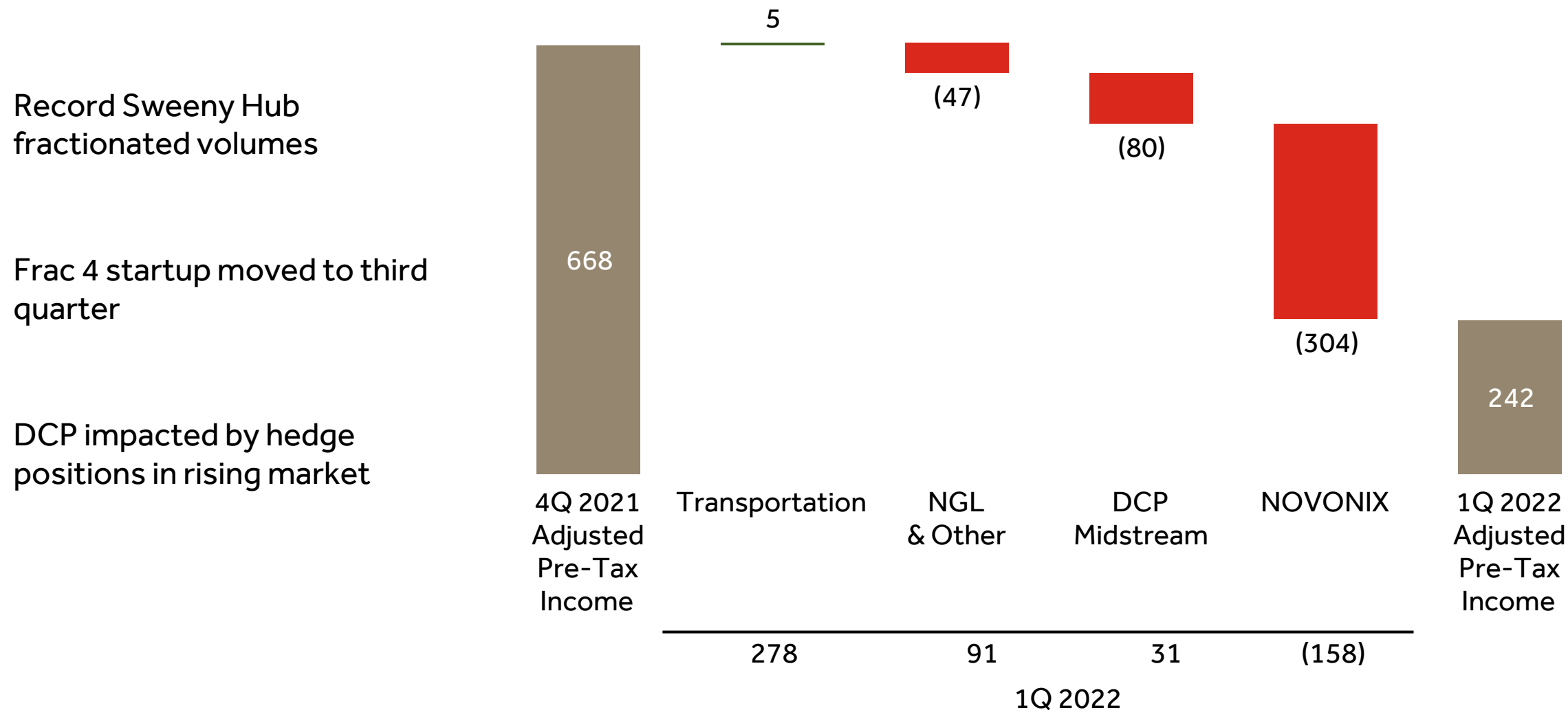
1Q 2022 Adjusted Earnings

1Q 2022 VS. 4Q 2021 (\$MM)



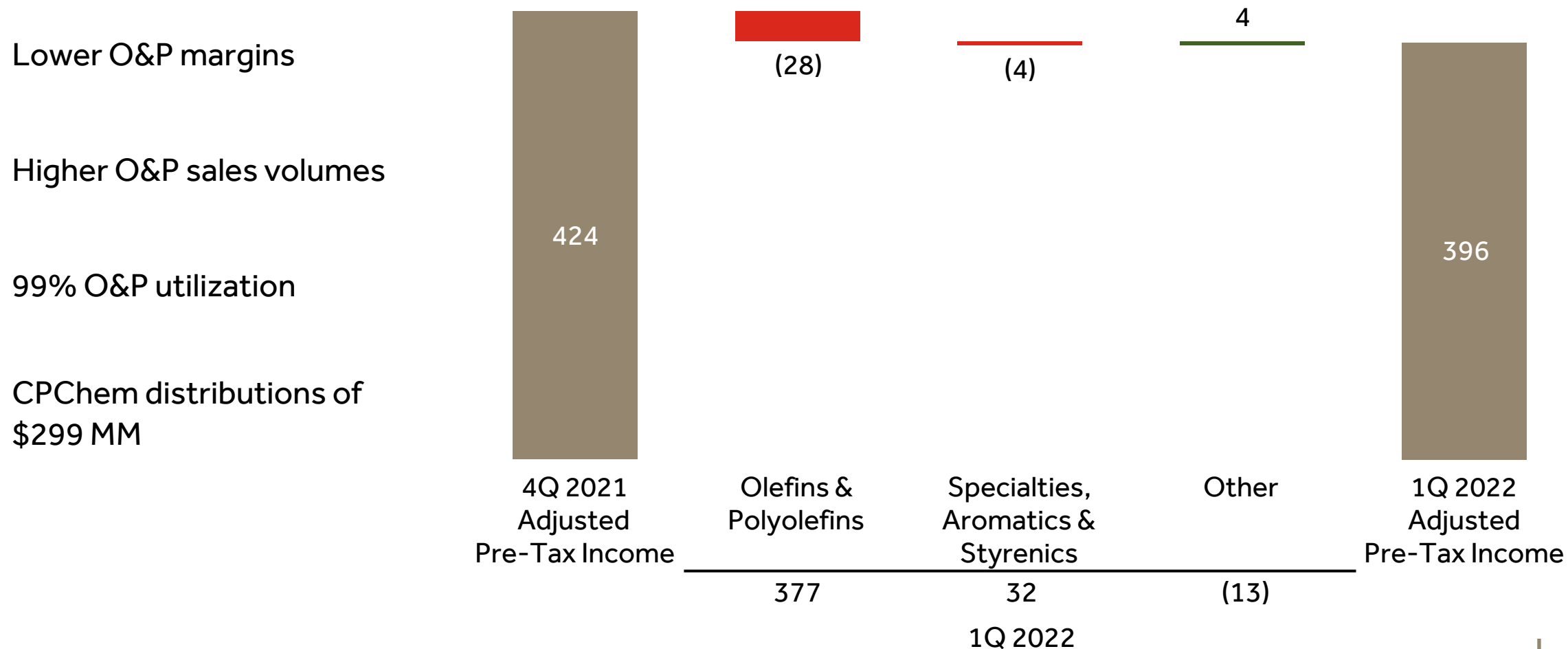
1Q 2022 Midstream Adjusted Pre-Tax Income

1Q 2022 VS. 4Q 2021 (\$MM)



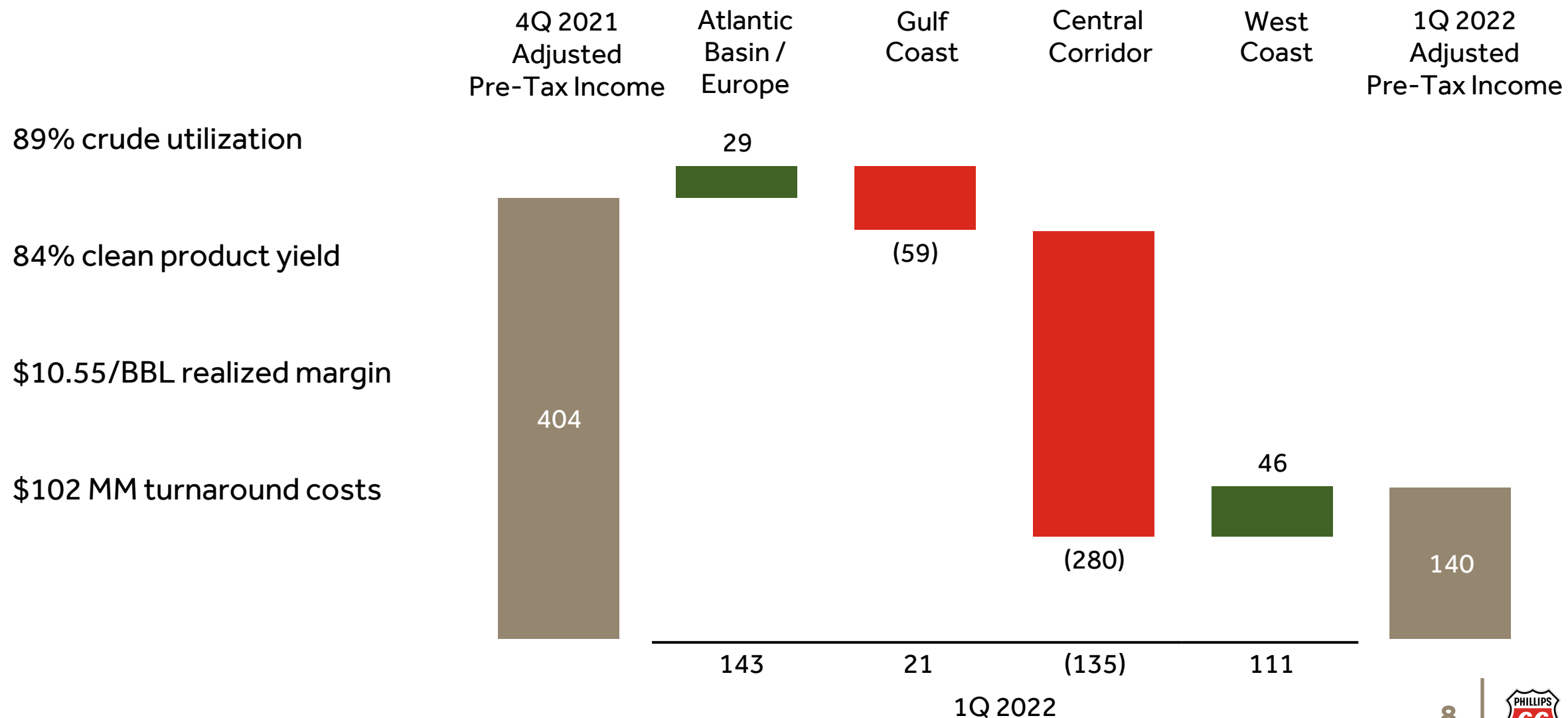
1Q 2022 Chemicals Adjusted Pre-Tax Income

