PROVIDING ENERGY. IMPROVING LIVES.

Investor Update

November 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.

Our Business

PHILLIPS 66 IS A DIVERSIFIED ENERGY MANUFACTURING AND LOGISTICS COMPANY

Midstream

Integrated Midstream network

Fee-based assets backed by MVCs

Pursue organic and M&A opportunities

22,000
miles of U.S. pipeline systems

Chemicals

50% interest in CPChem

Location-advantaged asset portfolio

Long-term growth opportunities

28
global manufacturing facilities

Refining

Complex, integrated system

Investing in quick-payout projects

Footprint offer opportunities for Midstream growth

2.2
million BPD of crude throughput capacity

Marketing and Specialties

Stable, high-return businesses

Enhancing fuels brands

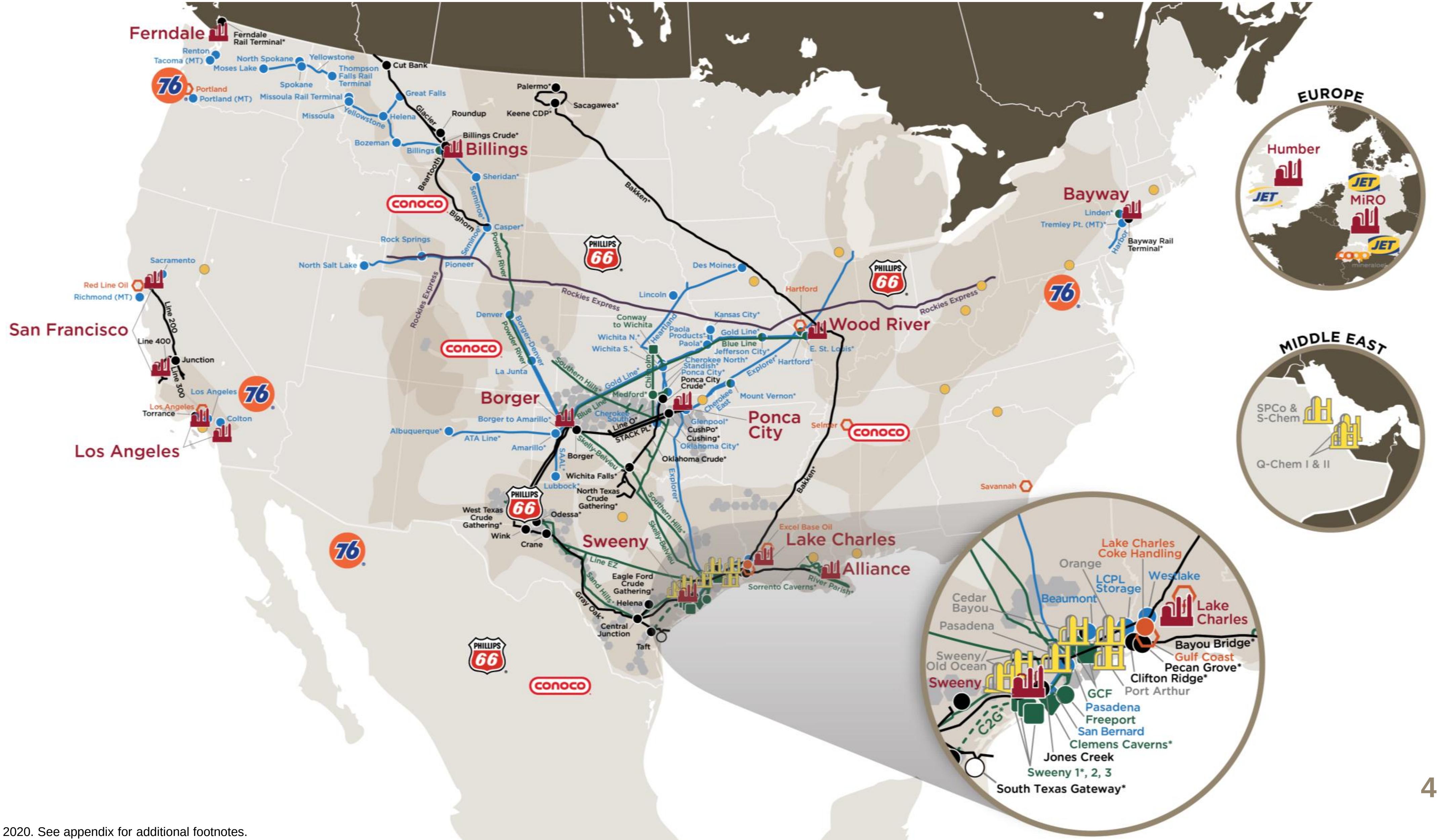
Adding new sites in Europe

7,540
branded U.S. outlets

1,600
branded international outlets

As of December 31, 2019, with the exception of crude throughput capacity, which is as of January 1, 2020.

Integrated Portfolio



As of October 31, 2020. See appendix for additional footnotes.

Executing the Strategy

Operating Excellence

Committed to safety, reliability and environmental stewardship while protecting shareholder value

Growth

Enhancing our portfolio by capturing growth opportunities in Midstream and Chemicals

Returns

Improving returns by maximizing earnings from existing assets and investing capital efficiently

Distributions

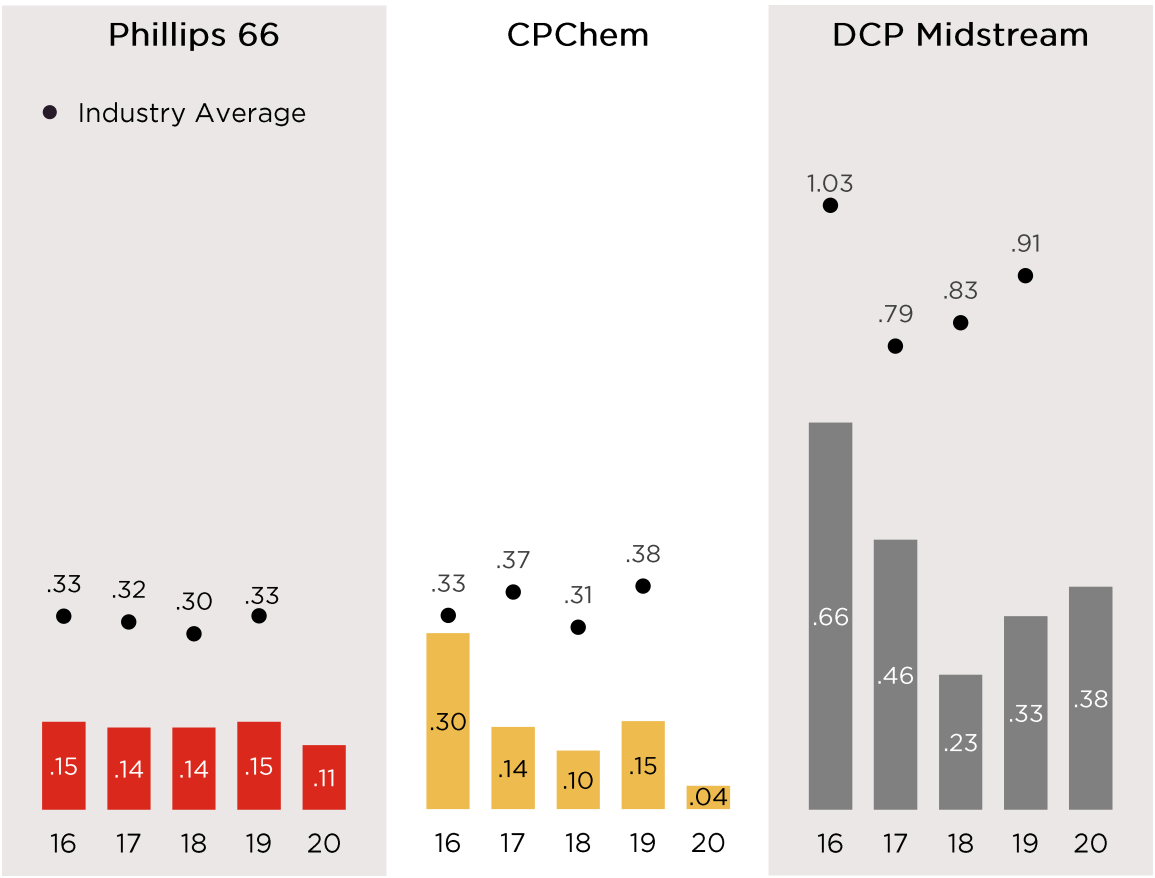
Committed to financial strength, disciplined capital allocation, dividend growth and share repurchases

High-Performing Organization

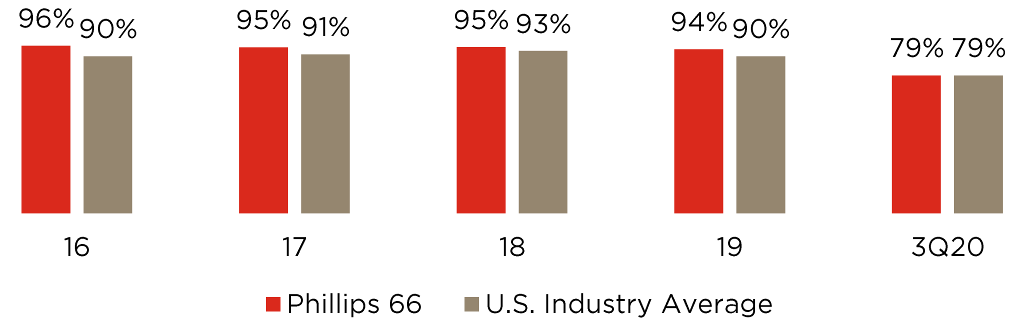
Building capability, pursuing excellence and doing the right thing

Operating Excellence

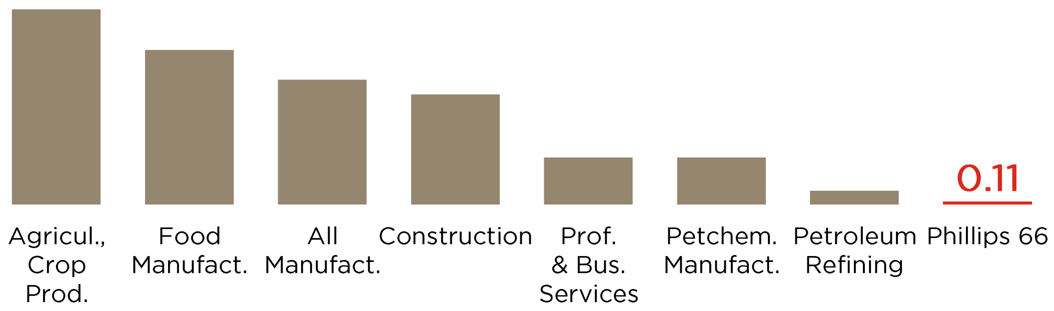
Total Recordable Rates
INCIDENTS PER 200,000 HOURS WORKED



Refining Crude Capacity Utilization
%



Industry Safety Metrics
INCIDENTS PER 200,000 HOURS WORKED



See appendix for footnotes

Long-Term Capital Allocation Framework

$6-7 B mid-cycle CFO

Sustaining capital for asset integrity, safety and environmental projects

Secure, competitive and growing dividend

Strong balance sheet and investment grade credit rating

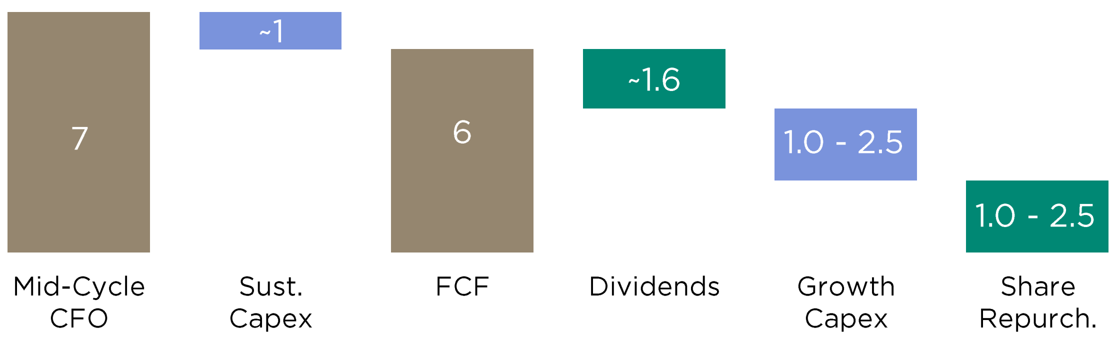
Growth investments with attractive returns

Near-term debt repayment priority

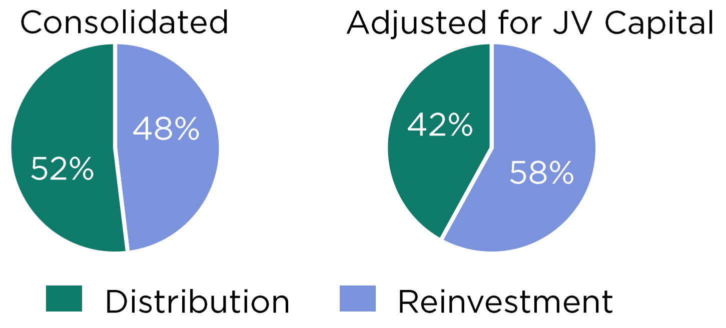
Share repurchases at the appropriate time

60% reinvestment and 40% shareholder distributions

Sources and Uses of Cash
$B



2012 – 2019 Adjusted Capital Allocation
%



See appendix for footnotes

Responses to Challenging Business Environment

Contributed $3 MM in April to COVID-19 relief efforts

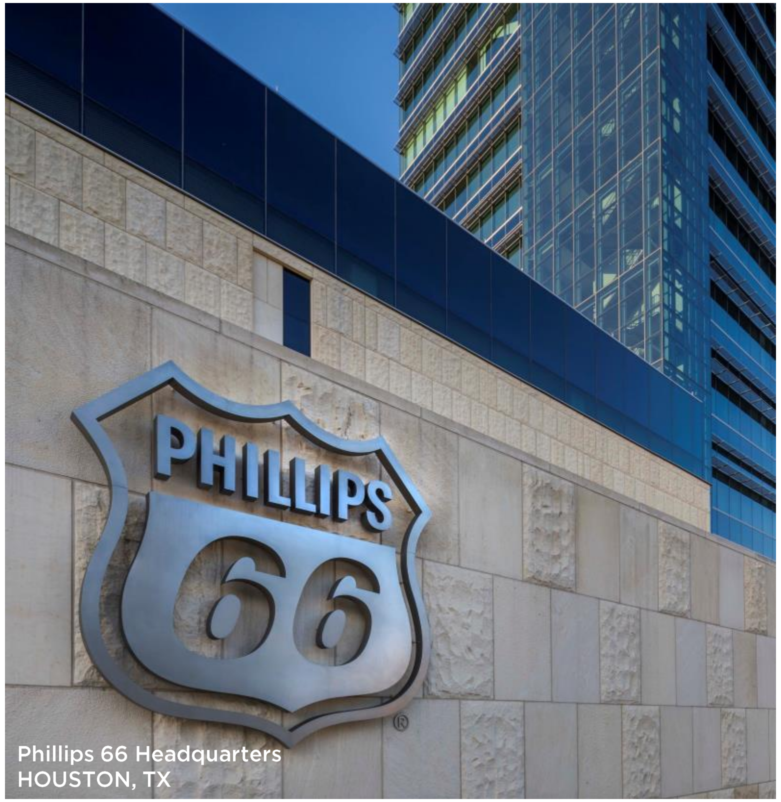
Reducing 2020 consolidated capital spending by >$700 MM

Reducing costs by >$500 MM

Leveraging AdvantEdge66 initiatives

Suspended share repurchases

Secured additional liquidity while maintaining investment grade credit rating



Phillips 66 Headquarters
HOUSTON, TX

AdvantEdge66

UNLOCKING VALUE THROUGH BUSINESS TRANSFORMATION

$1.2 B total enhancements by 2022

- 50% - 70% value captured as mid-cycle EBITDA uplift

End-to-end value chain optimization

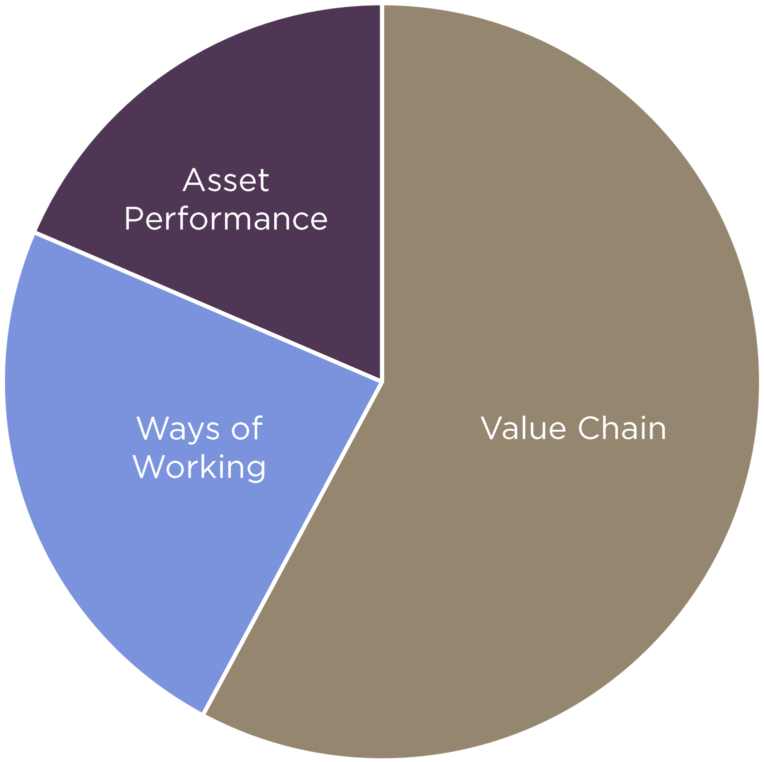
Technology-enabled risk reduction

Advanced analytics, Artificial Intelligence and machine learning driving predictive and prescriptive outcomes