1Q 2022 VS. 4Q 2021 (\$MM)



1Q 2022 Refining Adjusted Pre-Tax Income

1Q 2022 VS. 4Q 2021 (\$MM)



1Q 2022 Refining Margins – Market vs. Realized

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



Avg Market Crude: \$97.21

48% Market Capture

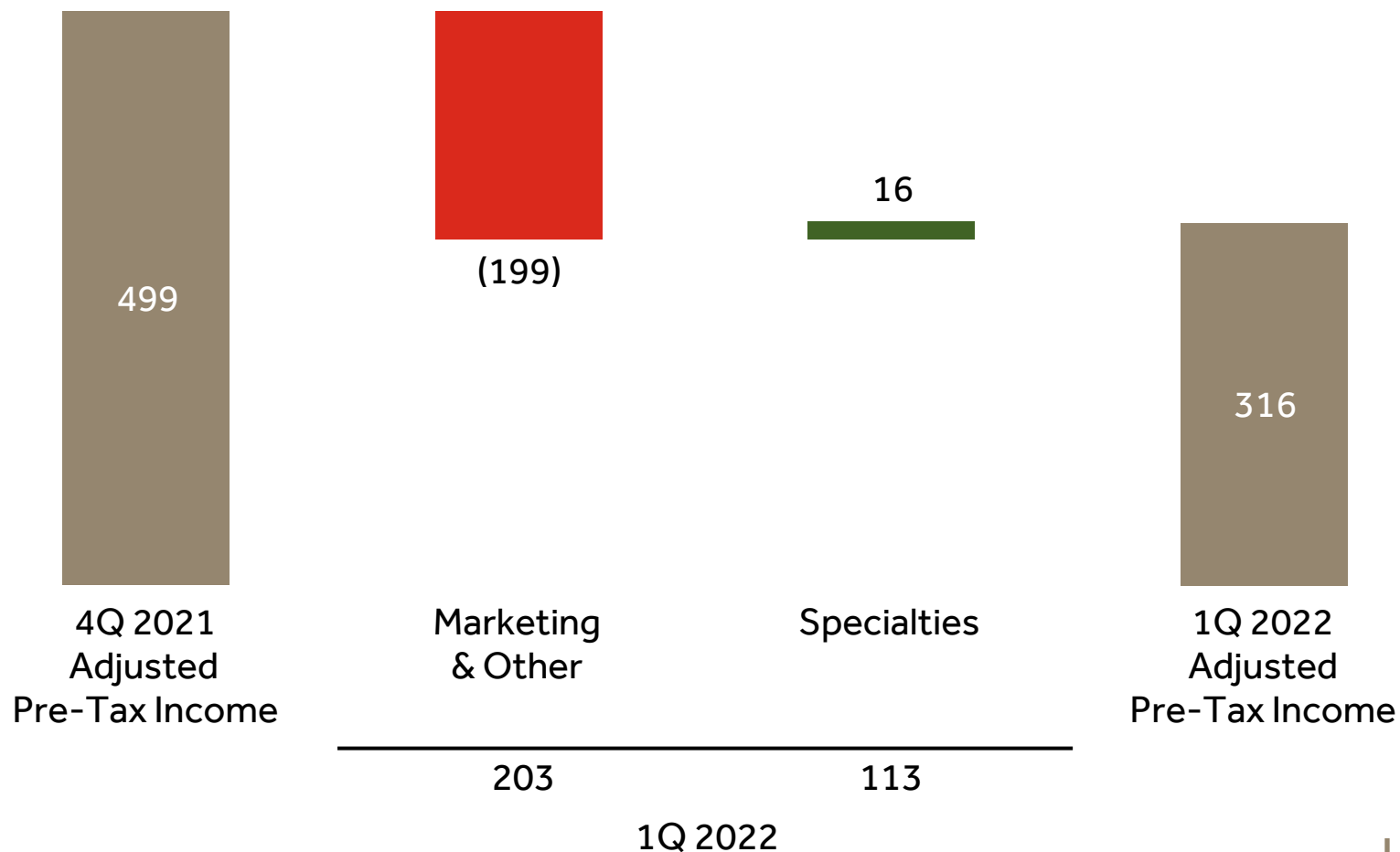
1Q 2022 Marketing & Specialties Adjusted Pre-Tax Income

1Q 2022 VS. 4Q 2021 (\$MM)