Robotic process automation

Digitally connected enterprise

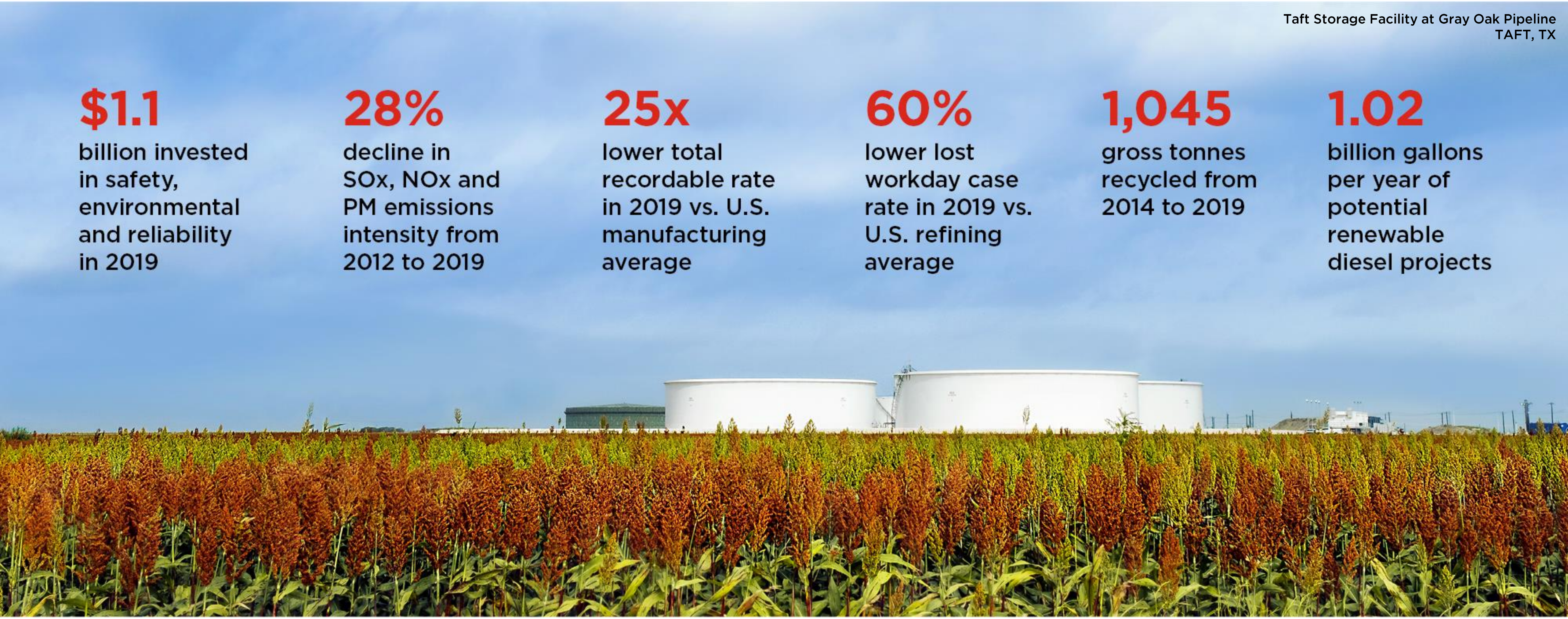
Total Enhancements



Agile, efficient and smart business resulting in margin improvement, cost savings and capital efficiency

See appendix for footnotes

Environmental, Social, Governance



Taft Storage Facility at Gray Oak Pipeline
TAFT, TX

$1.1 billion invested in safety, environmental and reliability in 2019

28% decline in SOx, NOx and PM emissions intensity from 2012 to 2019

25x lower total recordable rate in 2019 vs. U.S. manufacturing average

60% lower lost workday case rate in 2019 vs. U.S. refining average

1,045 gross tonnes recycled from 2014 to 2019

1.02 billion gallons per year of potential renewable diesel projects

Sulfur oxides (SOx), nitrous oxides (NOx) and particulate matter (PM).

Energy Transition

POSITIONING PHILLIPS 66 TO BE COMPETITIVE LONG-TERM

What we are doing

- Producing renewable diesel at Humber Refinery
- Supplying components for lithium-ion batteries
- Marketing low carbon fuels on U.S. West Coast
- Improving fuel economy through next generation lubricants
- Operating hydrogen fueling stations in Switzerland

Projects in development

- Renewable diesel at Rodeo Refinery
- Supply / offtake for renewable facilities in Nevada
- Solar energy to power our pipelines and refineries
- Renewable hydrogen at Humber Refinery
- Field demonstrations of PSX Solid Oxide Fuel Cell technology
- Next generation battery materials research

Excel Paralubes Laboratory
WESTLAKE, LA

High-Performing Organization

VISION

Providing Energy. Improving Lives.

CORE VALUES

Safety. Honor. Commitment.

HIGH-PERFORMING ORGANIZATION

Culture. Capability. Performance.

14,500 employees live our values, every day

98% retention of all employees, **98%** retention of high performers

20% women and **27%** U.S. minority

44% employees participate in employee resource groups

44% of workforce are Millennial / Generation Z

900,000 training hours for employees annually

100% of Board meetings include talent management discussion

479,000 hours volunteered by employees since 2012

Building capability, pursuing excellence and doing the right thing

Training hours are as of December 31, 2019. All other metrics are as of September 30, 2020


Beaumont Terminal
NEDERLAND, TX

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Midstream

Midstream Portfolio

Transportation

22,000 miles of U.S. pipeline systems

39 product terminals

20 crude oil terminals

4 NGL terminals and **1** petroleum coke exporting facility

NGL and Other

500,000+ BPD fractionation capacity

200,000 BPD LPG export capacity

150,000 BPD processing capacity

DCP Midstream

45 natural gas processing facilities

6.0 BCFD net natural gas processing capacity

58,000 miles of natural gas pipeline systems

11 NGL fractionation plants

Beaumont Terminal
NEDERLAND, TX

Fractionation capacity is as of October 31, 2020. All other data as of December 31, 2019;. DCP Midstream net natural gas processing capacity as of June 30, 2020 is 6.0 BCFD. Statistics include assets owned by Phillips 66 Partners (PSXP). Crude oil terminals includes rail racks.

Building a Premier Midstream Business

Top-quartile safety performance

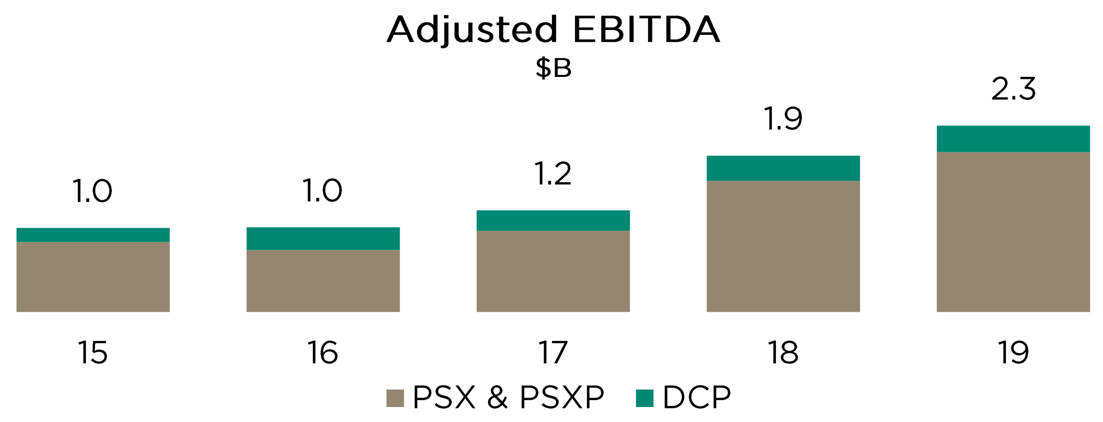
Diversified portfolio integrated with Refining and Marketing

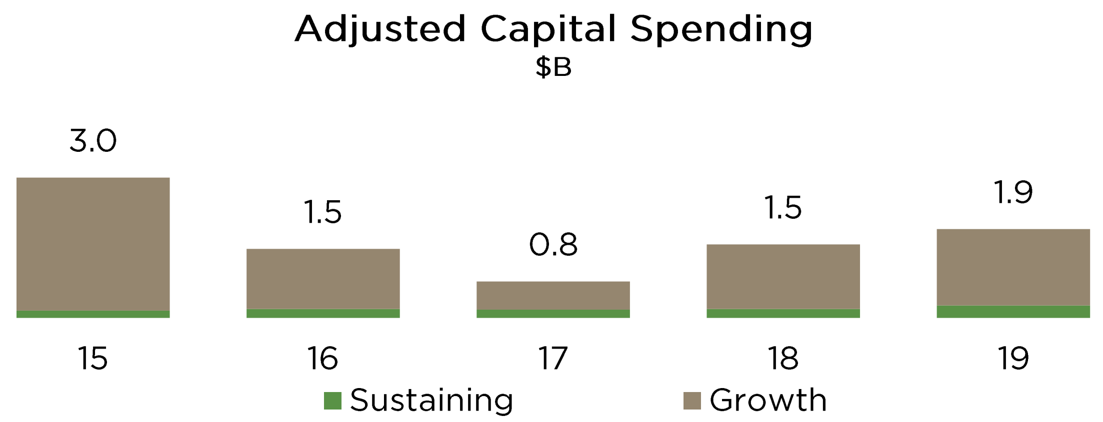
Integrated crude system with optionality for producers, refiners and exporters

Advantaged USGC storage and export solutions

Full NGL value chain through DCP and CPChem

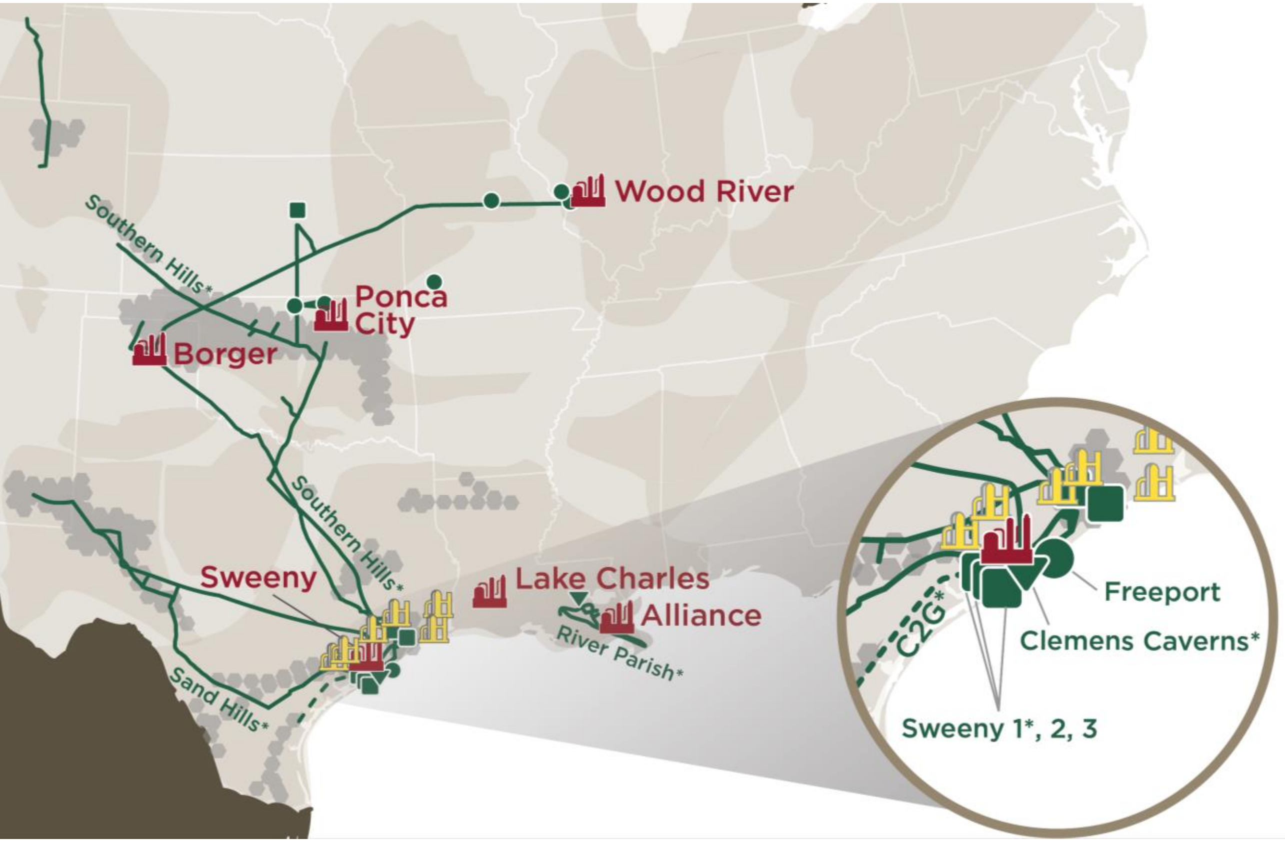
Disciplined growth underpinned by long-term, fee-based, third-party contracts





2015 adjusted capital spending excludes $1.5 B investment in DCP Midstream.

Integrated NGL and Crude Oil System



As of October 31, 2020. See additional appendix for footnotes.

Phillips 66 Partners

Primarily fee-based midstream assets backed by long-term minimum volume commitments

Assets highly integrated with Phillips 66 system

Backlog of MLP qualified projects at Phillips 66

Lake Charles Isomerization Unit
WESTLAKE, LA

DCP Midstream

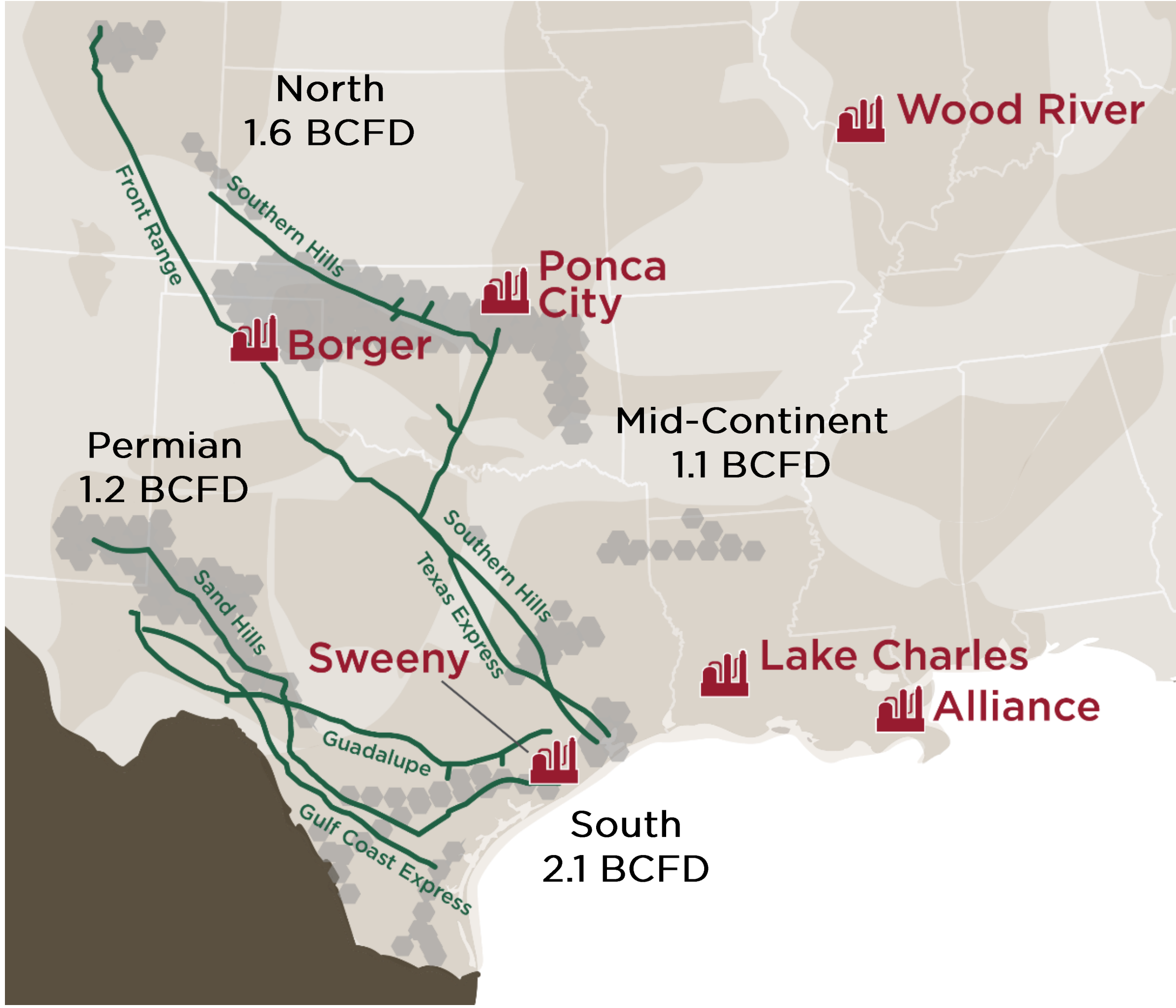
Logistics & Marketing and Gathering & Processing

Diversified portfolio in premier basins

Large-scale U.S. NGL producer and gas processor

Integrated NGL supply feeds Phillips 66 Sweeny Hub

DCP 2.0 transformation



DCP Midstream net natural gas processing capacity as of June 30, 2020. See appendix for additional footnotes.

Midstream Organic Growth Projects

Sweeny Hub Expansion[1]

- **300 MBD** of added fractionation capacity in 2020
- Secured y-grade feedstock supply agreements with firm volume commitments
- Reduces cost of supply for **200 MBD** Freeport LPG Export Terminal
- Provides ethane supply for growing U.S. Gulf Coast petrochemical processing

Phillips 66 Partners Projects

- South Texas Gateway Terminal
- C2G Pipeline

1) Fracs 1,2, and 3 have 400 MBD total capacity as of October 31, 2020. Frac 2 was operational in 3Q 2020, Frac 3 was operational in October 2020.