Lower global marketing margins

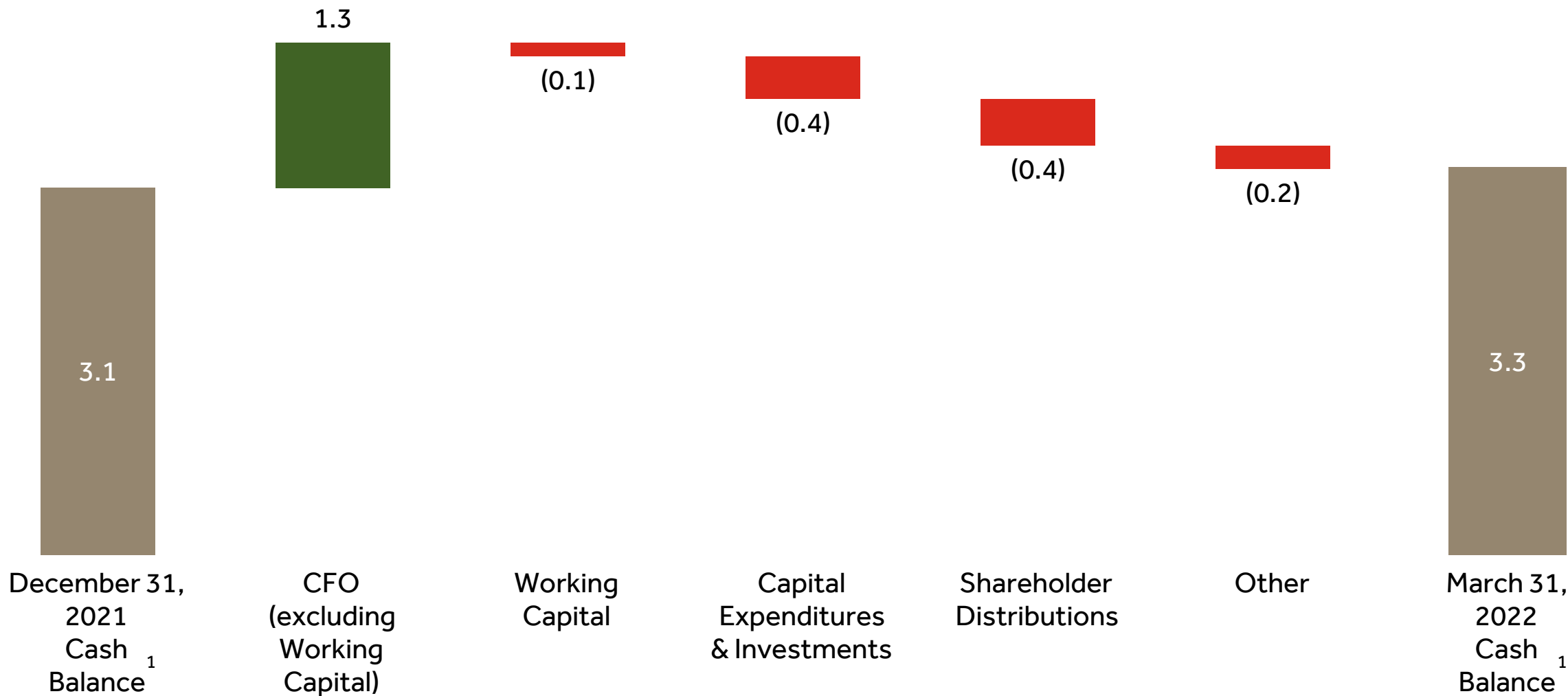
Higher finished lubricant margins

Refined product exports of 134 MBPD



1Q 2022 Cash Flow

\$B

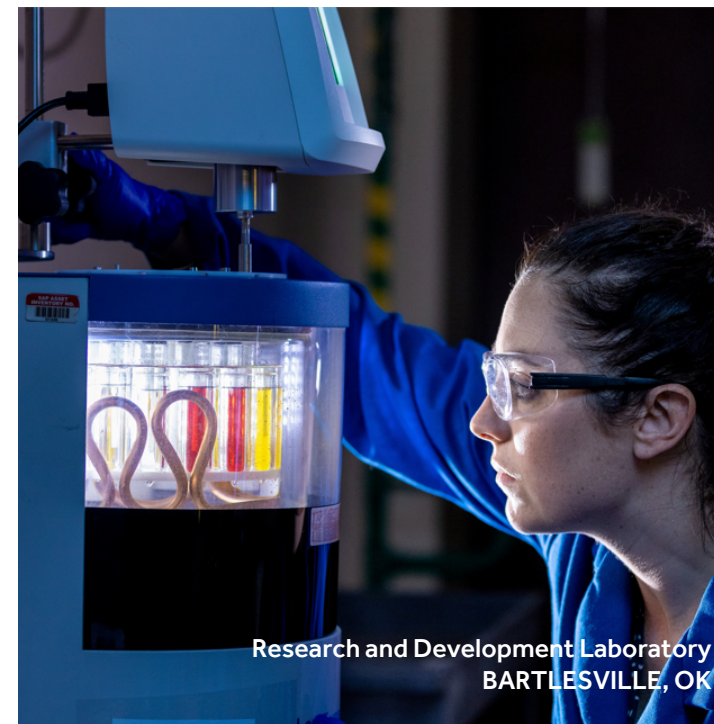


1) Includes cash and cash equivalents

Outlook

2Q 2022

Global Olefins & Polyolefins utilization	Mid-90%
Refining crude utilization	Low-90%
Refining turnaround expenses (pre-tax)	\$230 MM – \$250 MM
Corporate & Other costs (pre-tax)	\$230 MM – \$250 MM



Research and Development Laboratory
BARTLESVILLE, OK



Questions and Answers





Appendix

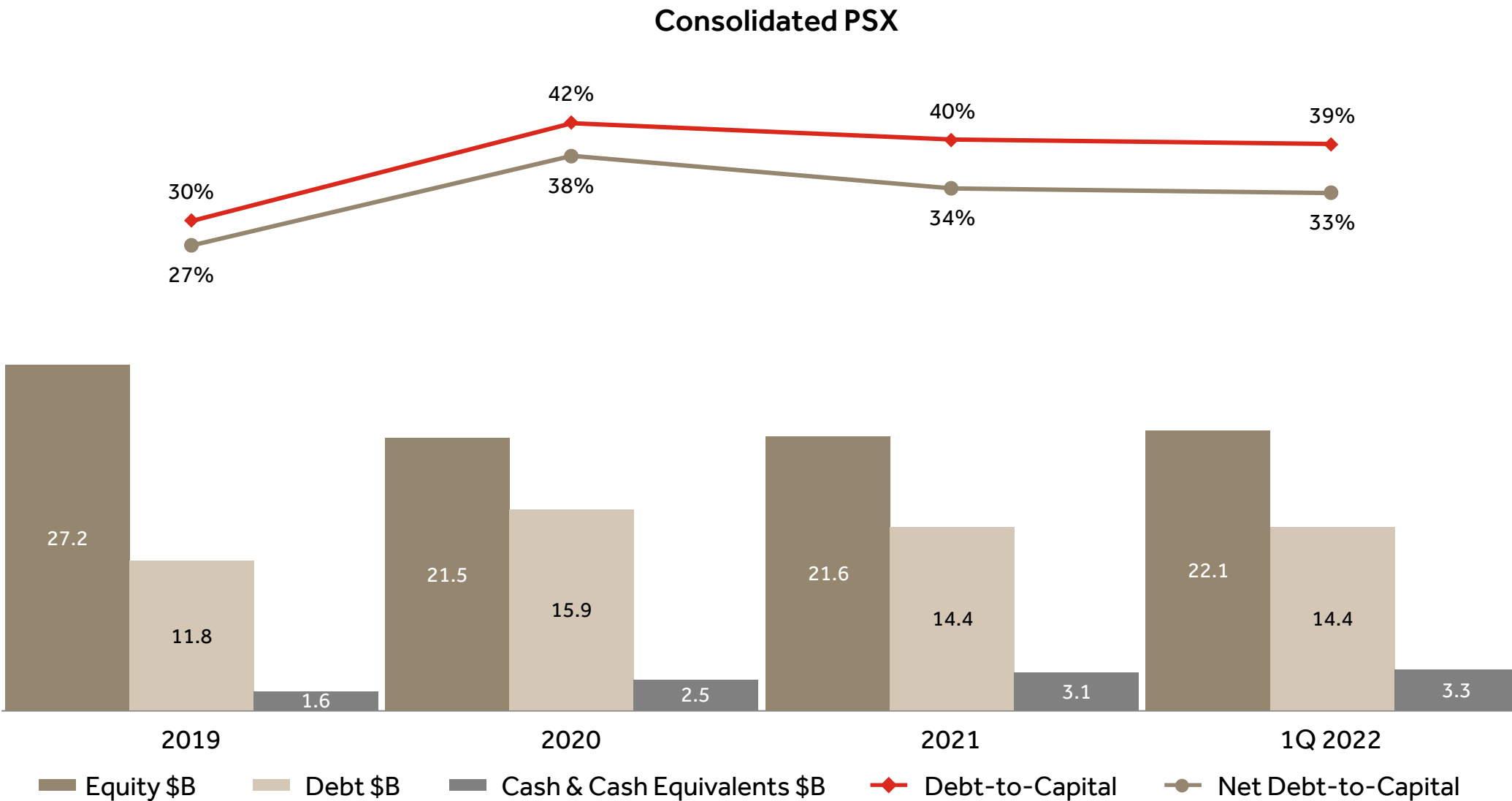


2022 Estimated Sensitivities

	Annual EBITDA \$MM
Midstream - DCP (net to Phillips 66)	
10¢/Gal Increase in NGL price	17
Chemicals - CPChem (net to Phillips 66)	
1¢/Lb Increase in Chain Margin (Ethylene, Polyethylene, NAO)	65
Worldwide Refining	
\$1/BBL Increase in Gasoline Margin	320
\$1/BBL Increase in Distillate Margin	285
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)	25
\$1/BBL Widening WTI / WTS Differential (WTI less WTS)	30
10¢/MMBtu Increase in Natural Gas price	(15)

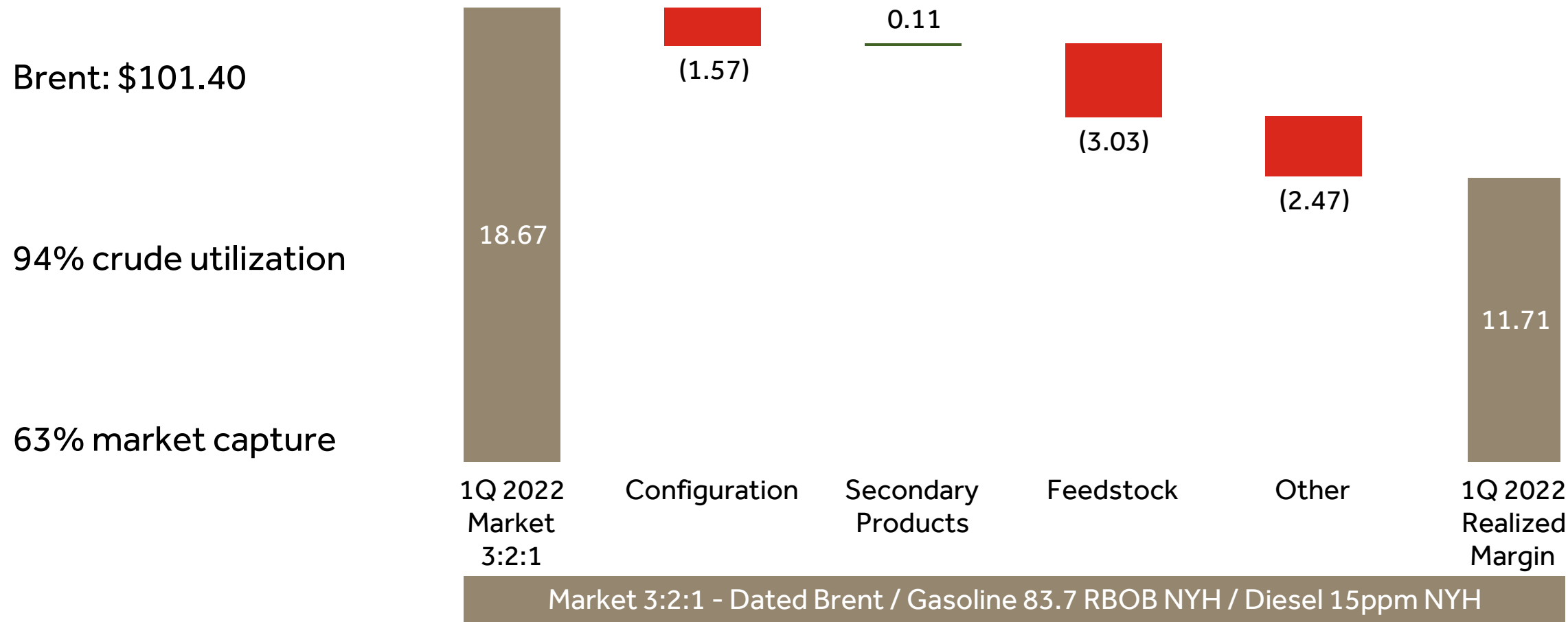


Capital Structure



1Q 2022 Refining Margins – Market vs. Realized

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



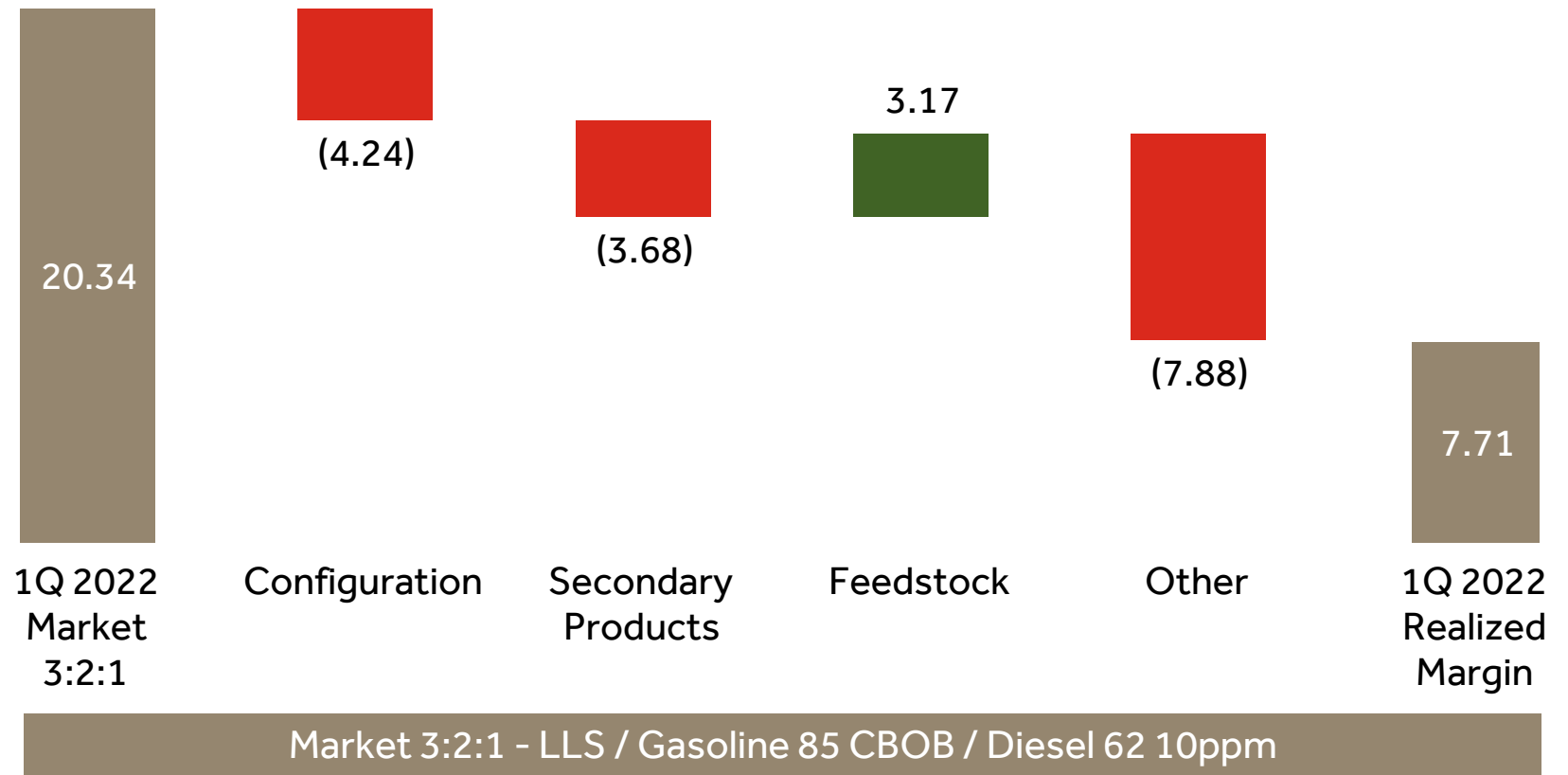
1Q 2022 Refining Margins – Market vs. Realized

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

LLS: \$96.77

94% crude utilization

38% market capture



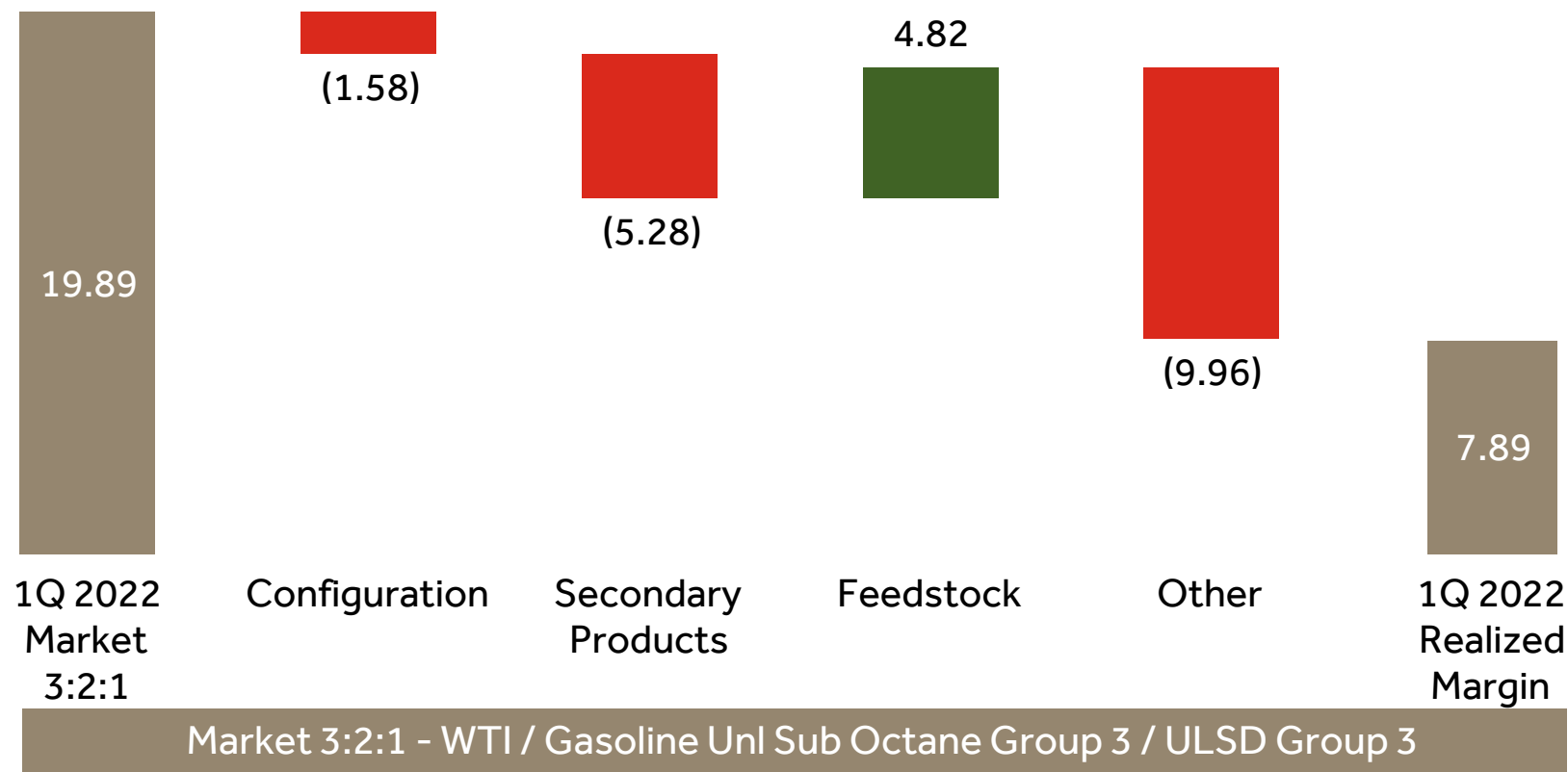
1Q 2022 Refining Margins – Market vs. Realized