Polyethylene Units
OLD OCEAN, TX

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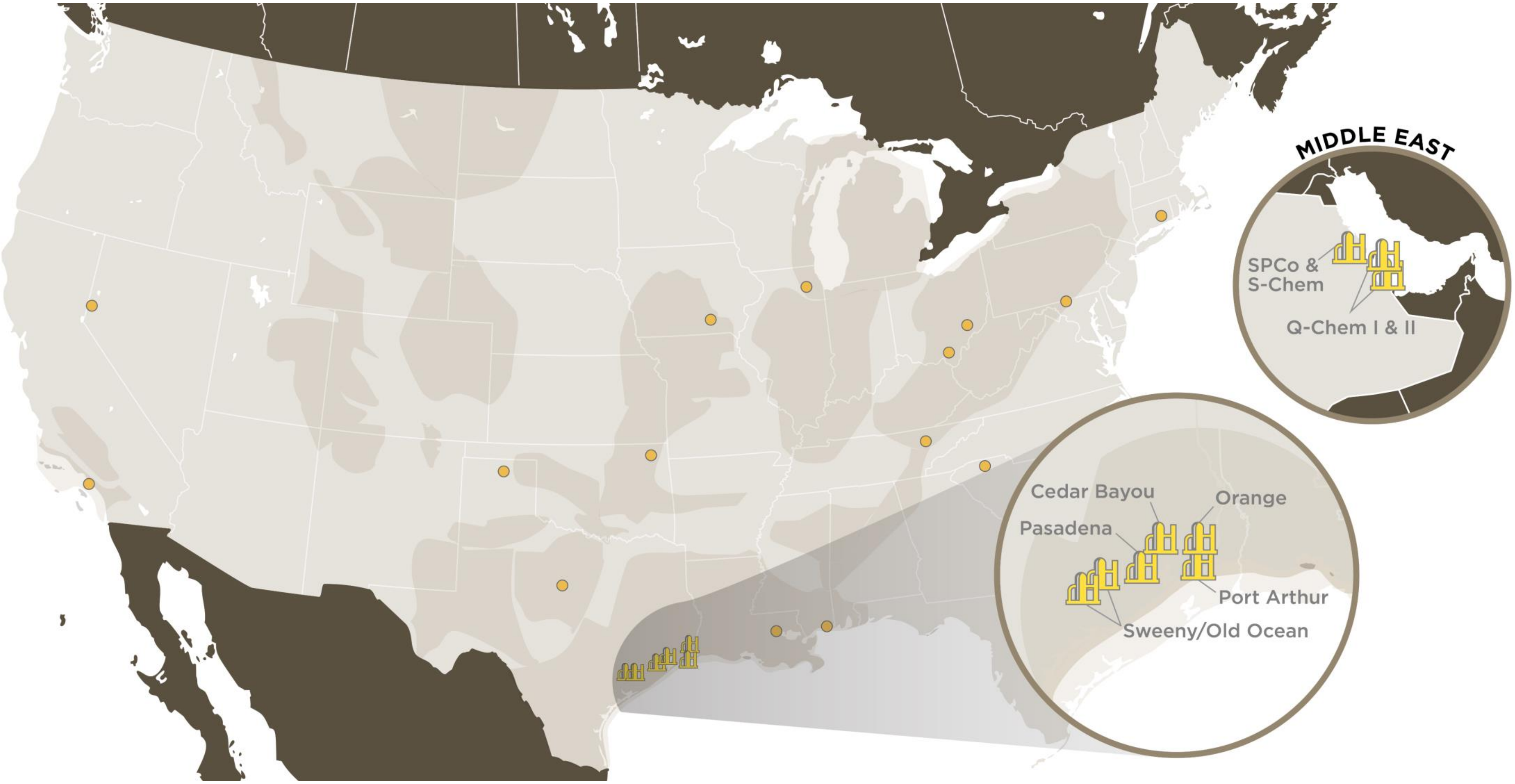
Chemicals

Feedstock Advantaged Chemicals Portfolio



#2 HDPE
producer worldwide

#2 NAO
producer worldwide

#2 Propylene
merchant producer
In North America

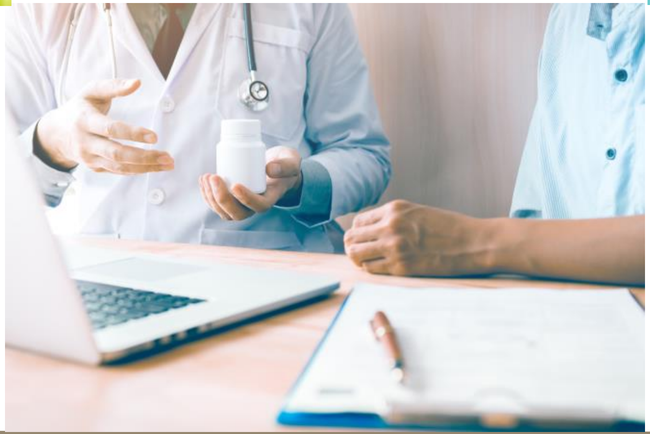
High density polyethylene (HDPE), Normal alpha olefins (NAO). Metrics shown net of JV capacity and sourced from IHS, Nexant, and company filings. See appendix for additional footnotes.

Chemicals Value Chain

Upgrade low-cost ethane feedstock

Serve growing global middle class

Produce in-demand products



World-scale manufacturing facilities and proprietary technology

70,000+ end-user products

Chevron Phillips Chemical Company

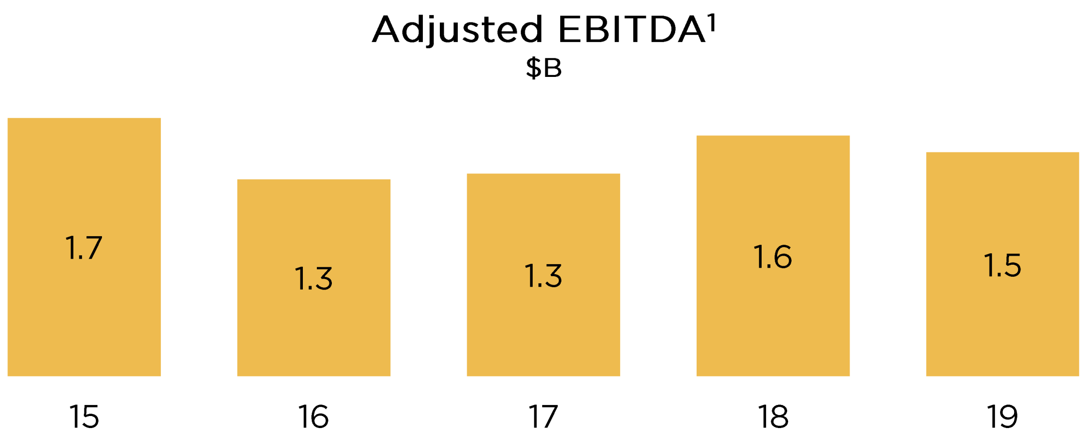
Industry-leading safety performance with focus on operating excellence

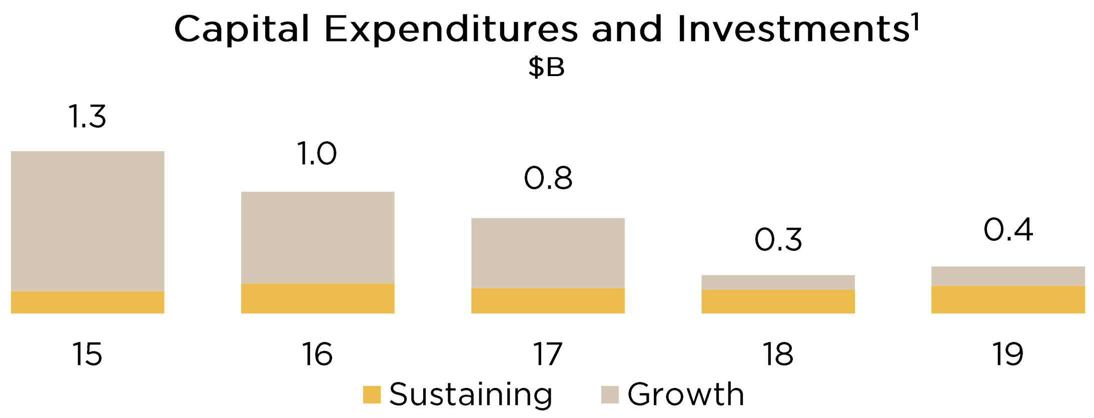
Proprietary technology

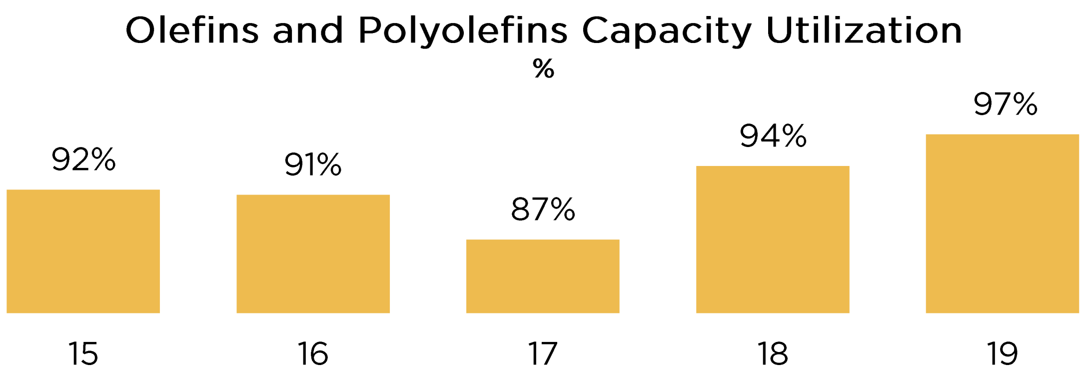
Advantaged feedstock portfolio

Global marketing network

Debottleneck opportunities







1) 50% proportional share to Phillips 66.

Macro Chemicals Outlook

Well-positioned in North America and Middle East

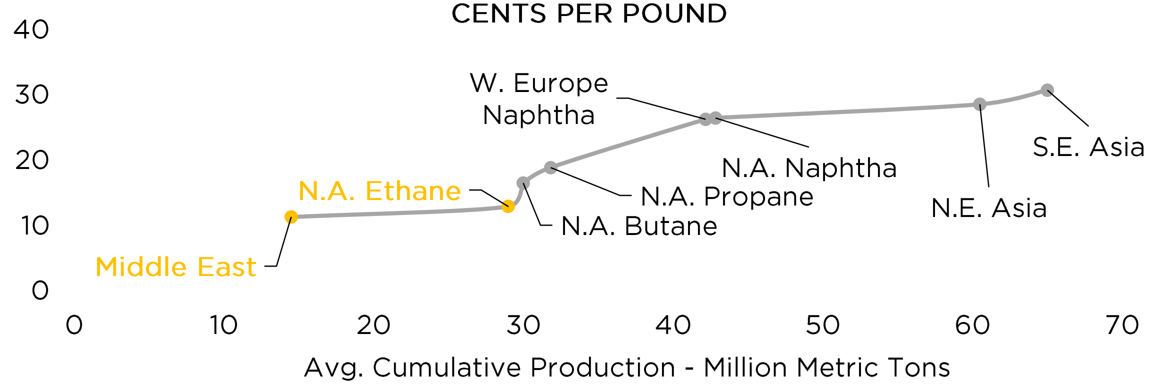
Expanding global middle class is increasing demand

CPChem received tariff waiver from China

Meeting strong polymer demand for food packaging, medical supplies and other consumer products

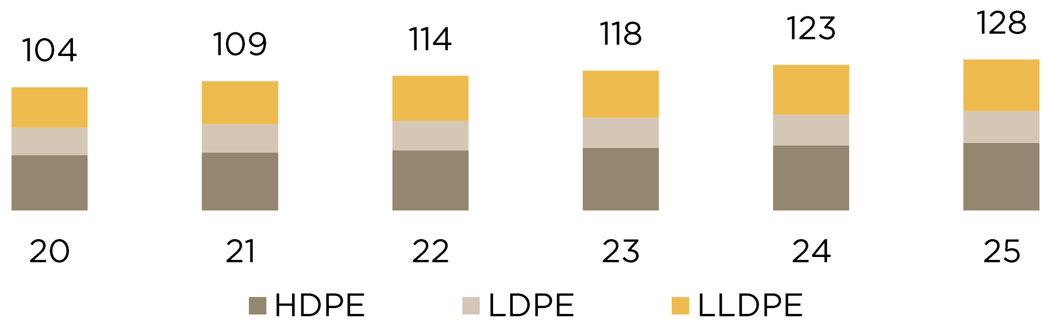
2017–2019 Ethylene Production Cost Curve

CENTS PER POUND



Polyethylene Global Demand

MILLION METRIC TONS



Source: IHS; Polyethylene demand based on 2021 Edition: Fall 2020 Update. Low density polyethylene (LDPE), Linear-low density polyethylene (LLDPE)

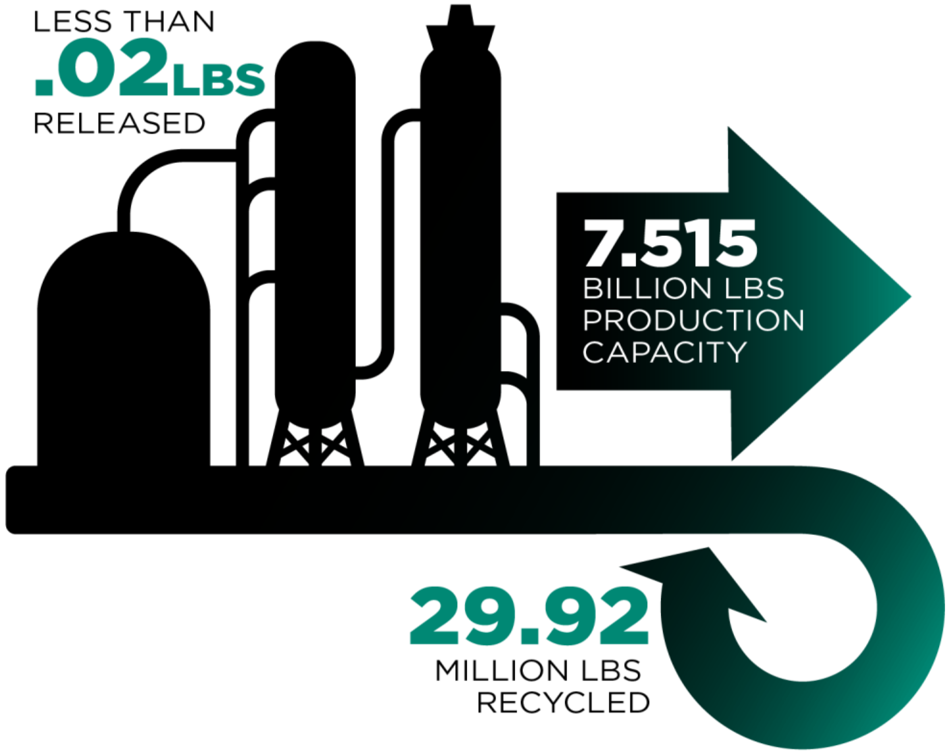
Sustainability

Enhancing efforts to eliminate plastic pellet spills by joining Operation Clean Sweep Blue and investing in Circulate Capital Ocean Fund

Continue to combat plastic waste and communicate value of plastics

Founding member of Alliance to End Plastic Waste

CPCHEM PLASTIC PELLET STATISTICS 2019



Operation Clean Sweep blue | ALLIANCE TO END PLASTIC WASTE | CIRCULATE CAPITAL OCEAN FUND

Circular Polyethylene

In October, CPChem announced its first U.S. commercial-scale production of polyethylene from recycled mixed-waste plastics

Circular polyethylene matches the performance and safety specifications of traditional polymers

Difficult-to-recycle plastics can be converted to usable liquids before being turned into brand-new materials that are clean and safe

CPChem Potential Growth Projects

U.S. Gulf Coast II

CPChem 51% equity interest

2,000 kMTA ethylene cracker

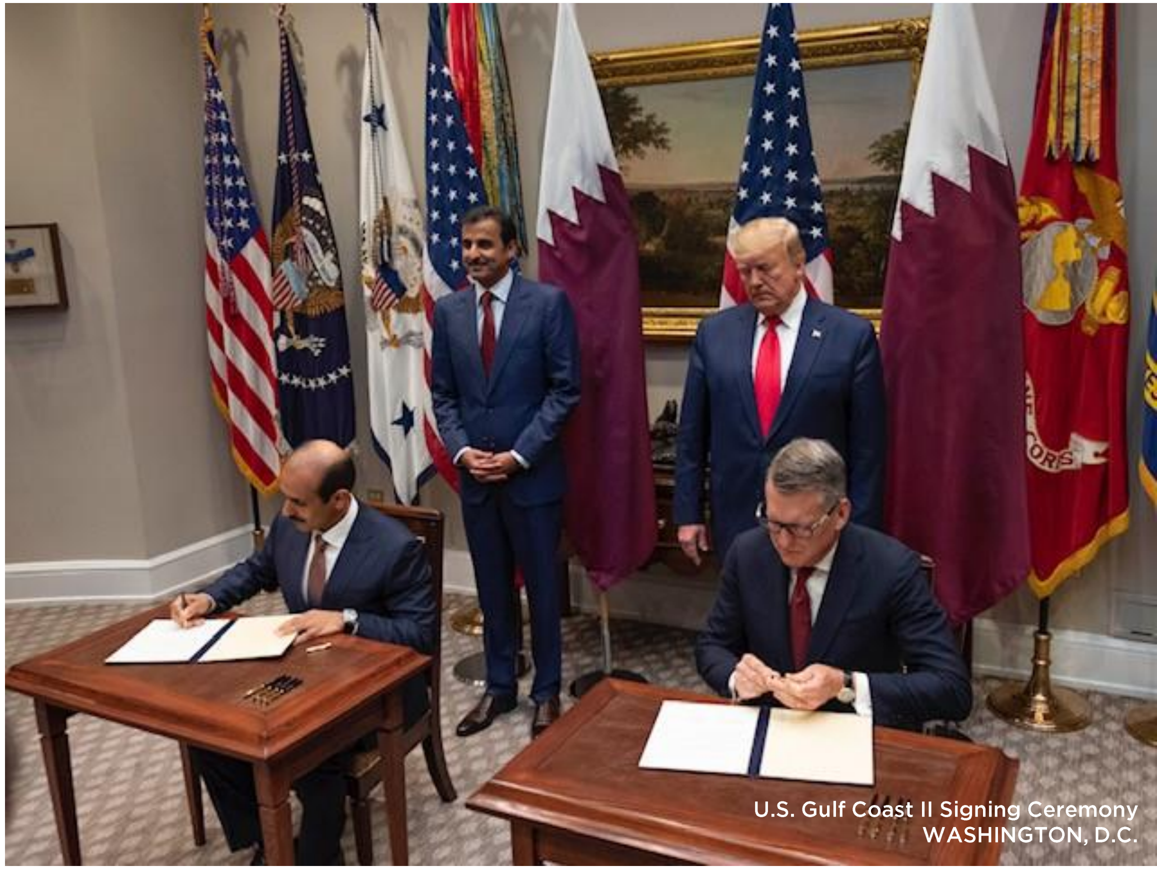
Two 1,000 kMTA polyethylene units

Ras Laffan Petrochemicals Project

CPChem 30% equity interest

1,900 kMTA ethylene cracker

Two polyethylene units; **1,680 kMTA** combined capacity



U.S. Gulf Coast II Signing Ceremony
WASHINGTON, D.C.