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

WTI: \$94.49

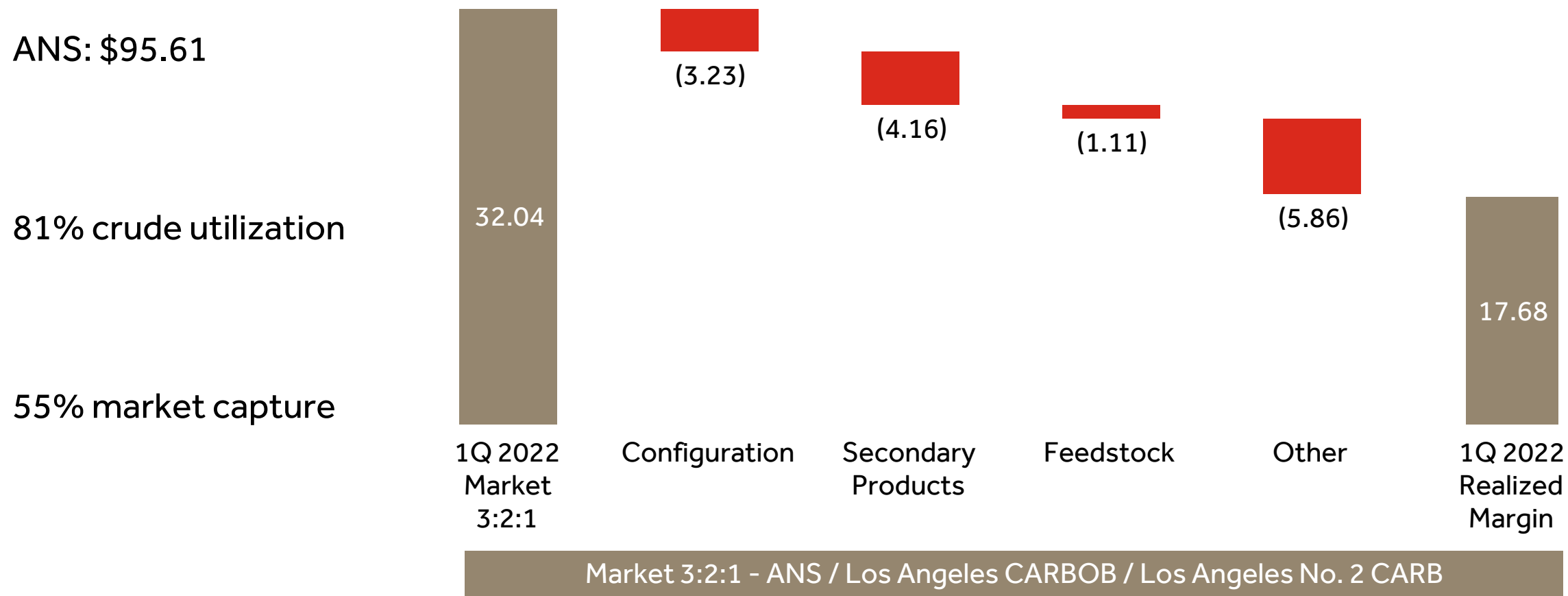
85% crude utilization

40% market capture



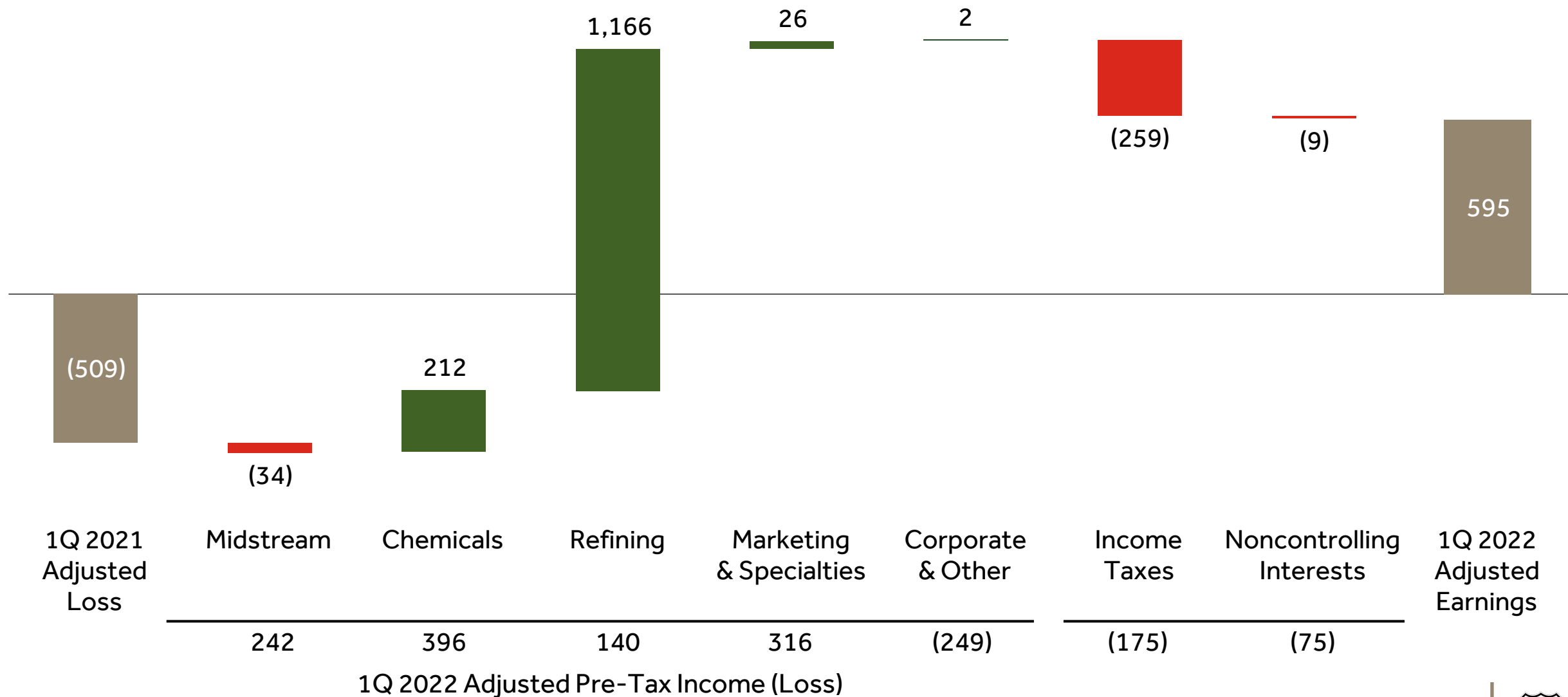
1Q 2022 Refining Margins – Market vs. Realized

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



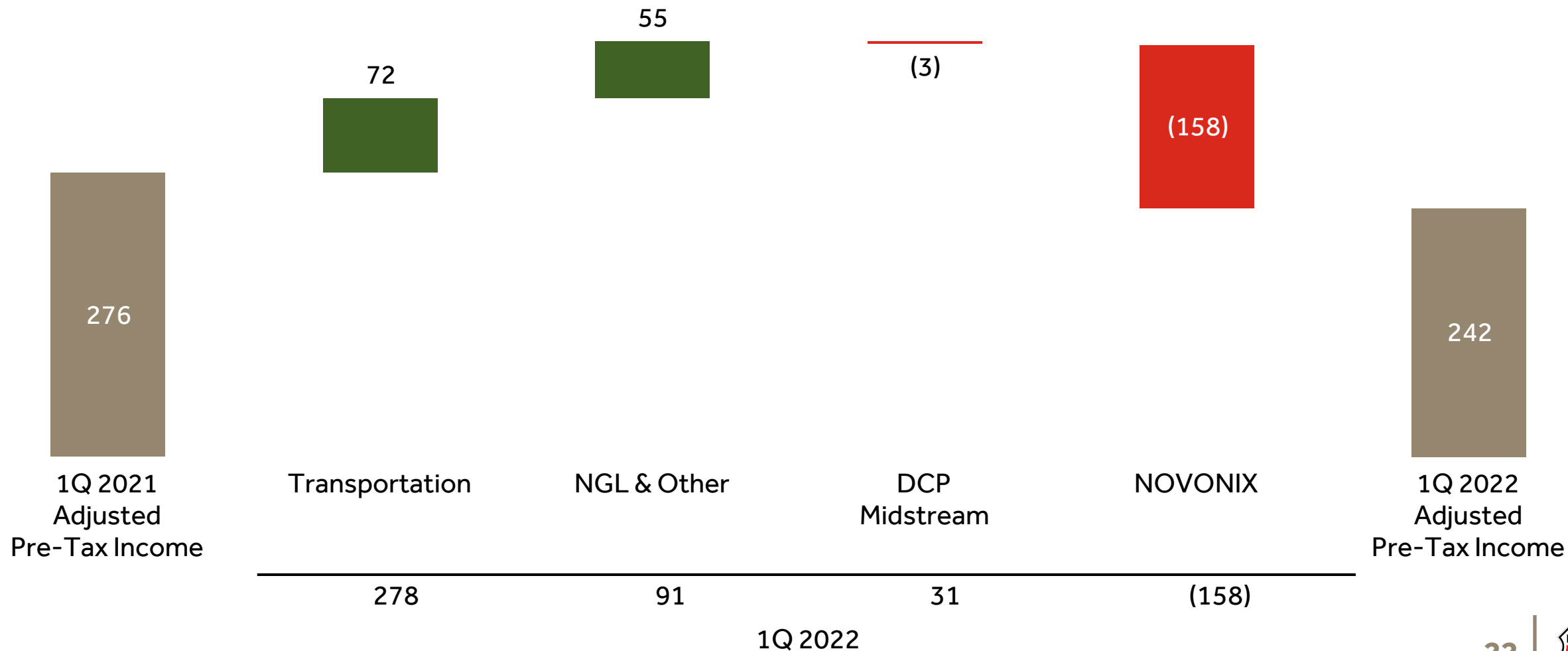
1Q 2022 Adjusted Earnings

1Q 2022 VS. 1Q 2021 (\$MM)



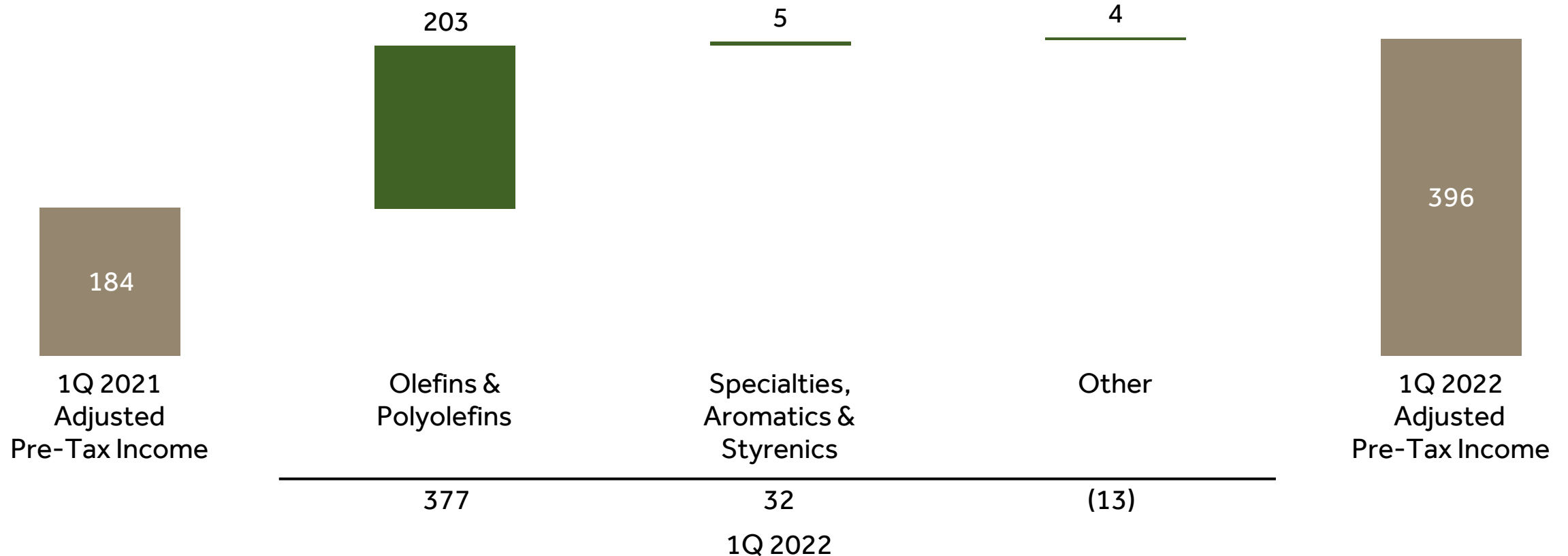
1Q 2022 Midstream Adjusted Pre-Tax Income

1Q 2022 VS. 1Q 2021 (\$MM)



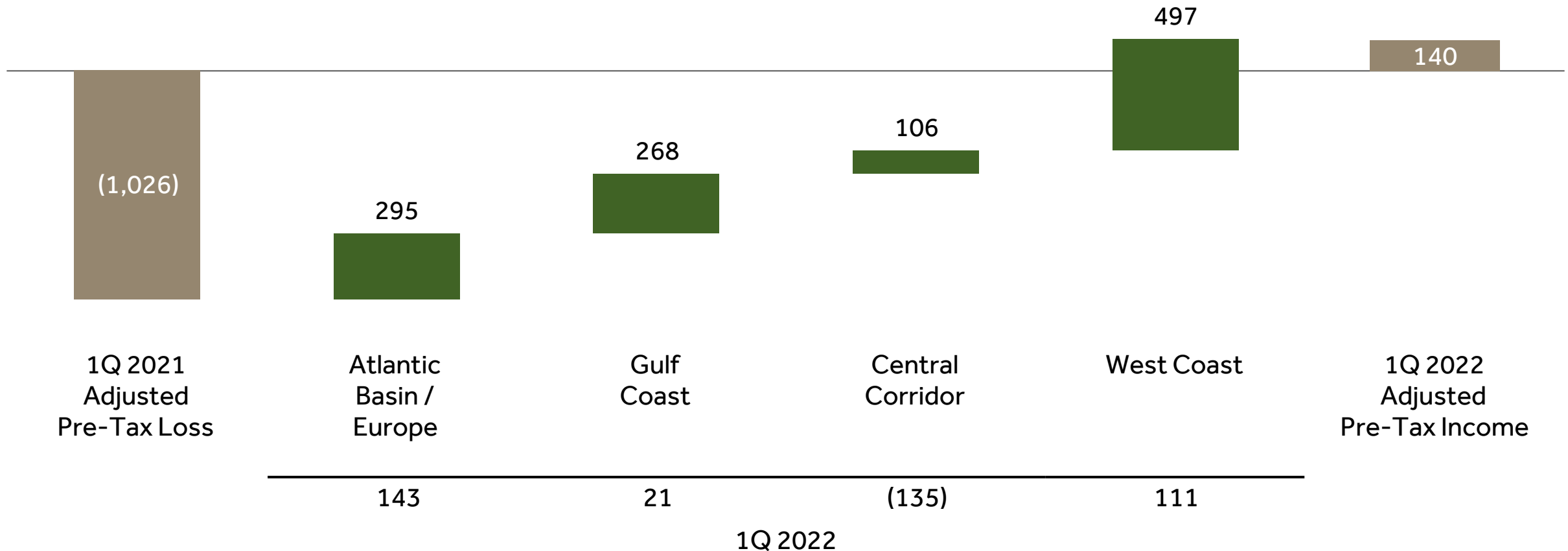
1Q 2022 Chemicals Adjusted Pre-Tax Income

1Q 2022 VS. 1Q 2021 (\$MM)



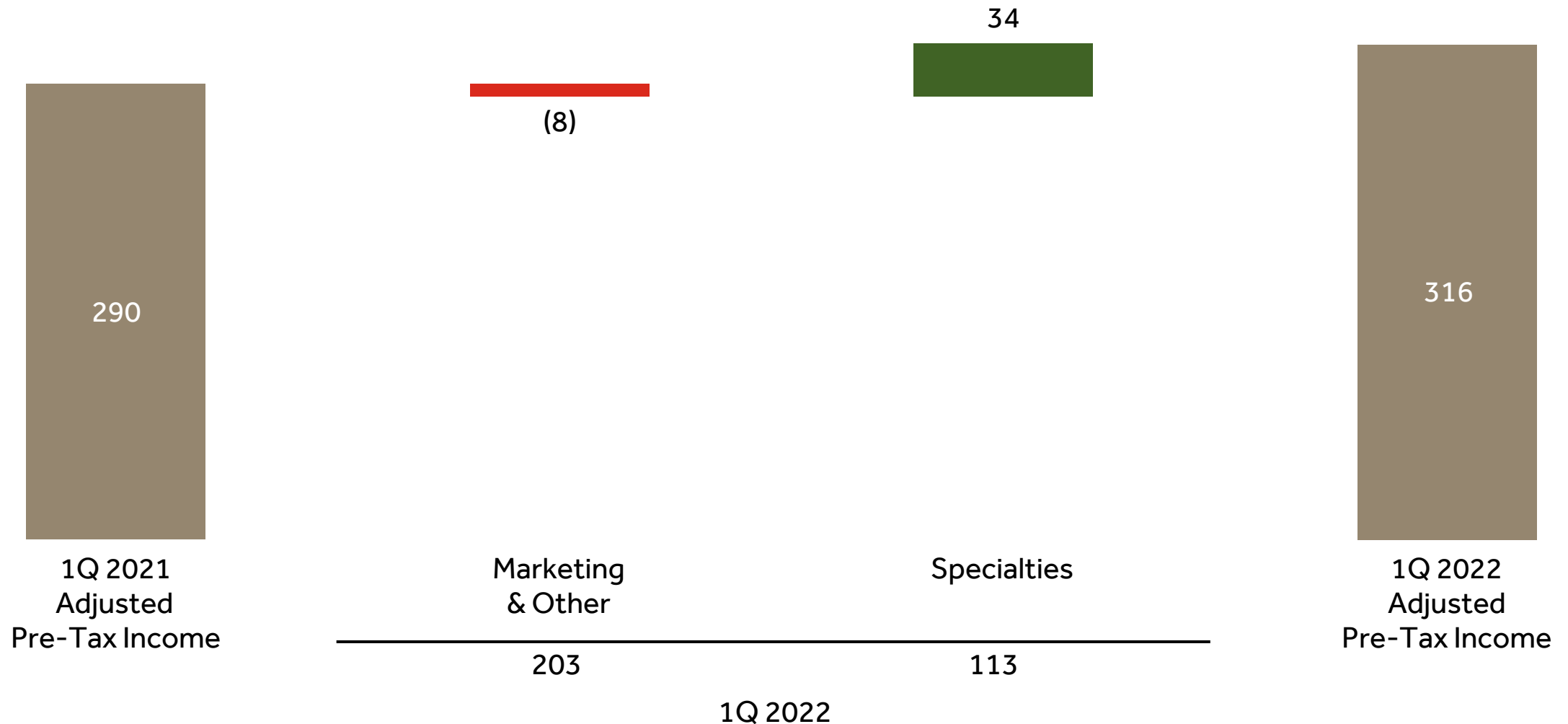
1Q 2022 Refining Adjusted Pre-Tax Income