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Refining

Enhancing Returns

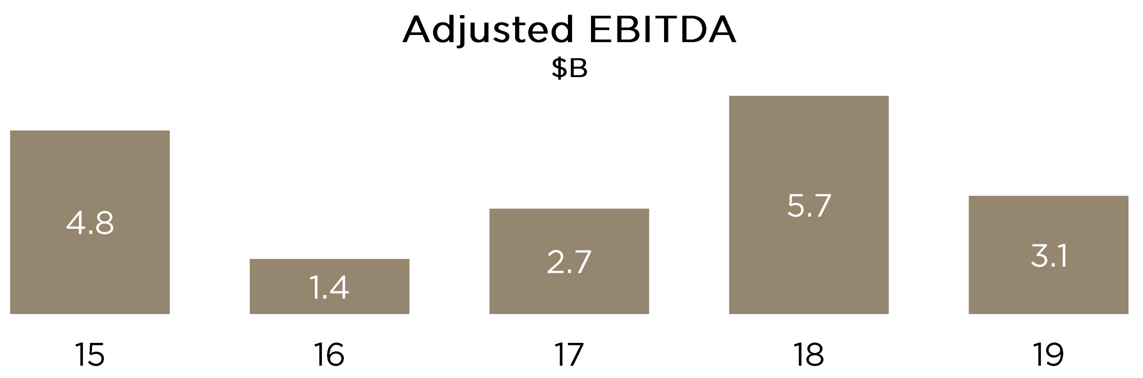
Top-quartile HSE performance

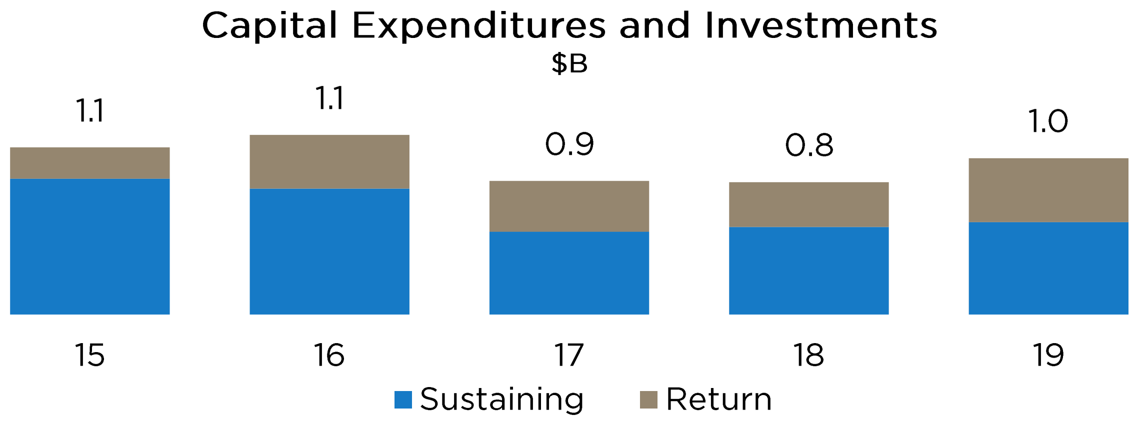
Strong cash generation across the cycle

Capital and cost discipline

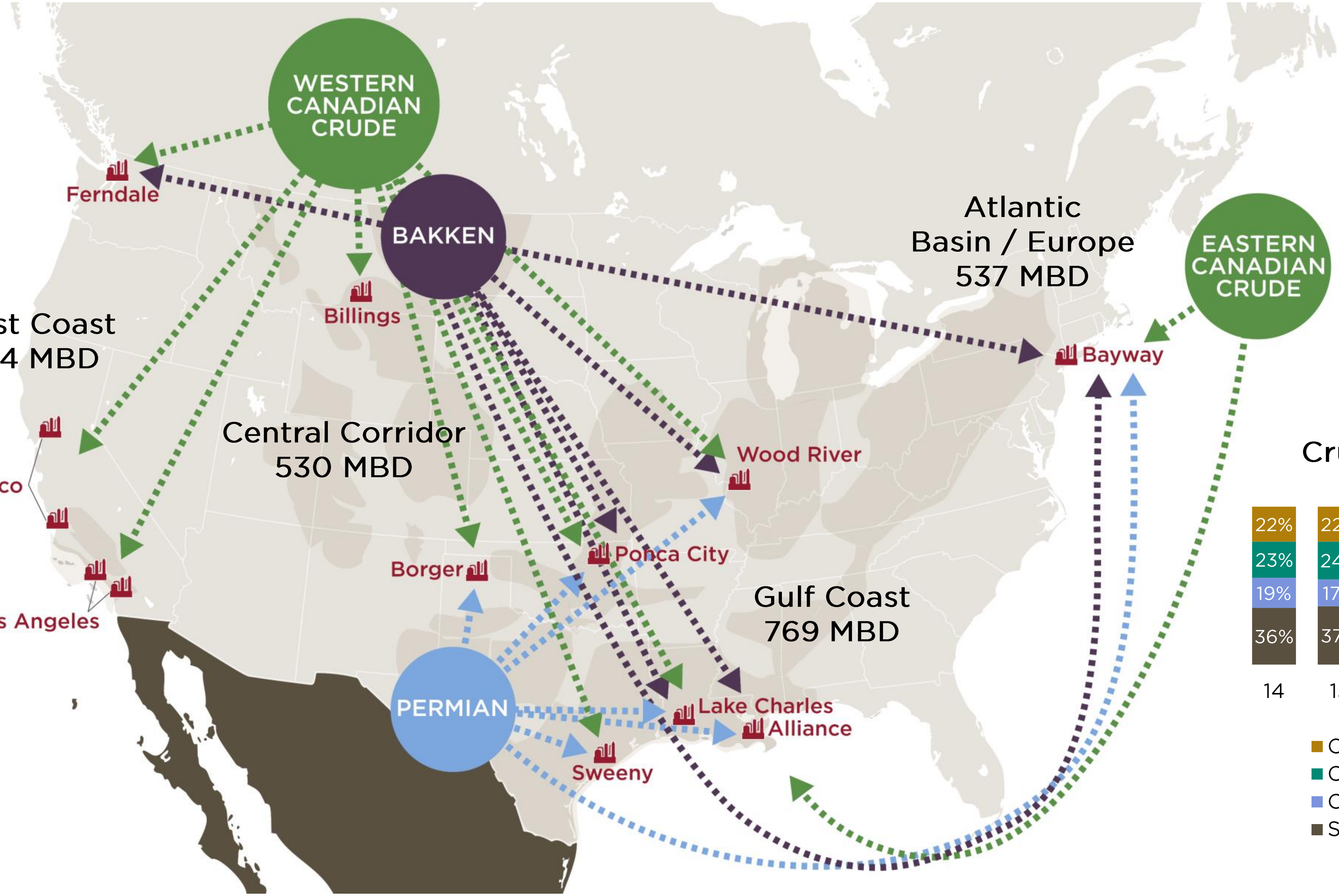
High-return capital projects

Advantaged feedstocks



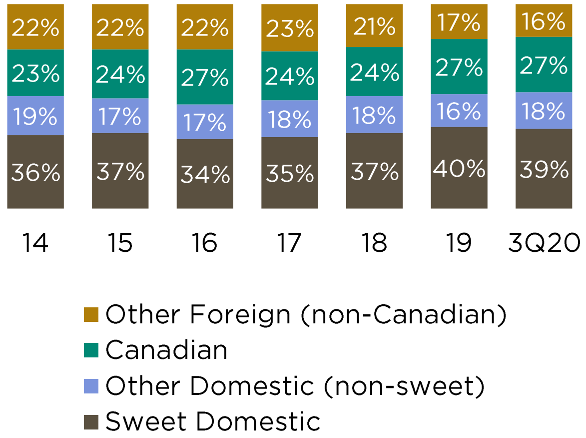


North America Crude Feedstock Flexibility



Crude Feedstock Slate

% TOTAL CRUDE RUNS



Capacities as of January 1, 2020. See appendix for additional footnotes.

Maintain Cost Discipline

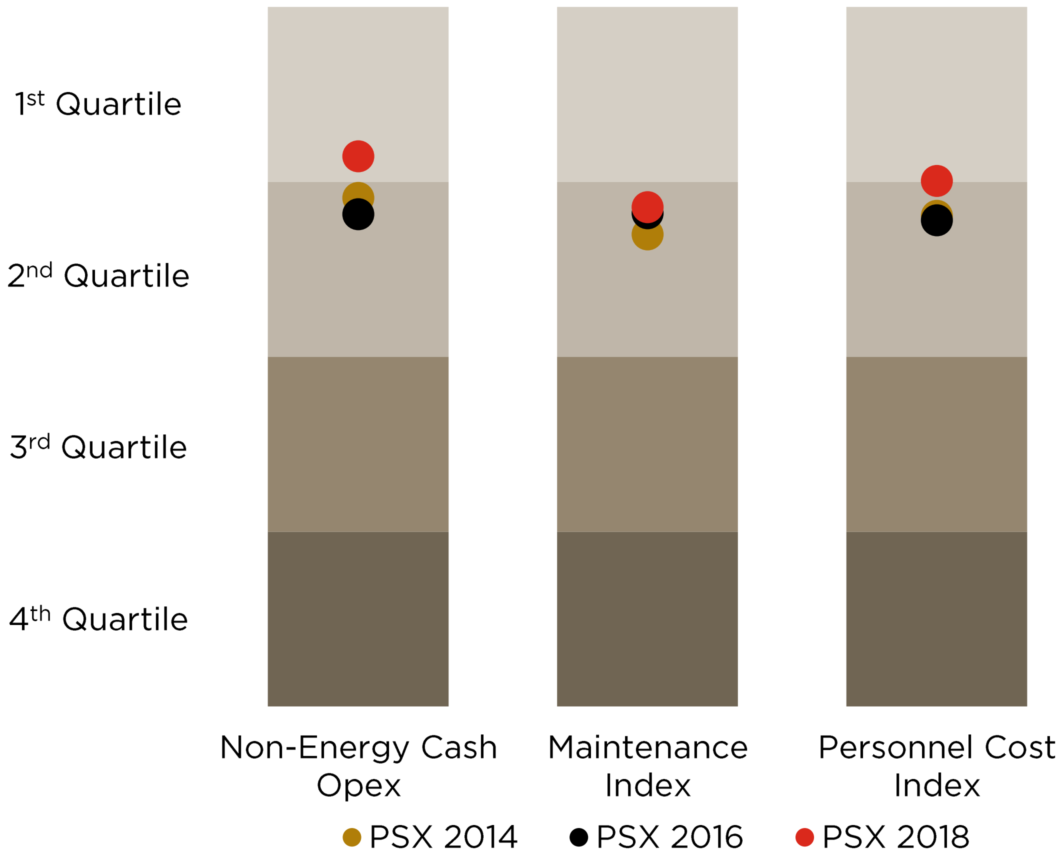
Top quartile non-energy operating cost

Maintenance and personnel costs trending to top quartile in industry

Cost efficiencies and improved productivity via AdvantEdge66

- Artificial Intelligence machine learning
- Advanced analytics
- Digital optimization

U.S. Industry Benchmarking Performance[1]
EFFICIENCY POSITION



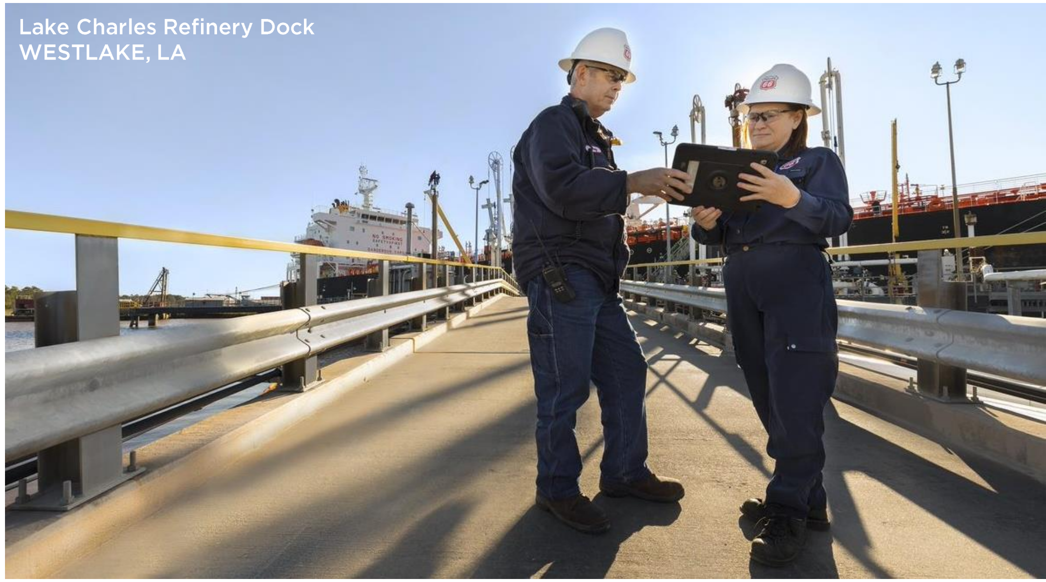
1) Based on Solomon Associates Report

AdvantEdge66

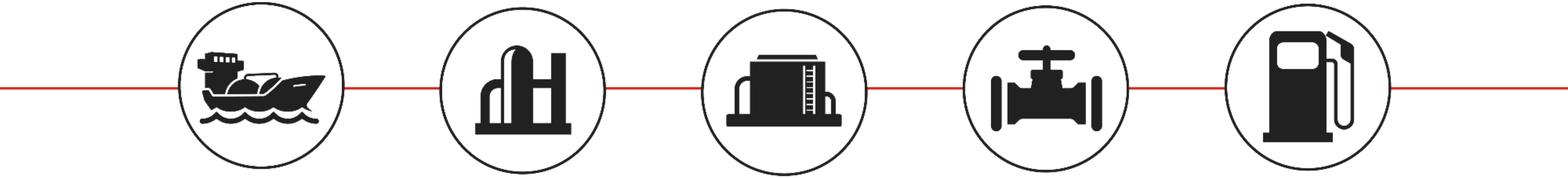
BUSINESS TRANSFORMATION

End-to-end value chain optimization

- Deploying digital technology to provide real-time information
- Leveraging advanced analytics to enable agile decision making
- Empowering our people to improve value generation
- Optimizing long-term value capture across the entire value chain



Lake Charles Refinery Dock
WESTLAKE, LA



Crude Acquisition | Refining | Supply | Midstream | Marketing

Rodeo Renewed

TRANSFORMATION TO LARGEST RENEWABLE TRANSPORTATION FUELS PRODUCTION FACILITY IN THE WORLD

50+ MBD[1]
Total Renewable Diesel production expected by 1Q 2024

8 MBD[2]
Diesel Hydrotreater conversion
By mid 2021 (currently in progress)

44 MBD[3]
Full refinery conversion to renewable fuel
by 1Q 2024 (target FID 1Q 2022)

$750-800 MM
Expected project capital cost

>30%
Forecasted returns

Information subject to permitting approvals
1) 800 million gallons per year 2) 120 million gallons per year 3) 680 million gallons per year

Rodeo Renewed

TRANSFORMATION TO LARGEST RENEWABLE TRANSPORTATION FUELS PRODUCTION FACILITY IN THE WORLD

Anticipate 50% reduction in greenhouse gas emissions

Generate California Low Carbon Fuel Standard credits

Constructing pre-treatment units and repurposing existing hydrocracking units to process renewable feedstocks

Capital efficient project that leverages existing units

Capable of processing any renewable feedstock including cooking oil, fats, greases, tallow and soybean oils

Utilize marine terminal and rail rack for domestic and international feedstock flexibility

Upon conversion, the facility will no longer process crude oil

Advantaged location for product placement into Marketing distribution channels

Enable product distribution through integrated logistics network of marine and product terminals

Information subject to permitting approvals

Phillips 66 Branded Marketing Site
ST. LOUIS, MO

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Marketing & Specialties

Enhancing Returns

High-return, low-capital business

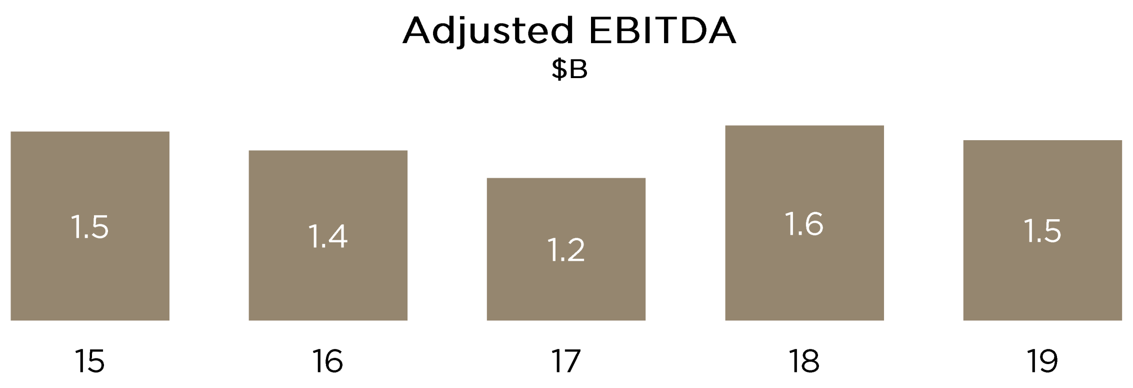
Refining product placement

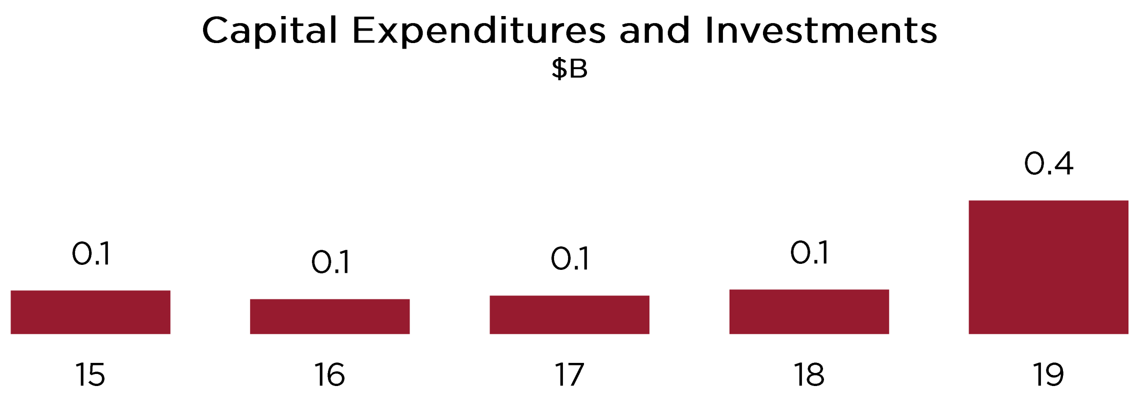
Fuel brands reimaging

Integration through equity partnerships

Renewable diesel

Integrated digital platform





2019 capital expenditures includes $260 MM related to the investment in the West Coast Marketing joint venture.

Secure Product Placements

United States

~5,000 sites reimaged since program inception

All eligible sites are mobile enabled

Direct consumer engagement

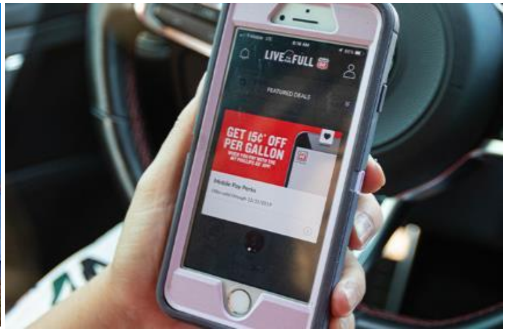
Expanding partnerships with private labels

Europe

Proven low-cost, high-volume model

Reimaging and high-grading the JET brand

Adding 20 - 30 new JET sites per year



Phillips 66 Headquarters
HOUSTON, TX

PHILLIPS 66

PROVIDING ENERGY. IMPROVING LIVES.