1Q 2022 VS. 1Q 2021 (\$MM)



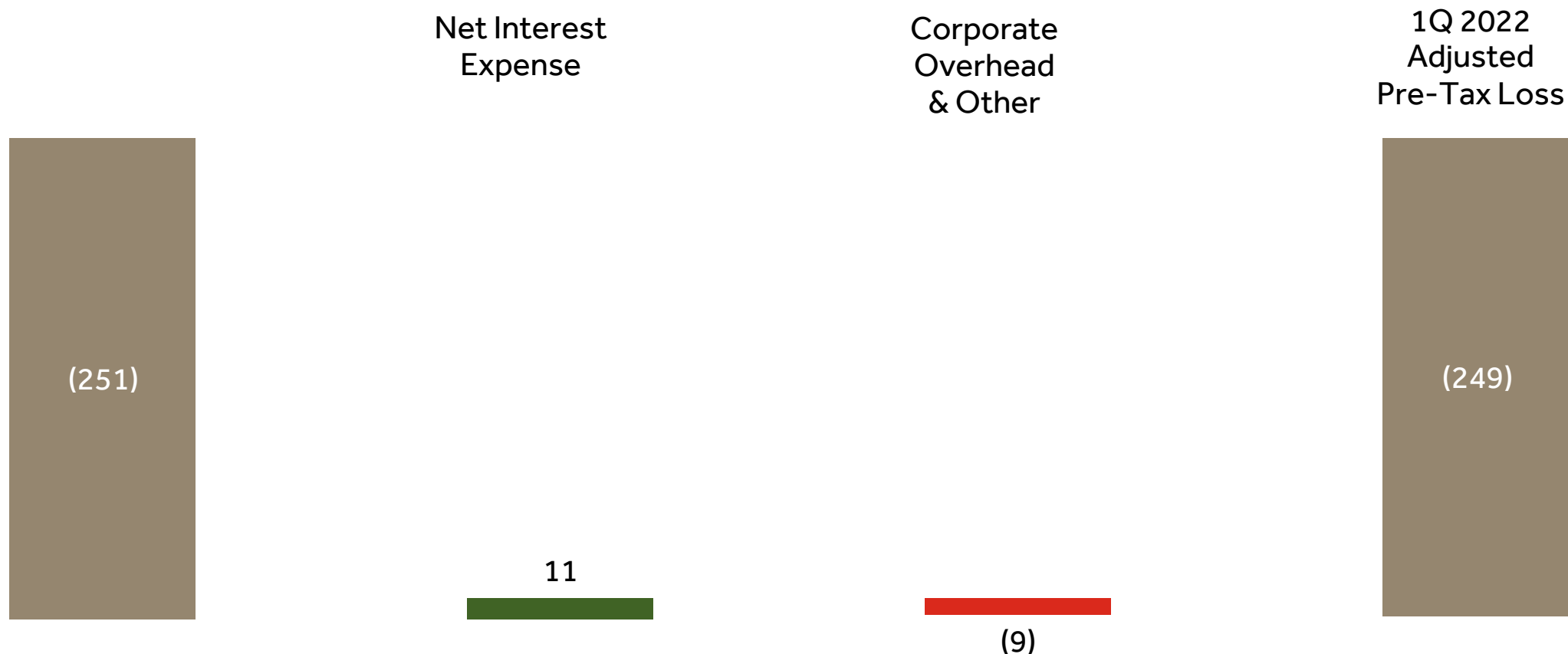
1Q 2022 Marketing & Specialties Adjusted Pre-Tax Income

1Q 2022 VS. 1Q 2021 (\$MM)



1Q 2022 Corporate & Other Adjusted Pre-Tax Loss

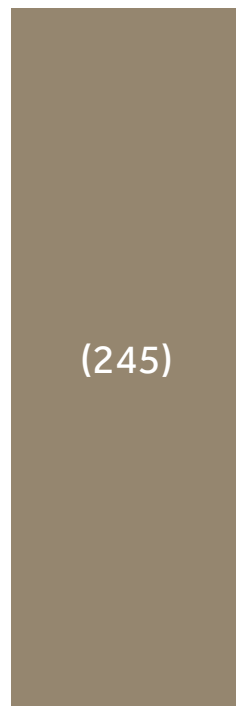
1Q 2022 VS. 1Q 2021 (\$MM)



1Q 2022 Corporate & Other Adjusted Pre-Tax Loss

1Q 2022 VS. 4Q 2021 (\$MM)

4Q 2021
Adjusted
Pre-Tax Loss



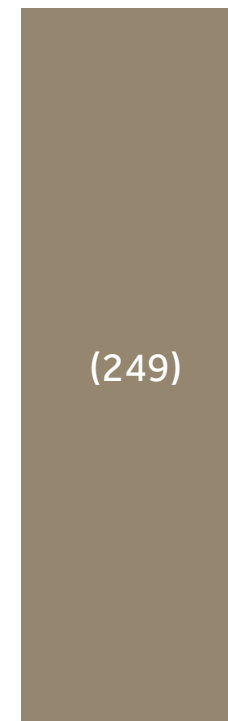
Net Interest
Expense



Corporate
Overhead
& Other



1Q 2022
Adjusted
Pre-Tax Loss



Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Phillips 66			
Consolidated Earnings (Loss)	\$ 582	1,273	(654)
Pre-Tax Adjustments:			
Impairments	—	—	198
Certain tax impacts	—	(11)	—
Pension settlement expense	—	10	—
Hurricane-related costs	17	34	—
Winter-storm-related costs	—	(14)	46
Alliance shutdown-related costs ³	—	192	—
Regulatory compliance costs	—	(88)	—
Tax impact of adjustments ¹	(4)	(33)	(48)
Other tax impacts	—	(65)	—
Noncontrolling interests	—	—	(51)
Adjusted Earnings (Loss)	\$ 595	1,298	(509)
Earnings (Loss) Per Share of Common Stock (dollars)	\$ 1.29	2.88	(1.49)
Adjusted Earnings (Loss) Per Share of Common Stock (dollars) ²	\$ 1.32	2.94	(1.16)

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) Q1 2022 is based on adjusted weighted-average diluted shares of 450,129 thousand. 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.

3) Costs related to the shutdown of the Alliance Refinery totaled \$192 million pre-tax in 4Q 2021. Shutdown-related costs recorded in the Refining segment included asset retirements of \$91 million pre-tax recorded in depreciation and amortization expense and pre-tax charges for severance and other exit costs of \$31 million. Shutdown-related costs in the Midstream segment included asset retirements of \$70 million pre-tax recorded in depreciation and amortization expense.

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Midstream			
Pre-Tax Income	\$ 242	593	76
Pre-Tax Adjustments:			
Impairments	—	—	198
Pension settlement expense	—	1	—
Hurricane-related costs	—	4	—
Winter-storm-related costs	—	—	2
Alliance shutdown-related costs ¹	—	70	—
Adjusted Pre-Tax Income	<u>\$ 242</u>	<u>668</u>	<u>276</u>
Chemicals			
Pre-Tax Income	396	436	154
Pre-Tax Adjustments:			
Pension settlement expense	—	2	—
Winter-storm-related costs	—	(14)	30
Adjusted Pre-Tax Income	<u>\$ 396</u>	<u>424</u>	<u>184</u>

1) Costs related to the shutdown of the Alliance Refinery totaled \$192 million pre-tax in 4Q 2021. Shutdown-related costs recorded in the Refining segment include asset retirements of \$91 million pre-tax recorded in depreciation and amortization expense and pre-tax charges for severance and other exit costs of \$31 million. Shutdown-related costs in the Midstream segment include asset retirements of \$70 million pre-tax recorded in depreciation and amortization expense.