Financial Strategy

Financial Strategy

Disciplined capital allocation

Strong investment grade credit rating

Financial flexibility

Secure, competitive and growing dividend

Reduce debt as cash flow recovers

Share repurchases at appropriate time


Phillips 66 Headquarters
HOUSTON, TX

Financial Strength

Flexibility to execute strategy through the cycle

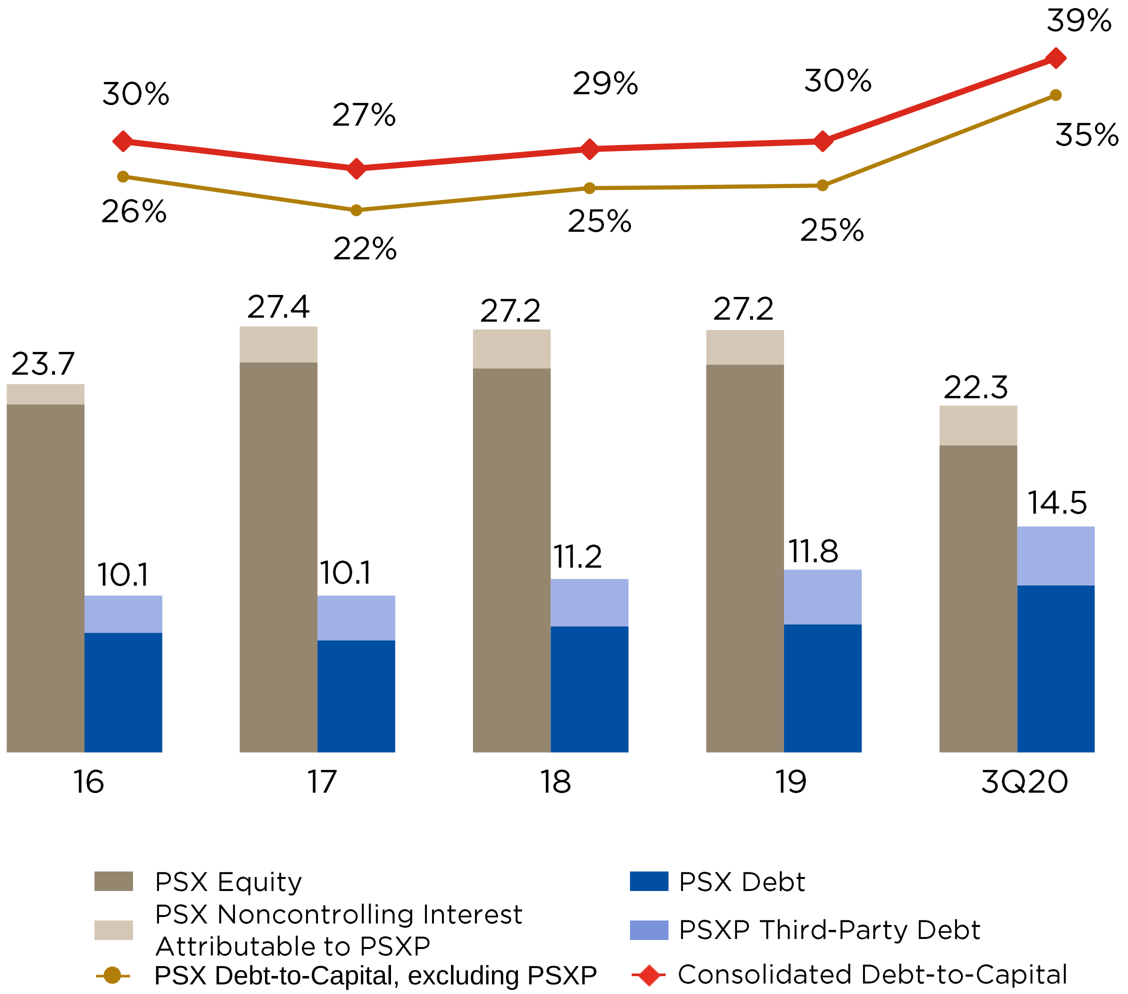
Investment grade credit ratings

PSX: A3 (Moody's), BBB+ (S&P)

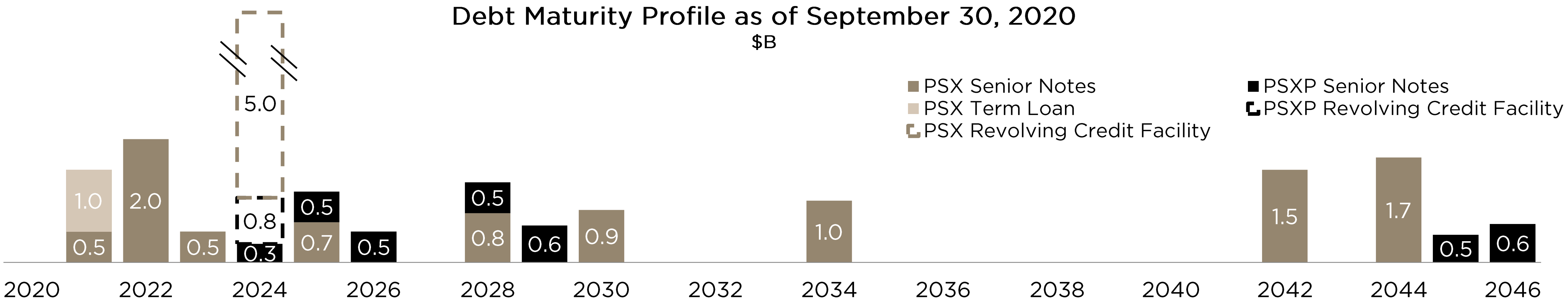
PSXP: Baa3 (Moody's), BBB (S&P)

Opportunity to efficiently reduce debt

$7 B total liquidity as of September 30, 2020



Consolidated Debt and Liquidity



Phillips 66, excluding PSXP

$10.7 B Total Debt as of September 30, 2020

$6.5 B Total liquidity

($5.0 B RCF + $1.5 B Cash)

BBB+ / A3 Credit Rating

Phillips 66 Partners (PSXP)

$3.8 B Total Debt as of September 30, 2020

$0.5 B Total liquidity

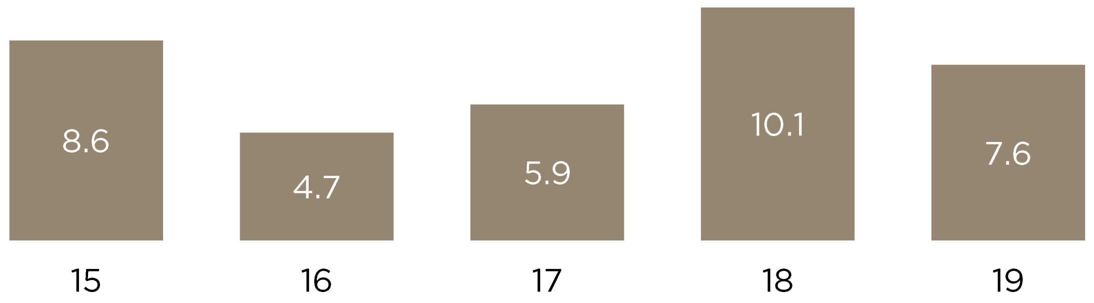
($0.5 B RCF)

BBB / Baa3 Credit Rating

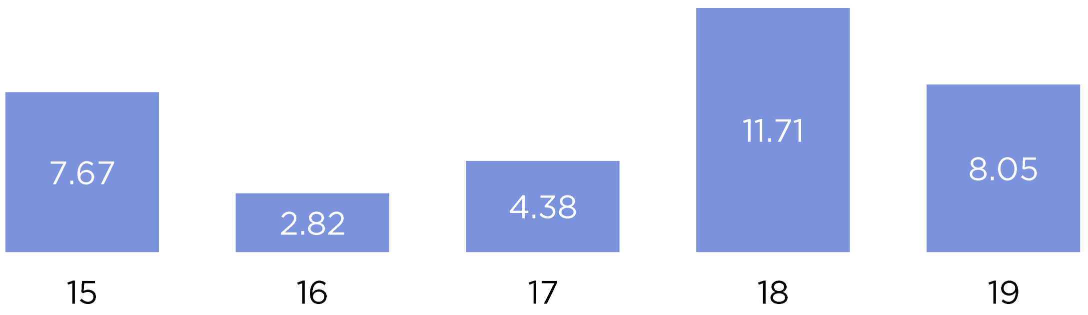
Total debt includes capital leases, commercial paper and is net of unamortized discounts and debt issuance costs.

Adjusted EBITDA and Returns

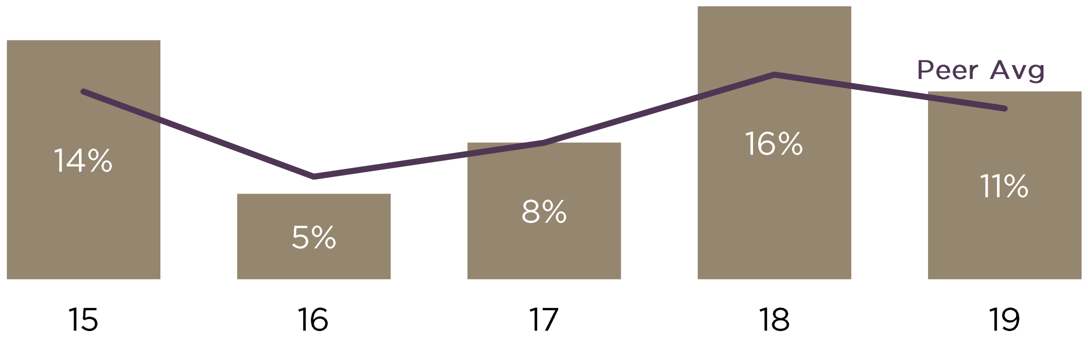
Adjusted EBITDA
$B



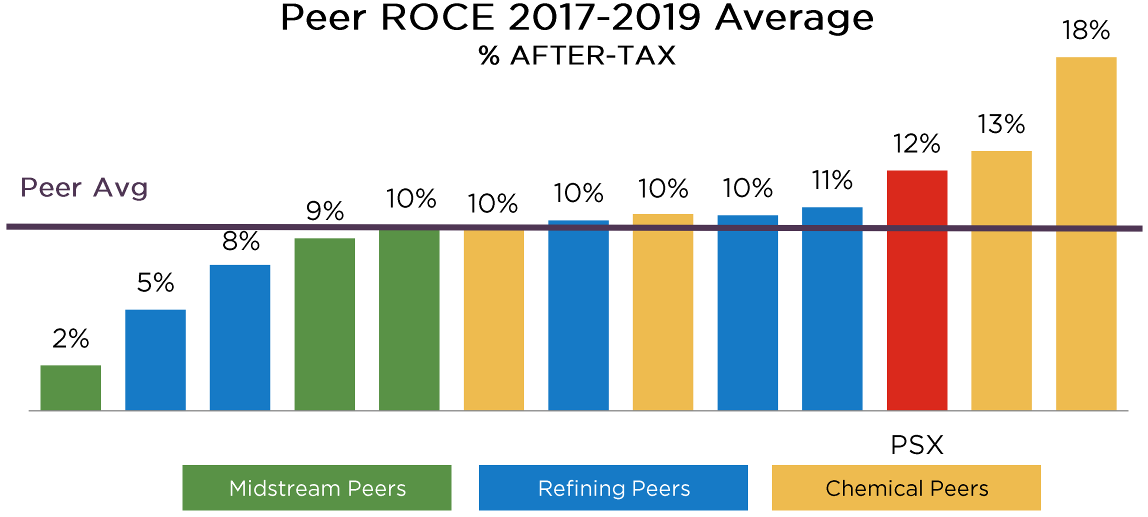
Adjusted Earnings
$ PER SHARE



Adjusted ROCE
% AFTER-TAX

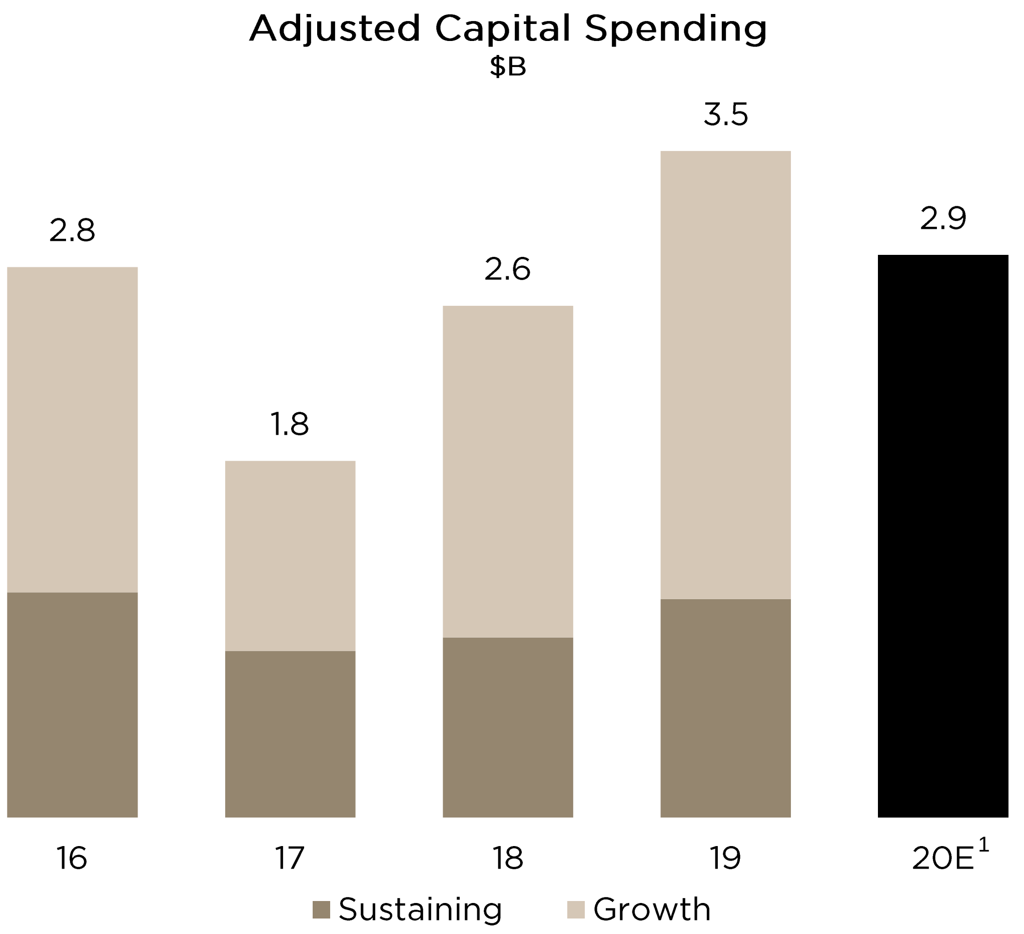


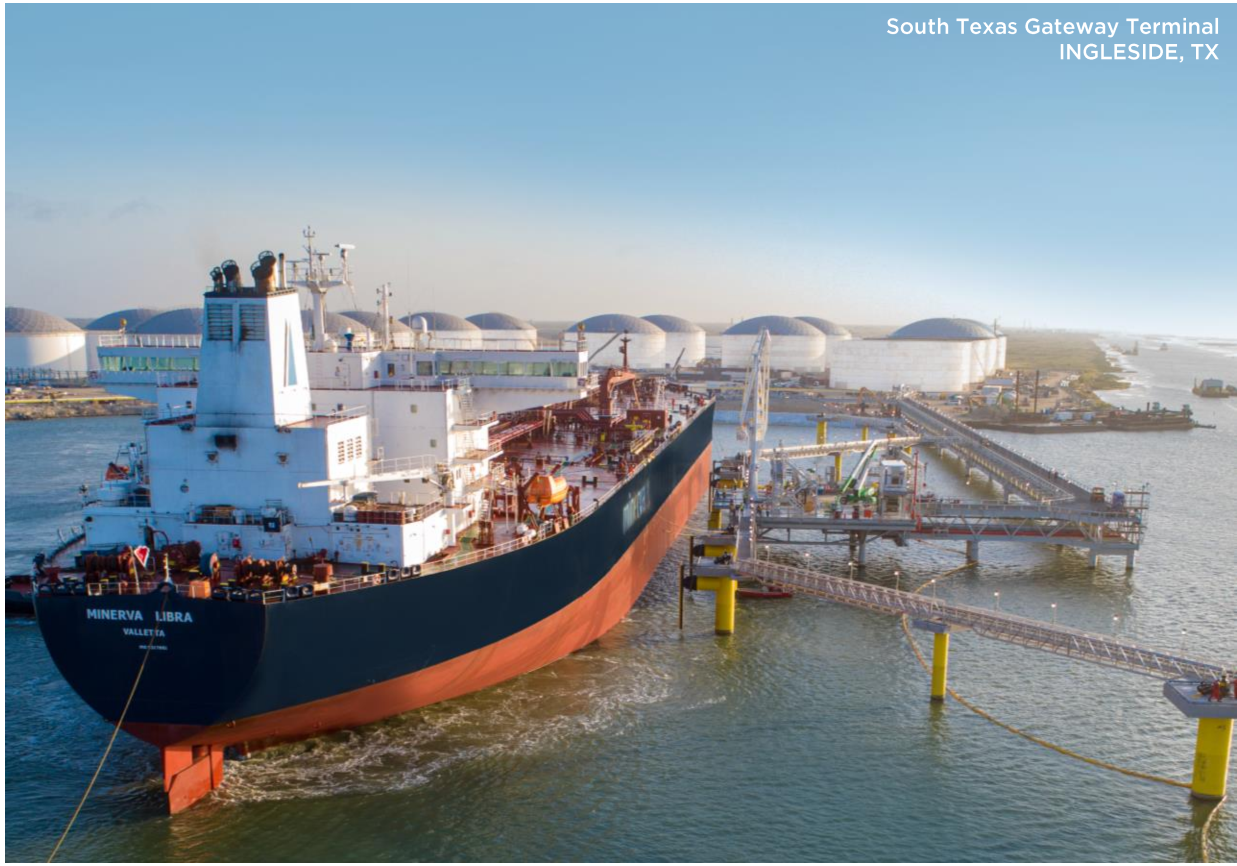
Peer ROCE 2017-2019 Average
% AFTER-TAX



See appendix for footnotes

Adjusted Capital Spending





1) 20E consolidated capital spending inclusive of $0.1 B of cash funded by joint venture partners is expected to be $3.0 B.

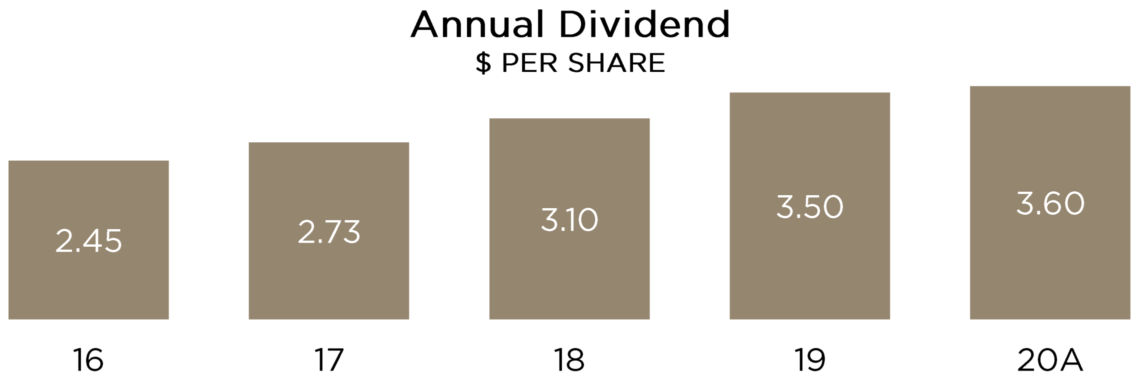
Distributions

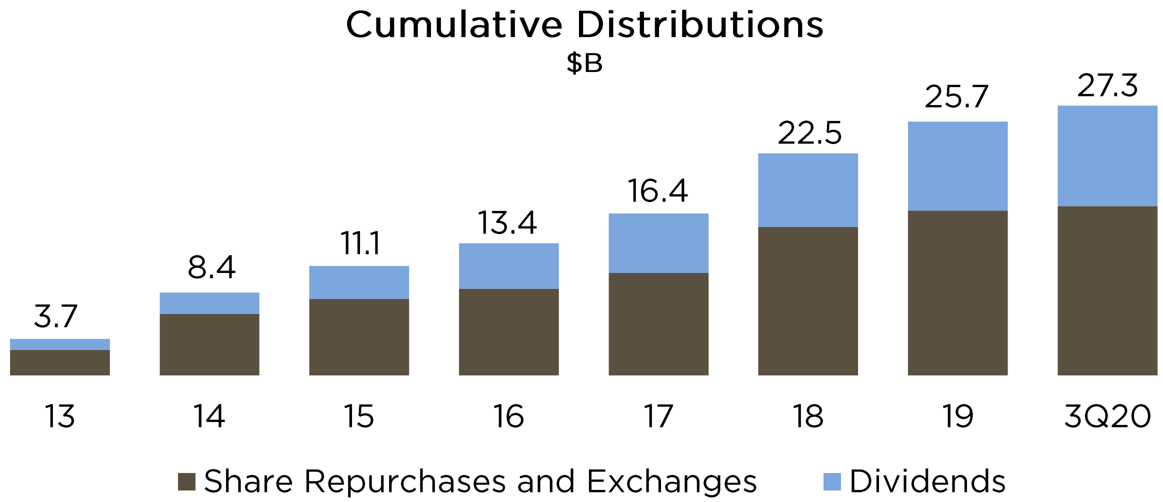
Secure, competitive and growing dividend

21% CAGR with nine increases since May 2012

Committed to shareholder distributions

Repurchased / exchanged 34% of shares initially outstanding





Dividend CAGR calculated from initial dividend of $0.20 per share in 3Q 2012 to $0.90 per share in 3Q 2020.

Total Shareholder Return

Operating Excellence

Growth

Returns

Distributions

High-Performing Organization

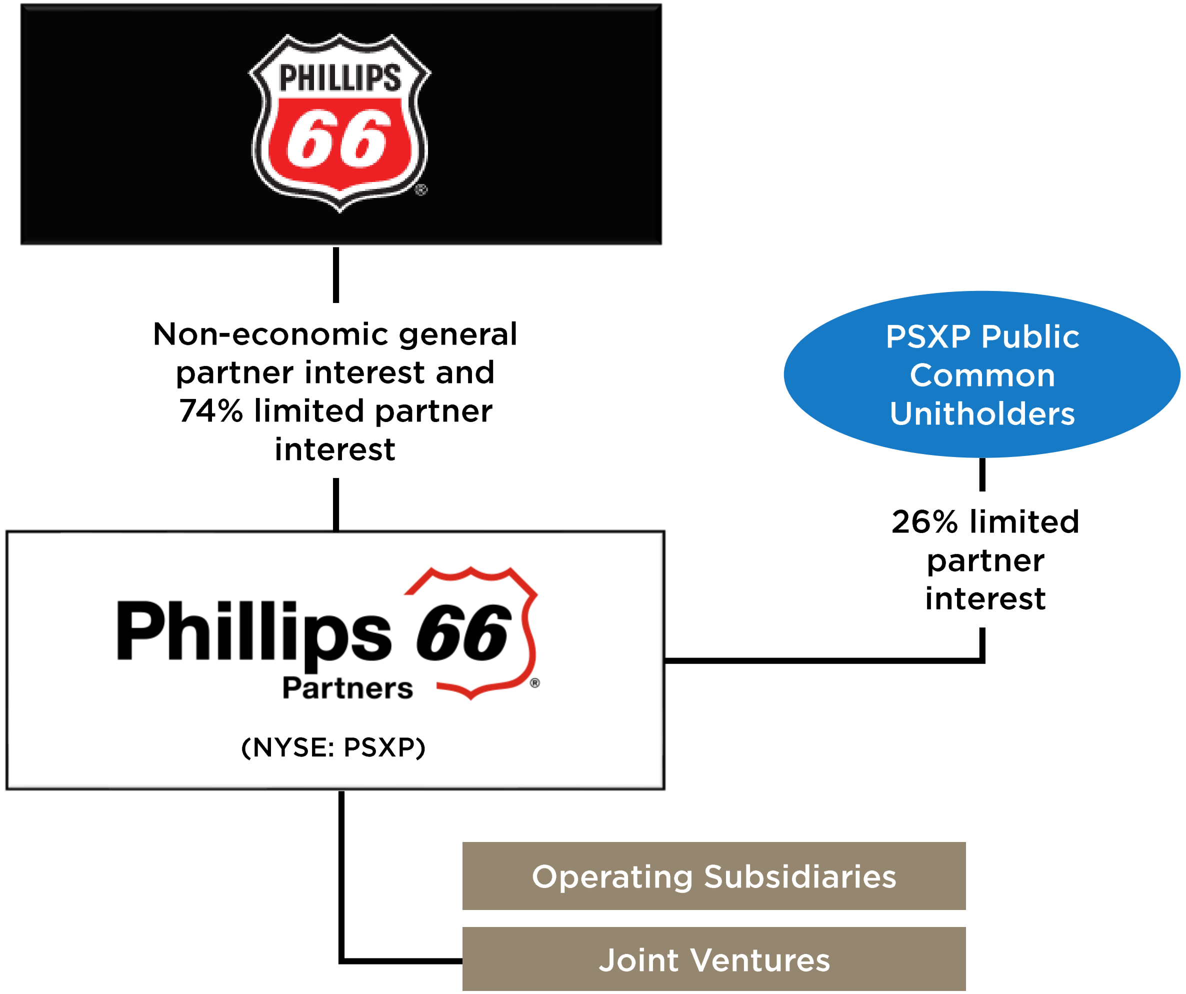
Share price as of September 30, 2020. See appendix for additional footnotes.

Medford Spheres
MEDFORD, OK

Phillips 66 Partners

Phillips 66 Partners

OWNERSHIP STRUCTURE



As of September 30, 2020. Public also owns 13.8 MM convertible preferred units.

Phillips 66 Partners

Refineries owned by Phillips 66. See appendix for additional footnotes.

Phillips 66 Partners

FINANCIAL STRENGTH AND FLEXIBILITY

Maintain strong leverage and coverage ratios, with long-term targets:

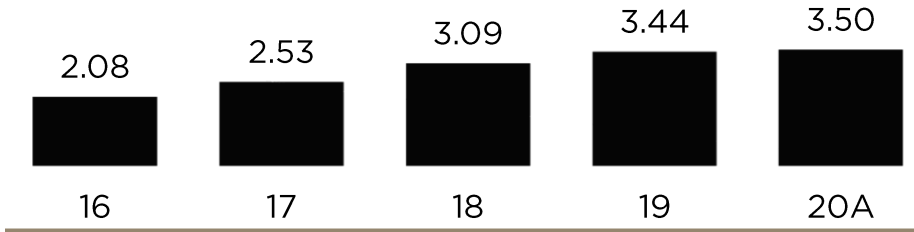
- Up to 3.5x Debt / EBITDA
- Greater than 1.2x coverage ratio

Investment grade credit rating

- BBB (S&P)
- Baa3 (Moody's)

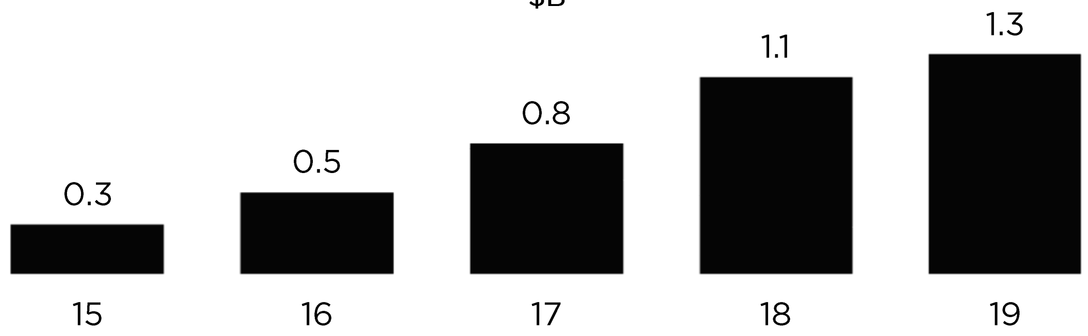
$750 MM revolving credit facility

Distribution Per Common LP Unit
$

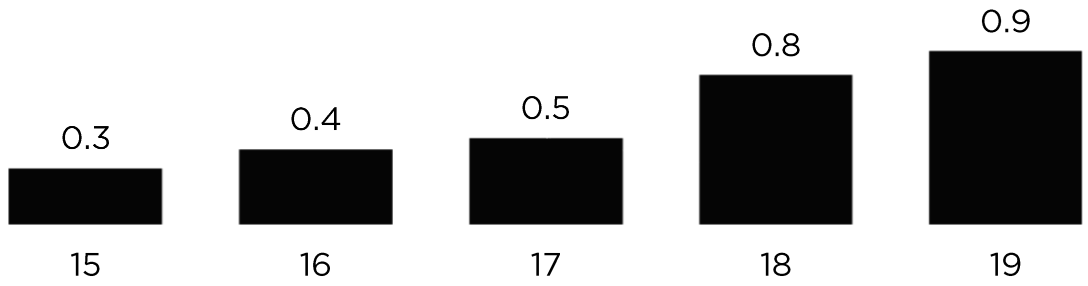


	16	17	18	19	20A
Coverage	1.28x	1.27x	1.38x	1.32x	1.22x
Debt / EBITDA	3.8x	3.2x	2.8x	2.9x	2.8x

Adjusted EBITDA
$B



Net Income
$B



Adjusted EBITDA as shown is attributable to PSXP. Debt-to-EBITDA ratio is calculated on a credit facility covenant basis, which requires certain adjustments to total debt and EBITDA. Coverage ratio estimated on credit facility covenant basis. 20A coverage ratio represents YTD 3Q20, and Debt-to-EBITDA ratio is as of 3Q20 (not annualized).

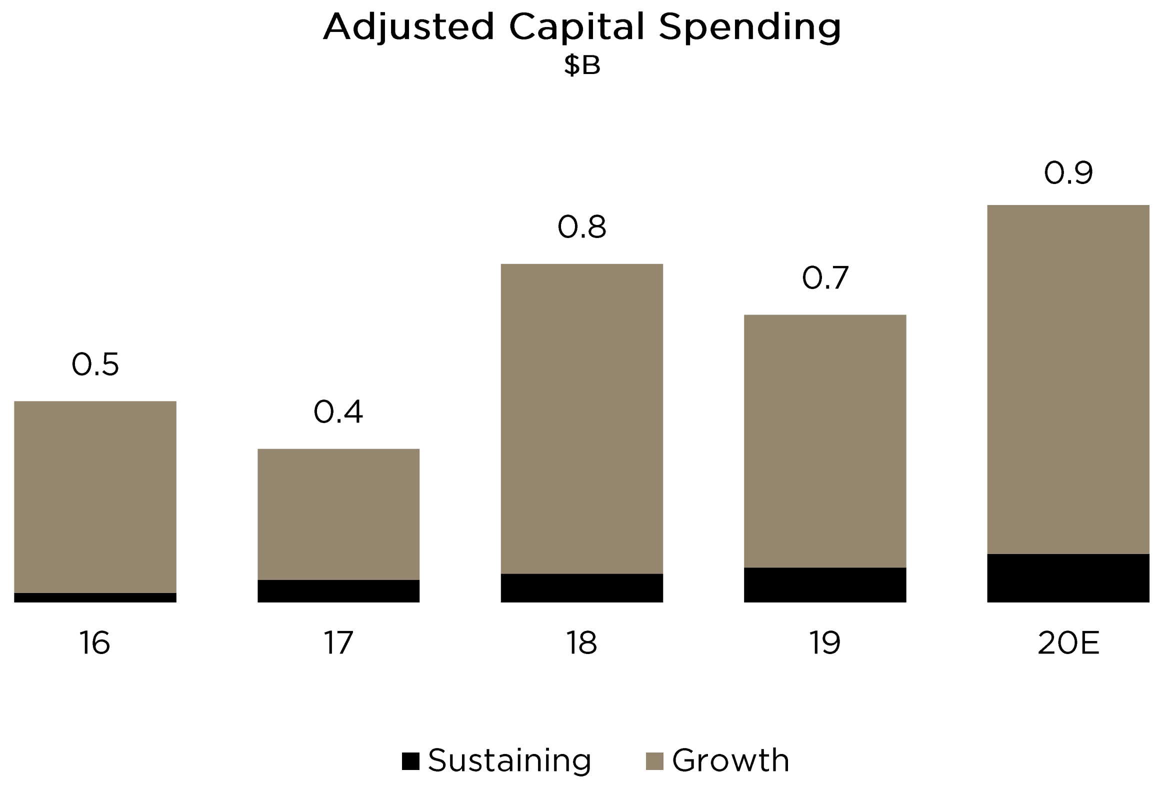
Phillips 66 Partners

Completing Organic Projects

South Texas Gateway Terminal

C2G Pipeline

Backlog of MLP qualified projects at Phillips 66



Phillips 66 Partners

PIPELINE AND TERMINAL PROJECTS

Gray Oak Pipeline – 42.25% PSXP effective ownership

Crude oil pipeline from Permian and Eagle Ford to Texas Gulf Coast

Achieved full operations in 2Q 2020

900 MBD West Texas crude capacity

South Texas Gateway Terminal – 25% PSXP ownership

Two deep water docks with up to 800 MBD throughput capacity

First dock and **5.1 MMB** of storage capacity commissioned as of 3Q 2020

8.6 MMB storage capacity upon expected completion in 1Q 2021

Phillips 66 Partners

100% PSXP OWNERSHIP PROJECTS

C2G Pipeline

New 16 inch ethane pipeline to Gregory, Texas, near Corpus Christi, Texas

Expected startup in mid-2021

Supplies Corpus Christi area petrochemical facilities

Clemens Caverns Expansion

In 2Q 2020, increased Clemens Storage from **9 MMB to 16.5 MMB** in connection with Phillips 66 NGL fractionation capacity expansion

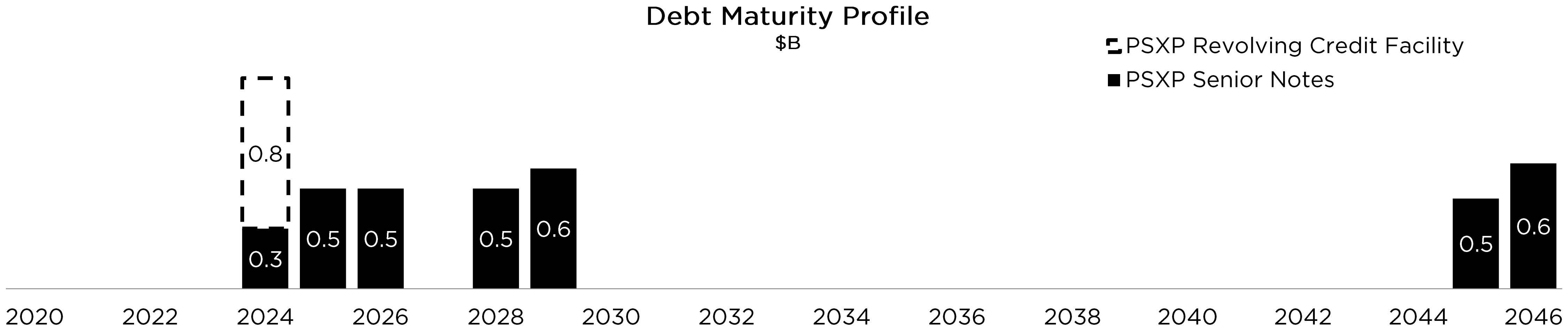
Sweeny to Pasadena Pipeline

In 3Q 2020, completed expansion project that added **80 MBD** of pipeline capacity, providing additional product offtake from the Sweeny fractionators and refinery

Sweeny Complex
OLD OCEAN, TX

Phillips 66 Partners

DEBT PROFILE



$3.8 B Total Debt as of September 30, 2020

$3.5 B Senior Notes, weighted-average cost of 3.81%

$50 MM Merey Sweeny Tax-exempt Bonds

$290 MM borrowings on $750 MM revolving credit facility

Senior Notes
$MM

Year Due	Principal	Coupon
2024	$300	2.450%
2025	500	3.605%
2026	500	3.550%
2028	500	3.750%
2029	600	3.150%
2045	450	4.680%
2046	625	4.900%
Total	$3,475	3.812%

Weighted average cost excludes revolving credit facility. Total debt is net of $32 MM unamortized discounts and debt issuance costs. At September 30, 2020, borrowings of $290 MM were outstanding and $3 MM in letters of credit had been drawn under our $750 MM revolving credit facility

Phillips 66 Partners

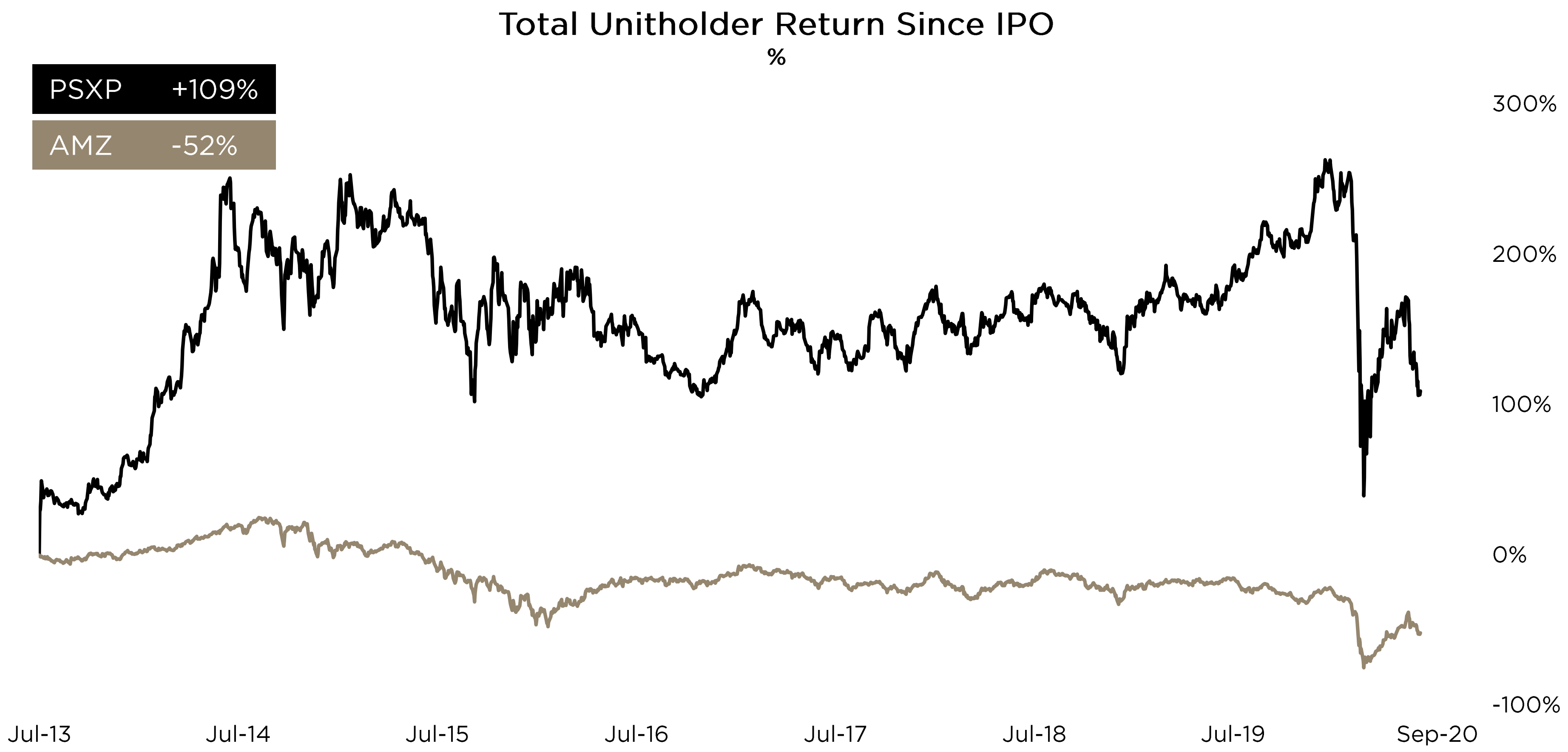


Chart reflects total unitholder return from July 22, 2013, to September 30, 2020. Distributions assumed to be reinvested in units. PSXP compared against Alerian MLP Index (AMZ). Source: Bloomberg.