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Refining			
Pre-Tax Income (Loss)	\$ 123	346	(1,040)
Pre-Tax Adjustments:			
Certain tax impacts	—	(11)	—
Pension settlement expense	—	5	—
Hurricane-related costs	17	30	—
Winter-storm-related costs	—	—	14
Alliance shutdown-related costs ¹	—	122	—
Regulatory compliance costs	—	(88)	—
Adjusted Pre-Tax Income (Loss)	\$ 140	404	(1,026)
Marketing & Specialties			
Pre-Tax Income	316	498	290
Pre-Tax Adjustments:			
Pension settlement expense	—	1	—
Adjusted Pre-Tax Income	\$ 316	499	290

1) Costs related to the shutdown of the Alliance Refinery totaled \$192 million pre-tax in 4Q 2021. Shutdown-related costs recorded in the Refining segment include asset retirements of \$91 million pre-tax recorded in depreciation and amortization expense and pre-tax charges for severance and other exit costs of \$31 million. Shutdown-related costs in the Midstream segment include asset retirements of \$70 million pre-tax recorded in depreciation and amortization expense.

Non-GAAP Reconciliations

Corporate & Other

Pre-Tax Loss

Pre-Tax Adjustments:

Pension settlement expense

Adjusted Pre-Tax Loss

Millions of Dollars Except as Indicated			
2022		2021	
1Q		4Q	1Q
\$	(249)	(246)	(251)
	—	1	—
\$	(249)	(245)	(251)

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Midstream - Transportation			
Pre-Tax Income	\$ 278	203	7
Pre-Tax Adjustments:			
Impairments	—	—	198
Winter-storm-related costs	—	—	1
Alliance shutdown-related costs ¹	—	70	—
Adjusted Pre-Tax Income	<u>\$ 278</u>	<u>273</u>	<u>206</u>
Midstream - NGL & Other			
Pre-Tax Income	\$ 91	133	35
Pre-Tax Adjustments:			
Pension settlement expense	—	1	—
Winter-storm-related costs	—	—	1
Hurricane-related costs	—	4	—
Adjusted Pre-Tax Income	<u>\$ 91</u>	<u>138</u>	<u>36</u>

1) Costs related to the shutdown of the Alliance Refinery totaled \$192 million pre-tax in 4Q 2021. Shutdown-related costs recorded in the Refining segment include asset retirements of \$91 million pre-tax recorded in depreciation and amortization expense and pre-tax charges for severance and other exit costs of \$31 million. Shutdown-related costs in the Midstream segment include asset retirements of \$70 million pre-tax recorded in depreciation and amortization expense.

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Midstream - DCP Midstream			
Pre-Tax Income	\$ 31	111	34
Pre-Tax Adjustments:			
None	—	—	—
Adjusted Pre-Tax Income	\$ 31	111	34
Midstream - NOVONIX			
Pre-Tax Income (Loss)	\$ (158)	146	—
Pre-Tax Adjustments:			
None	—	—	—
Adjusted Pre-Tax Income (Loss)	\$ (158)	146	—

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Chemicals - Olefins & Polyolefins			
Pre-Tax Income	\$ 377	416	145
Pre-Tax Adjustments:			
Pension settlement expense	—	2	—
Winter-storm-related costs	—	(13)	29
Adjusted Pre-Tax Income	\$ 377	405	174
Chemicals - Specialties, Aromatics & Styrenics			
Pre-Tax Income	\$ 32	37	26
Pre-Tax Adjustments:			
Winter-storm-related costs	—	(1)	1
Adjusted Pre-Tax Income	\$ 32	36	27
Chemicals - Other			
Pre-Tax Loss	(13)	(17)	(17)
Pre-Tax Adjustments:			
None	—	—	—
Adjusted Pre-Tax Loss	\$ (13)	(17)	(17)

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Refining - Atlantic Basin / Europe			
Pre-Tax Income (Loss)	\$ 143	137	(153)
Pre-Tax Adjustments:			
Certain tax impacts	—	(4)	—
Pension settlement expense	—	1	—
Winter-storm-related costs	—	—	1
Regulatory compliance costs	—	(20)	—
Adjusted Pre-Tax Income (Loss)	\$ 143	114	(152)
Refining - Gulf Coast			
Pre-Tax Income (Loss)	\$ 4	(39)	(253)
Pre-Tax Adjustments:			
Certain tax impacts	—	(7)	—
Pension settlement expense	—	2	—
Hurricane-related costs	17	30	—
Winter-storm-related costs	—	—	6
Regulatory compliance costs	—	(28)	—
Alliance shutdown-related costs ¹	—	122	—
Adjusted Pre-Tax Income (Loss)	\$ 21	80	(247)

1) Costs related to the shutdown of the Alliance Refinery totaled \$192 million pre-tax in 4Q 2021. Shutdown-related costs recorded in the Refining segment include asset retirements of \$91 million pre-tax recorded in depreciation and amortization expense and pre-tax charges for severance and other exit costs of \$31 million. Shutdown-related costs in the Midstream segment include asset retirements of \$70 million pre-tax recorded in depreciation and amortization expense.

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Refining - Central Corridor			
Pre-Tax Income (Loss)	\$ (135)	171	(248)
Pre-Tax Adjustments:			
Pension settlement expense	—	1	—
Winter-storm-related costs	—	—	7
Regulatory compliance costs	—	(27)	—
Adjusted Pre-Tax Income (Loss)	<u>\$ (135)</u>	<u>145</u>	<u>(241)</u>
Refining - West Coast			
Pre-Tax Income (Loss)	\$ 111	77	(386)
Pre-Tax Adjustments:			
Pension settlement expense	—	1	—
Regulatory compliance costs	—	(13)	—
Adjusted Pre-Tax Income (Loss)	<u>\$ 111</u>	<u>65</u>	<u>(386)</u>

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated		
	2022	2021	
	1Q	4Q	1Q
Marketing & Specialties - Marketing & Other			
Pre-Tax Income	\$ 203	401	211
Pre-Tax Adjustments:			
Pension settlement expense	—	1	—
Adjusted Pre-Tax Income	\$ 203	402	211
Marketing & Specialties - Specialties			
Pre-Tax Income	\$ 113	97	79
Pre-Tax Adjustments:			
None	—	—	—
Adjusted Pre-Tax Income	\$ 113	97	79

Non-GAAP Reconciliations

	Millions of Dollars (Except as Indicated)				
	1Q 2022				
	Atlantic Basin/ Europe	Gulf Coast	Central Corridor	West Coast	Worldwide
Realized Refining Margins					
Income (loss) before income taxes	\$ 143	4	(135)	111	123
Plus:					
Taxes other than income taxes	19	27	18	24	88
Depreciation, amortization and impairments	52	51	35	60	198
Selling, general and administrative expenses	14	11	14	9	48
Operating expenses	296	307	184	305	1,092
Equity in losses of affiliates	3	2	16	—	21
Other segment (income) expense, net	12	—	(4)	1	9
Proportional share of refining gross margins contributed by equity affiliates	23	—	205	—	228
Realized refining margins	\$ 562	402	333	510	1,807
 Total processed inputs (thousands of barrels)	 48,015	 52,151	 23,691	 28,877	 152,734
Adjusted total processed inputs (thousands of barrels) ¹	48,015	52,151	42,267	28,877	171,310
 Income (loss) before income taxes (dollars per barrel) ²	 \$ 2.98	 0.08	 (5.70)	 3.84	 0.81
Realized refining margins (dollars per barrel) ³	\$ 11.71	7.71	7.89	17.68	10.55

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

2) Income (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

	1Q 2022	
Numerator (\$MM)		
Net Income	\$	657
After-tax interest expense		107
GAAP ROCE earnings		764
After-tax special items		13
Adjusted ROCE earnings	\$	777
Denominator (\$MM)		
GAAP average capital employed ¹	\$	36,321
2022 Annualized GAAP ROCE		8 %
2022 Annualized Adjusted ROCE		9 %

1) Capital employed is total equity plus total debt

Non-GAAP Reconciliations

	Millions of Dollars (Except as Indicated)	
	March 31, 2022	
Total Debt	\$	14,434
Total Equity		22,121
Debt-to-Capital Ratio		39 %
Total Cash	\$	3,335
Net Debt-to-Capital Ratio		33 %

Non-GAAP Reconciliations

	Millions of Dollars		
	1Q 2022		
	Growth	Sustaining	Total
Capital Expenditures and Investments			
Midstream	\$ 134	30	164
Refining	82	89	171
Marketing & Specialties	5	6	11
Corporate & Other	—	24	24
Capital Expenditures and Investments	\$ 221	149	370

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated	
	2022	
	1Q	
Effective Tax Rates		
Income before income taxes	\$	828
Special items		17
Adjusted income before income taxes	\$	845
Income tax expense	\$	171
Special items		4
Adjusted income tax expense	\$	175
GAAP effective tax rate		20.7 %
Adjusted effective tax rate		20.7 %