Beaumont Terminal
NEDERLAND, TX

2020 Sensitivities

	Annual EBITDA $MM
Midstream - DCP (net to Phillips 66)	
10¢/Gal Increase in NGL price	9
10¢/MMBtu Increase in Natural Gas price	2
$1/BBL Increase in WTI price	1
Chemicals - CPChem (net to Phillips 66)	
1¢/Lb Increase in Chain Margin (Ethylene, Polyethylene, NAO)	65
Worldwide Refining	
$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)

Sensitivities above are independent and are only valid within a limited price range

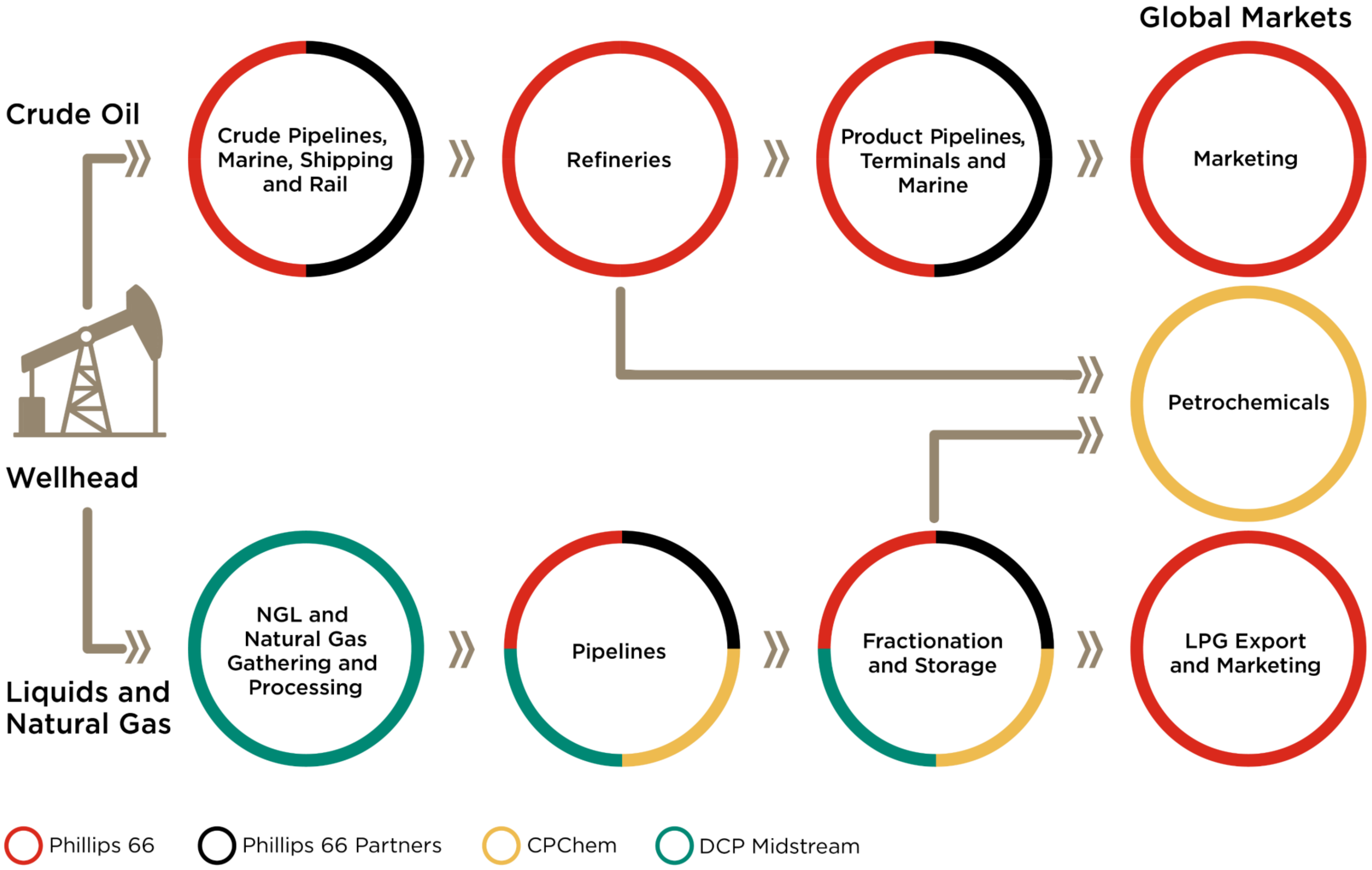
Midstream Organic Growth

PSX PROJECT	START-UP	CAPACITY	GROSS CAPITAL ($MM)	OWNERSHIP (%)
Beaumont Terminal Dock IV[1]	Completed	200 MBD	70	100
Sweeny Fractionators 2 and 3[2]	Completed	2 x 150 MBD	1,300	100
Red Oak Pipeline	Canceled	1,000 MBD	2,500	50
Sweeny Fractionator 4	Deferred	1 x 150 MBD	500	100

PSXP PROJECT	START-UP	CAPACITY	GROSS CAPITAL ($MM)	OWNERSHIP (%)
Sweeny to Pasadena capacity expansion[3]	Completed	80 MBD	95	100
Clemens Caverns expansion[4]	Completed	7.5 MMB	150	100
South Texas Gateway Terminal[5]	3Q 2020 - 1Q 2021	8.6 MMB	625	25
C2G Pipeline	Mid 2021	240 MBD	335	100
Liberty Pipeline	Deferred	400 MBD	1,600	50

Gross Capital attributable to incremental EBITDA based on previously disclosed build multiples.
1) Capacity expanded from 600 MBD to 800 MBD 2) Sweeny Fractionators 2 and 3 completed as of October 31, 2020 3) 300 MB storage and 80 MBD pipeline capacity expansion 4) Completed expansion from 9 MMB to 16.5 MMB 5) 8.6 MMB storage and up to 800 MBD export capacity, includes two deepwater VLCC docks, the first dock and 5.1 MMB of storage commissioned as of 3Q 2020, project expected to be fully completed in 1Q 2021

Value Chain


Global Markets
Crude Oil
Crude Pipelines, Marine, Shipping and Rail
Refineries
Product Pipelines, Terminals and Marine
Marketing
Petrochemicals
Wellhead
Liquids and Natural Gas
NGL and Natural Gas Gathering and Processing
Pipelines
Fractionation and Storage
LPG Export and Marketing
Phillips 66
Phillips 66 Partners
CPChem
DCP Midstream

4Q 2020 Phillips 66 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

Footnotes

General

Information disclosed is as of September 30, 2020, unless noted otherwise.

Numbers may not appear to tie due to rounding.

Chevron Phillips Chemical Company may be abbreviated as CPChem.

Date Conventions

19 is as of December 31, 2019; or the twelve-month period ended December 31, 2019, as applicable; except as otherwise noted.

20 is as of September 30, 2020, or the nine-month period ended September 30, 2020 as applicable; except as otherwise noted

3Q20 is as of September 30, 2020, or the nine-month period ended September 30, 2020 as applicable; except as otherwise noted.

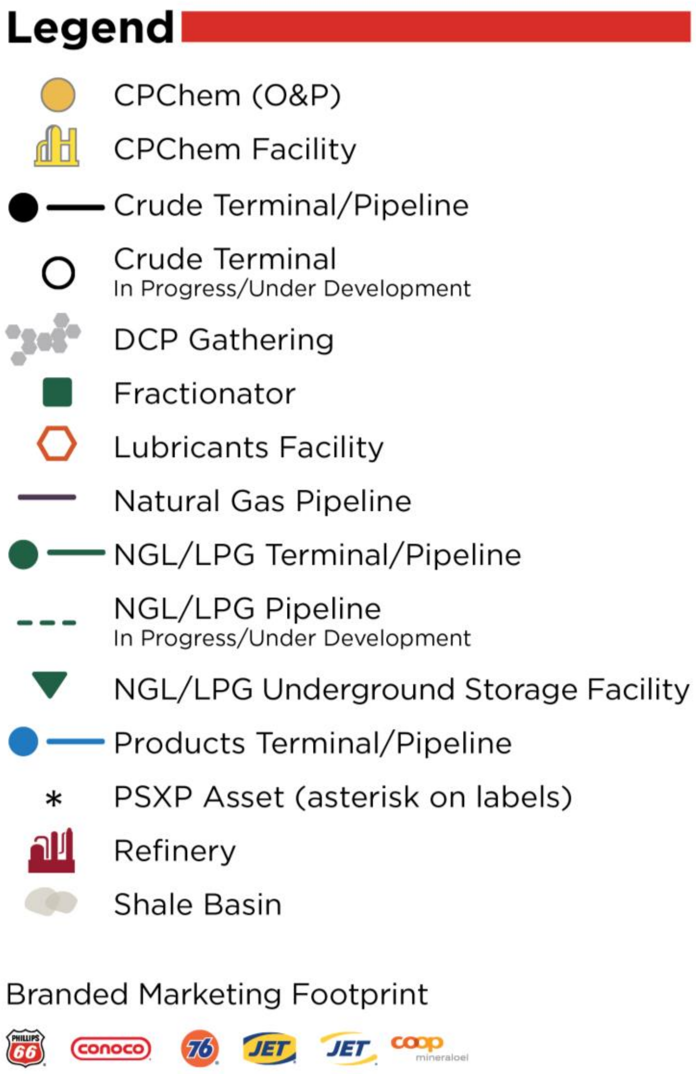
20A represents 3Q20 annualized.

20E represents previously announced guidance.

Footnotes

Maps

Maps, images and drawings are for informational purposes only and may not be to scale.



Footnotes

Slide 6

Industry averages are from: Phillips 66 – American Fuel & Petrochemical Manufacturers (AFPM) refining data, Chevron Phillips Chemical Company LLC (CPChem) – American Fuel & Petrochemical Manufacturers (AFPM) chemicals data, DCP Midstream, LLC (DCP Midstream) – Gas Processors Association (GPA).

2020 TRR for Phillips 66, CPChem, and DCP Midstream through September 30, 2020.

Phillips 66 safety metrics as of September 30, 2020. Industry safety metrics as of 2018. Source: Bureau of Labor Statistics.

Phillips 66 Refining crude capacity utilization through September 30, 2020. Industry refining crude capacity utilization through August 2020. Source: EIA.

Slides 7

Mid-cycle CFO calculated using the following methodology: average adjusted EBITDA from 2012 to 2019 for Refining; Marketing and Specialties, and Corporate;

2019 exit run-rate excluding market impacts plus estimated completed growth projects for Midstream; average adjusted EBITDA from 2012-2019 plus 50% proportional share of estimated EBITDA from U.S. Gulf Coast I project for Chemicals.

Midstream growth EBITDA calculated using project timeline, capital expenditures, and 6-8x build multiples.

Marketing and Specialties EBITDA calculated using West Coast Marketing joint venture incremental EBITDA and assuming 30% returns.

Mid-cycle CFO calculated using mid-cycle adjusted EBITDA for the respective year and adjusted for estimated interest, taxes and noncontrolling interest for growth projects.

These forecasted annual EBITDA contributions cannot be reconciled to net income, the nearest GAAP measure, because certain elements of net income, such as interest, depreciation and taxes, were not used in developing the forecasts and therefore are not readily available. Together, these items generally result in EBITDA being significantly greater than net income.

Total Distributions include 2014 PSPI share exchange and are through December 31, 2019.

JV Capital includes Phillips 66 share of DCP Midstream's, CPChem's and WRB's self-funded capital spending.

Footnotes

Slide 9

The “Total Enhancements” amount represents estimated EBITDA uplift versus a baseline year of 2017. The “Mid-Cycle EBITDA Uplift” amount represents estimated actual mid-cycle EBITDA uplift after consideration for inflation and market movements in a mid-cycle environment through 2019.

Slides 42

Adjusted ROCE is defined as (Adjusted NI + after-tax interest expense + minority interest) / (Average total debt + average equity). Peer ROCE calculations are based on the simple average of 2017 ROCE, 2018 ROCE, and 2019 ROCE. Source: Company filings adjusted to facilitate comparisons of operating performance.

Peer average includes Delek US Holdings, Inc., HollyFrontier Corporation, Marathon Petroleum Corporation, PBF Energy Inc., Valero Energy Corporation, Enterprise Products Partners L.P., ONEOK, Inc., Targa Resources Corp., Celanese Corporation, Eastman Chemical Company, Huntsman Corporation and Westlake Chemical Corporation.

Slide 45

Chart reflects total shareholder return May 1, 2012, to September 30, 2020. Dividends assumed to be reinvested in stock. Source: Bloomberg.

Peer average includes Delek US Holdings, Inc., HollyFrontier Corporation, Marathon Petroleum Corporation, PBF Energy Inc., Valero Energy Corporation, Enterprise Products Partners L.P., ONEOK, Inc., Targa Resources Corp., Celanese Corporation, Eastman Chemical Company, Huntsman Corporation, LyondellBasell Industries, and Westlake Chemical Corporation.

Non-GAAP Reconciliation

	Millions of Dollars Except as Indicated				
	2015	2016	2017	2018	2019
Reconciliation of Consolidated Earnings to Adjusted Earnings					
Consolidated Earnings	**$ 4,227**	**1,555**	**5,106**	**5,595**	**3,076**
Pre-tax adjustments:					
Pending claims and settlements	30	(117)	(60)	21	(21)
Pension settlement expense	80	—	83	67	—
Equity affiliate ownership restructuring	—	33	—	—	—
Impairments	—	—	—	—	853
Impairments by equity affiliates	390	95	64	28	47
Lower-of-cost-or-market inventory adjustments	53	—	—	—	65
Certain tax impacts	(9)	(32)	(23)	(119)	(90)
Recognition of deferred logistics commitments	—	30	—	—	—
Gain on consolidation of business	—	—	(423)	—	—
Railcar lease residual value deficiencies and related costs	—	40	—	—	—
Asset dispositions	(280)	—	—	—	(17)
Hurricane-related costs	—	—	210	—	—
Tax impact of adjustments*	(181)	4	47	(1)	(214)
U.S. tax reform	—	—	(2,735)	23	—
Other tax impacts	(117)	(110)	—	(70)	(42)
Noncontrolling interests	—	—	—	6	—
Adjusted earnings	**$ 4,193**	**1,498**	**2,269**	**5,550**	**3,657**
Earnings per share of common stock (dollars)	**$ 7.73**	**2.92**	**9.85**	**11.80**	**6.77**
Adjusted earnings per share of common stock (dollars)†	**$ 7.67**	**2.82**	**4.38**	**11.71**	**8.05**

* We generally tax effect taxable U.S.-based special items using a combined federal and state annual statutory income tax rate of approximately 25% beginning in 2018, and approximately 38% for periods prior to 2018. 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.

† Weighted-average diluted shares outstanding and income allocated to participating securities, if applicable, in the adjusted earnings per share calculation are the same as those used in the GAAP diluted earnings per share calculation.

Non-GAAP Reconciliation

				Millions of Dollars				
		2012	2013	2014	2015	2016	2017	2018	2019
Reconciliation of Phillips 66 Net Income to Adjusted EBITDA									
Phillips 66 net income	$	4,131	3,743	4,797	4,280	1,644	5,248	5,873	3,377
Less:									
Income from discontinued operations		48	61	706	—	—	—	—	—
Plus:									
Income tax expense (benefit)		2,473	1,844	1,654	1,764	547	(1,693)	1,572	801
Net interest expense		231	258	246	283	321	407	459	415
Depreciation and amortization		906	947	995	1,078	1,168	1,318	1,356	1,341
Phillips 66 EBITDA		**7,693**	**6,731**	**6,986**	**7,405**	**3,680**	**5,280**	**9,260**	**5,934**
Special Item Adjustments (pre-tax):									
Impairments by equity affiliates		—	—	88	390	95	64	28	47
Premium on early retirement of debt		144	—	—	—	—	—	—	—
Pending claims and settlements		56	(25)	(21)	30	(115)	(57)	21	(21)
Repositioning costs		85	—	—	—	—	—	—	—
Tax law impacts		—	(28)	—	—	—	—	—	—
Certain tax impacts		—	—	—	—	(32)	(23)	(119)	(90)
Gain on consolidation of business		—	—	—	—	—	(423)	—	—
Gain on asset sales		(189)	(40)	—	—	—	—	—	—
Exit of a business line		—	54	—	—	—	—	—	—
Equity affiliate ownership restructuring		—	—	—	—	33	—	—	—
Recognition of deferred logistics commitments		—	—	—	—	30	—	—	—
Railcar lease residual value deficiencies and related costs		—	—	—	—	40	—	—	—
Asset dispositions		—	—	(270)	(280)	—	—	—	(17)
Impairments		1,197	—	131	—	—	—	—	853
Lower-of-cost-or-market inventory adjustments		—	—	45	53	—	—	—	65
Pension settlement expense		—	—	—	80	—	83	67	—
Hurricane-related costs		56	—	—	—	—	210	—	—
U.S. tax reform		—	—	—	—	—	—	(16)	—
Phillips 66 EBITDA, Adjusted for Special Items		**9,042**	**6,692**	**6,959**	**7,678**	**3,731**	**5,134**	**9,241**	**6,771**
Other Adjustments (pre-tax):									
Proportional share of selected equity affiliates income taxes		84	93	117	86	79	70	102	79
Proportional share of selected equity affiliates net interest		38	80	161	189	178	123	167	178
Proportional share of selected equity affiliates depreciation and amortization		641	689	721	752	798	777	912	945
EBITDA attributable to Phillips 66 noncontrolling interests		(13)	(24)	(45)	(73)	(132)	(229)	(361)	(391)
Phillips 66 Adjusted EBITDA	**$**	**9,792**	**7,530**	**7,913**	**8,632**	**4,654**	**5,875**	**10,061**	**7,582**

Non-GAAP Reconciliation

	Millions of Dollars								
		2012	2013	2014	2015	2016	2017	2018	2019
Reconciliation of Midstream Pre-Tax Income to Adjusted EBITDA									
Midstream pre-tax income	$	88	750	851	147	402	638	1,181	684
Plus:									
Interest revenue		—	—	—	—	—	(1)	—	—
Depreciation and amortization		83	88	91	127	215	299	320	304
Midstream EBITDA		**171**	**838**	**942**	**274**	**617**	**936**	**1,501**	**988**
Special Item Adjustments (pre-tax):									
Pending claims and settlements		(37)	—	—	—	(45)	(37)	21	—
Impairments		523	—	—	—	—	—	—	853
Impairments by equity affiliates		—	—	—	366	6	—	28	47
Hurricane-related costs		2	—	—	—	—	10	—	—
Lower-of-cost-or-market inventory adjustments		—	—	2	—	—	—	—	—
Asset disposition		—	—	—	(30)	—	—	—	—
Equity affiliate ownership restructuring		—	—	—	—	33	—	—	—
Pension settlement expense		—	—	—	9	—	12	9	—
Midstream EBITDA, Adjusted for Special Items		**659**	**838**	**944**	**619**	**611**	**921**	**1,559**	**1,888**
Other Adjustments (pre-tax):									
Proportional share of selected equity affiliates income taxes		—	4	3	(2)	2	1	1	—
Proportional share of selected equity affiliates net interest		132	156	165	176	170	121	131	135
Proportional share of selected equity affiliates depreciation and amortization		181	194	207	225	244	191	207	238
Midstream Adjusted EBITDA	**$**	**972**	**1,192**	**1,319**	**1,018**	**1,027**	**1,234**	**1,898**	**2,261**

Non-GAAP Reconciliation

		Millions of Dollars							
		2012	2013	2014	2015	2016	2017	2018	2019
Reconciliation of Chemicals Pre-Tax Income to Adjusted EBITDA									
Chemicals pre-tax income	$	1,189	1,361	1,632	1,315	839	716	1,025	879
Plus:									
None		—	—	—	—	—	—	—	—
Chemicals EBITDA		**1,189**	**1,361**	**1,632**	**1,315**	**839**	**716**	**1,025**	**879**
Special Item Adjustments (pre-tax):									
Impairments by equity affiliates		—	—	88	24	89	64	—	—
Impairments		43	—	—	—	—	—	—	—
Premium on early retirement of debt		144	—	—	—	—	—	—	—
Hurricane-related costs		—	—	—	—	—	175	—	—
Lower-of-cost-or-market inventory adjustments		—	—	3	—	—	—	—	65
Chemicals EBITDA, Adjusted for Special Items		**1,376**	**1,361**	**1,723**	**1,339**	**928**	**955**	**1,025**	**944**
Other Adjustments (pre-tax):									
Proportional share of selected equity affiliates income taxes		79	93	111	91	77	68	100	79
Proportional share of selected equity affiliates net interest		13	10	9	7	8	4	38	40
Proportional share of selected equity affiliates depreciation and amortization		213	246	258	264	285	307	422	415
Chemicals Adjusted EBITDA	**$**	**1,681**	**1,710**	**2,101**	**1,701**	**1,298**	**1,334**	**1,585**	**1,478**

Non-GAAP Reconciliation

	Millions of Dollars							
	2012	2013	2014	2015	2016	2017	2018	2019
Reconciliation of Refining Pre-Tax Income to Adjusted EBITDA								
Refining pre-tax income	$ 5,089	2,782	2,467	3,659	436	2,076	4,535	1,986
Plus:								
Depreciation and amortization	655	685	704	738	769	821	840	854
Refining EBITDA	**5,744**	**3,467**	**3,171**	**4,397**	**1,205**	**2,897**	**5,375**	**2,840**
Special Item Adjustments (pre-tax):								
Pending claims and settlements	31	—	23	30	(70)	(51)	—	(21)
Tax law impacts	—	(22)	—	—	—	—	—	—
Certain tax impacts	—	—	—	—	(32)	(23)	(6)	—
Hurricane-related costs	54	—	—	—	—	24	—	—
Gain on consolidation of business	—	—	—	—	—	(423)	—	—
Recognition of deferred logistics commitments	—	—	—	—	30	—	—	—
Railcar lease residual value deficiencies and related costs	—	—	—	—	40	—	—	—
Asset dispositions	—	—	(145)	(8)	—	—	—	(17)
Gain on asset sales	(185)	—	—	—	—	—	—	—
Impairments	606	—	131	—	—	—	—	—
Lower-of-cost-or-market inventory adjustments	—	—	40	53	—	—	—	—
Pension settlement expense	—	—	—	53	—	53	43	—
Refining EBITDA, Adjusted for Special Items	**6,250**	**3,445**	**3,220**	**4,525**	**1,173**	**2,477**	**5,412**	**2,802**
Other Adjustments (pre-tax):								
Proportional share of selected equity affiliates income taxes	5	(4)	3	(3)	—	1	1	—
Proportional share of selected equity affiliates net interest	(118)	(95)	(19)	—	—	(3)	(6)	(3)
Proportional share of selected equity affiliates depreciation and amortization	236	237	245	252	257	268	272	281
Refining Adjusted EBITDA	**$ 6,373**	**3,583**	**3,449**	**4,774**	**1,430**	**2,743**	**5,679**	**3,080**

Non-GAAP Reconciliation

		Millions of Dollars						
	2012	2013	2014	2015	2016	2017	2018	2019
Reconciliation of Marketing & Specialties Pre-Tax Income to Adjusted EBITDA								
Marketing and Specialties pre-tax income	$ 863	1,327	1,475	1,652	1,261	1,020	1,557	1,433
Plus:								
Interest revenue	—	—	—	(2)	—	—	—	—
Depreciation and amortization	147	103	95	97	107	112	114	103
Marketing & Specialties EBITDA	**1,010**	**1,430**	**1,570**	**1,747**	**1,368**	**1,132**	**1,671**	**1,536**
Special Item Adjustments (pre-tax):								
Asset dispositions	—	—	(125)	(242)	—	—	—	—
Gain on asset sales	(4)	(40)	—	—	—	—	—	—
Pending claims and settlements	62	(25)	(44)	—	—	—	—	—
Exit of a business line	—	54	—	—	—	—	—	—
Tax law impacts	—	(6)	—	—	—	—	—	—
Certain tax impacts	—	—	—	—	—	—	(113)	(90)
Hurricane-related costs	—	—	—	—	—	1	—	—
Pension settlement expense	—	—	—	11	—	11	9	—
Marketing & Specialties EBITDA, Adjusted for Special Items	**1,068**	**1,413**	**1,401**	**1,516**	**1,368**	**1,144**	**1,567**	**1,446**
Other Adjustments (pre-tax):								
Proportional share of selected equity affiliates income taxes	—	—	—	—	—	—	—	—
Proportional share of selected equity affiliates net interest	11	9	6	6	—	1	4	6
Proportional share of selected equity affiliates depreciation and amortization	11	12	11	11	12	11	11	11
Marketing & Specialties Adjusted EBITDA	**$ 1,090**	**1,434**	**1,418**	**1,533**	**1,380**	**1,156**	**1,582**	**1,463**

Non-GAAP Reconciliation

		Millions of Dollars							
		2012	2013	2014	2015	2016	2017	2018	2019
Reconciliation of Corporate & Other Pre-Tax Loss to Adjusted EBITDA									
Corporate and Other pre-tax loss	$	(673)	(694)	(680)	(729)	(747)	(895)	(853)	(804)
Plus:									
Net interest expense		231	258	246	285	321	408	459	415
Depreciation and amortization		21	71	105	116	77	86	82	80
Corporate & Other EBITDA		**(421)**	**(365)**	**(329)**	**(328)**	**(349)**	**(401)**	**(312)**	**(309)**
Special Item Adjustments (pre-tax):									
Impairments		25	—	—	—	—	—	—	—
Repositioning costs		85	—	—	—	—	—	—	—
Pending claims and settlements		—	—	—	—	—	31	—	—
U.S. tax reform		—	—	—	—	—	—	(16)	—
Pension settlement expense		—	—	—	7	—	7	6	—
Corporate & Other EBITDA, Adjusted for Special Items		**(311)**	**(365)**	**(329)**	**(321)**	**(349)**	**(363)**	**(322)**	**(309)**
Other Adjustments (pre-tax):									
None		—	—	—	—	—	—	—	—
Corporate & Other Adjusted EBITDA	$	**(311)**	**(365)**	**(329)**	**(321)**	**(349)**	**(363)**	**(322)**	**(309)**

Non-GAAP Reconciliation

		Millions of Dollars				
		2015	2016	2017	2018	2019
Reconciliation of DCP Midstream Pre-Tax Income (Loss) to Adjusted EBITDA						
DCP Midstream pre-tax income (loss)	$	(463)	(34)	76	106	(784)
Plus:						
None		—	—	—	—	—
DCP Midstream EBITDA		**(463)**	**(34)**	**76**	**106**	**(784)**
Special Item Adjustments (pre-tax):						
Pending claims and settlements		—	(45)	—	—	—
Impairments		—	—	—	—	853
Impairments by equity affiliates		366	6	—	28	47
Equity affiliate ownership restructuring		—	33	—	—	—
Asset disposition		(30)	—	—	—	—
DCP Midstream EBITDA, Adjusted for Special Items		**(127)**	**(40)**	**76**	**134**	**116**
Other Adjustments (pre-tax):						
Proportional share of selected equity affiliates income taxes		(2)	2	—	—	—
Proportional share of selected equity affiliates net interest		133	129	65	62	77
Proportional share of selected equity affiliates depreciation and amortization		166	183	107	111	130
DCP Midstream Adjusted EBITDA	**$**	**170**	**274**	**248**	**307**	**323**

Non-GAAP Reconciliation

	Millions of Dollars				
	2015	2016	2017	2018	2019
Phillips 66 Partners Reconciliation of Adjusted EBITDA and Distributable Cash Flow to Net Income					
Net income attributable to Phillips 66 Partners	**$ 194**	**301**	**461**	**796**	**923**
Plus:					
Net income attributable to Predecessors	112	107	63	—	—
Net income	**306**	**408**	**524**	**796**	**923**
Plus:					
Depreciation	61	96	116	117	120
Net interest expense	34	52	99	114	105
Income tax expense	—	2	4	4	3
EBITDA	**401**	**558**	**743**	**1,031**	**1,151**
Proportional share of equity affiliates' net interest, taxes and depreciation and amortization	31	45	66	101	116
Expenses indemnified or prefunded by Phillips 66	2	6	8	1	1
Transaction costs associated with acquisitions	2	4	4	4	—
EBITDA attributable to Predecessors	(151)	(142)	(67)	—	—
Adjusted EBITDA	**285**	**471**	**754**	**1,137**	**1,268**
Plus:					
Deferred revenue impacts*†	4	11	6	(6)	(6)
Less:					
Equity affiliate distributions less than proportional EBITDA	19	28	29	64	56
Maintenance capital expenditures†	8	22	50	62	74
Net interest expense	34	52	100	114	105
Preferred unit distributions	—	—	9	37	37
Income taxes paid	—	—	—	—	1
Distributable cash flow	**$ 228**	**380**	**572**	**854**	**989**

* Difference between cash receipts and revenue recognition

† Excludes Merey Sweeny capital reimbursements and turnaround impacts

Non-GAAP Reconciliation

	Millions of Dollars					
		2015	2016	2017	2018	2019
Phillips 66 Partners Reconciliation of Adjusted EBITDA and Distributable Cash Flow to Net Cash Provided by Operating Activities						
Net cash provided by operating activities*	**$**	**392**	**492**	**724**	**892**	**1,016**
Plus:						
Net interest expense		34	52	99	114	105
Income tax expense		—	2	4	4	3
Changes in working capital		(12)	28	(30)	(20)	34
Undistributed equity earnings		—	(1)	1	5	3
Deferred revenues and other liabilities		(11)	(9)	(43)	42	(5)
Other		(2)	(6)	(12)	(6)	(5)
EBITDA		**401**	**558**	**743**	**1,031**	**1,151**
Proportional share of equity affiliates' net interest, taxes and depreciation and amortization		31	45	66	101	116
Expenses indemnified or prefunded by Phillips 66		2	6	8	1	1
Transaction costs associated with acquisitions		2	4	4	4	—
EBITDA attributable to Predecessors		(151)	(142)	(67)	—	—
Adjusted EBITDA		**285**	**471**	**754**	**1,137**	**1,268**
Plus:						
Deferred revenue impacts**†		4	11	6	(6)	(6)
Less:						
Equity affiliate distributions less than proportional EBITDA		19	28	29	64	56
Maintenance capital expenditures†		8	22	50	62	74
Net interest expense		34	52	100	114	105
Preferred unit distributions		—	—	9	37	37
Income taxes paid		—	—	—	—	1
Distributable cash flow	**$**	**228**	**380**	**572**	**854**	**989**

* Phillips 66 Partners' coverage ratio is calculated as distributable cash flow divided by total cash distributions and is used to indicate Phillips 66 Partners' ability to pay cash distributions from current earnings. Net cash provided by operating activities divided by total cash distributions was 2.24x, 1.66x, 1.61x, 1.44x and 1.36x at 2015, 2016, 2017, 2018 and 2019, respectively.

** Difference between cash receipts and revenue recognition

† Excludes Merey Sweeny capital reimbursements and turnaround impacts

Non-GAAP Reconciliation

	Millions of Dollars							
	2012	2013	2014	2015	2016	2017	2018	2019
Phillips 66 Capital Expenditures and Investments								
Midstream								
Growth	$ 548	429	2,021	2,801	1,267	597	1,360	1,605
Sustaining	159	168	152	1,656	186	174	188	264
Total	707	597	2,173	4,457	1,453	771	1,548	1,869
Refining								
Growth	85	164	255	201	344	323	267	409
Sustaining	650	656	783	868	805	530	559	592
Total	735	820	1,038	1,069	1,149	853	826	1,001
Marketing & Specialties								
Growth	47	139	375	66	47	62	71	299
Sustaining	72	87	64	56	51	46	54	75
Total	119	226	439	122	98	108	125	374
Corporate & Other								
Growth	—	11	13	10	3	—	6	7
Sustaining	140	125	110	106	141	100	134	199
Total	140	136	123	116	144	100	140	206
Total Consolidated								
Growth	680	743	2,664	3,078	1,661	982	1,704	2,320
Sustaining	1,021	1,036	1,109	2,686	1,183	850	935	1,130
Adjusted Capital Spending	1,701	1,779	3,773	5,764	2,844	1,832	2,639	3,450
Capital Spending Funded by Certain Joint Venture Partners	—	—	—	—	—	—	—	423
Total	$ 1,701	1,779	3,773	5,764	2,844	1,832	2,639	3,873

Non-GAAP Reconciliation

	Millions of Dollars							
	2012	2013	2014	2015	2016	2017	2018	2019
Proportional Share of Select Equity Affiliates Capital Expenditures and Investments*								
DCP Midstream (Midstream)	$ 1,324	971	776	438	99	268	484	472
CPChem (Chemicals)								
Growth	239	403	726	1,136	743	571	131	155
Sustaining	132	210	160	183	244	205	208	227
Total	371	613	886	1,319	987	776	339	382
WRB (Refining)	136	109	140	175	164	126	156	175
Select Equity Affiliates	$ 1,831	1,693	1,802	1,932	1,250	1,170	979	1,029

	Millions of Dollars					
	2015	2016	2017	2018	2019	2020 Guidance[1]
Phillips 66 Partners Capital Expenditures and Investments						
Capital Expenditures and Investments	$ 895	557	434	776	1,082	932
Capital Expenditures Attributable to Predecessors	(690)	(96)	(82)	—	—	—
Capital Spending Funded by Certain Joint Venture Partners	—	—	—	—	(423)	(69)
Adjusted Capital Spending	$ 205	461	352	776	659	863
Expansion/Growth	$ 197	439	300	710	579	731
Maintenance/Sustaining	8	22	52	66	80	132

* Represents Phillips 66's portion of self-funded capital spending by DCP Midstream, LLC (DCP Midstream), Chevron Phillips Chemical Company LLC (CPChem) and WRB Refining LP (WRB).

1) Phillips 66 Partners capital spending guidance excludes amounts associated with acquisition of assets from Phillips 66

Non-GAAP Reconciliation

		Millions of Dollars Except as Indicated		
Debt-to-Capital Ratio		**Total Debt**	**Total Equity**	**Debt-to-Capital Ratio**
September 30, 2020				
Phillips 66 Consolidated	$	14,526	22,305	**39 %**
PSXP*		3,783	2,549	
Phillips 66 Excluding PSXP	$	10,743	19,756	**35 %**
December 31, 2019				
Phillips 66 Consolidated	$	11,763	27,169	**30 %**
PSXP*		3,516	2,229	
Phillips 66 Excluding PSXP	$	8,247	24,940	**25 %**
December 31, 2018				
Phillips 66 Consolidated	$	11,160	27,153	**29 %**
PSXP*		3,048	2,469	
Phillips 66 Excluding PSXP	$	8,112	24,684	**25 %**
December 31, 2017				
Phillips 66 Consolidated	$	10,110	27,428	**27 %**
PSXP*		2,945	2,314	
Phillips 66 Excluding PSXP	$	7,165	25,114	**22 %**
December 31, 2016				
Phillips 66 Consolidated	$	10,138	23,725	**30 %**
PSXP*		2,411	1,306	
Phillips 66 Excluding PSXP	$	7,727	22,419	**26 %**

* PSXP's third-party debt and Phillips 66's noncontrolling interests attributable to PSXP.

Non-GAAP Reconciliation

	Millions of Dollars (Except as Indicated)				
	2015	2016	2017	2018	2019
Phillips 66 ROCE					
Numerator					
Net income	$ 4,280	1,644	5,248	5,873	3,377
After-tax interest expense	201	220	285	398	362
GAAP ROCE earnings	4,481	1,864	5,533	6,271	3,739
Special items	(34)	(57)	(2,837)	(51)	581
Adjusted ROCE earnings	$ 4,447	1,807	2,696	6,220	4,320
Denominator					
GAAP average capital employed*	$ 31,749	33,344	35,700	37,925	38,622
*Total equity plus debt.					
GAAP ROCE (percent)	14%	6%	15%	17%	10%
Adjusted ROCE (percent)	14%	5%	8%	16%	11%