



PROVIDING ENERGY. IMPROVING LIVES.



Fourth Quarter 2020 Conference Call

January 29, 2021



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



Fourth Dock at Beaumont Terminal
NEDERLAND, TX

4Q 2020 Overview

\$MM (UNLESS OTHERWISE NOTED)

Adjusted loss	\$ (507)
Adjusted EPS ¹	(1.16)
Operating cash flow	639
Capital expenditures and investments	506
Shareholder distributions ²	393
Common shares outstanding at Dec. 31	437 MM

1) Dollars per share

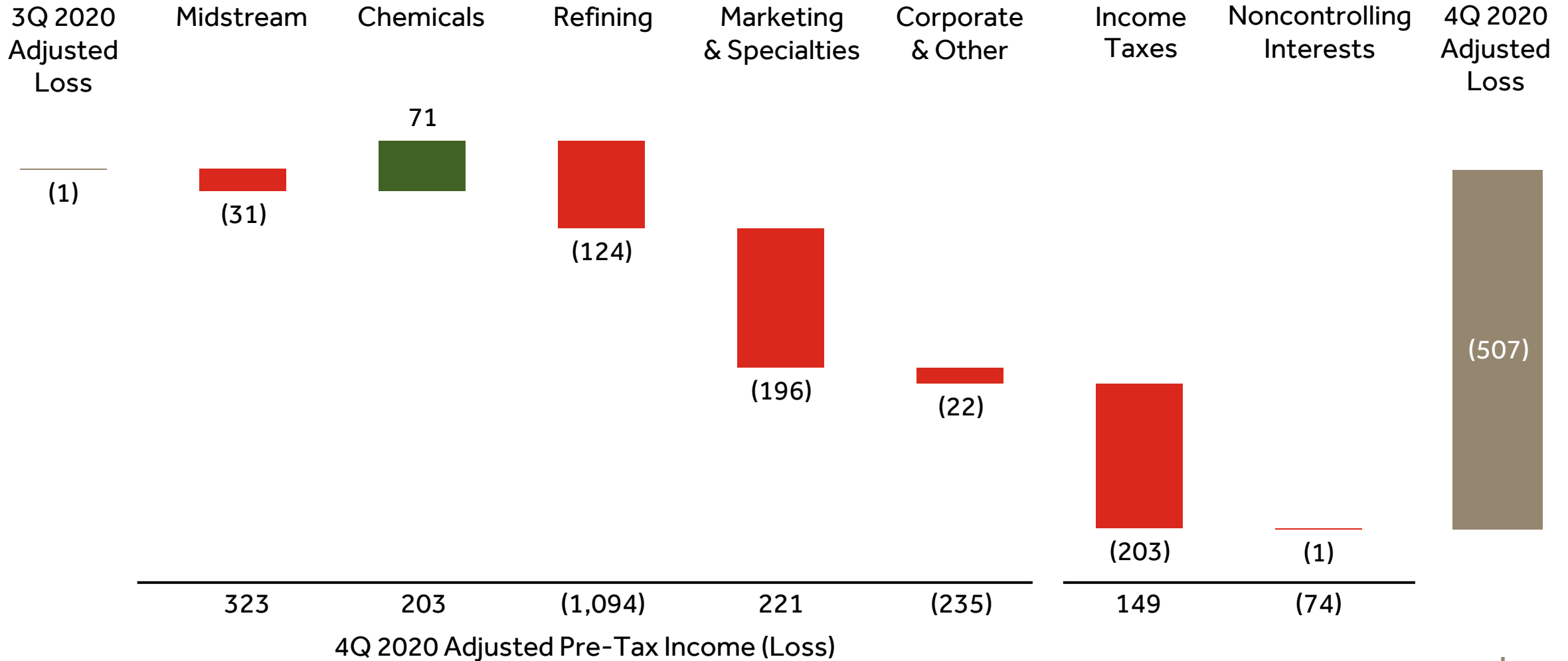
2) Shareholder distributions represent dividends; share repurchases remained suspended



Phillips 66 Branded Marketing Site
ST. LOUIS, MO

4Q 2020 Adjusted Loss

4Q 2020 VS. 3Q 2020 (\$MM)



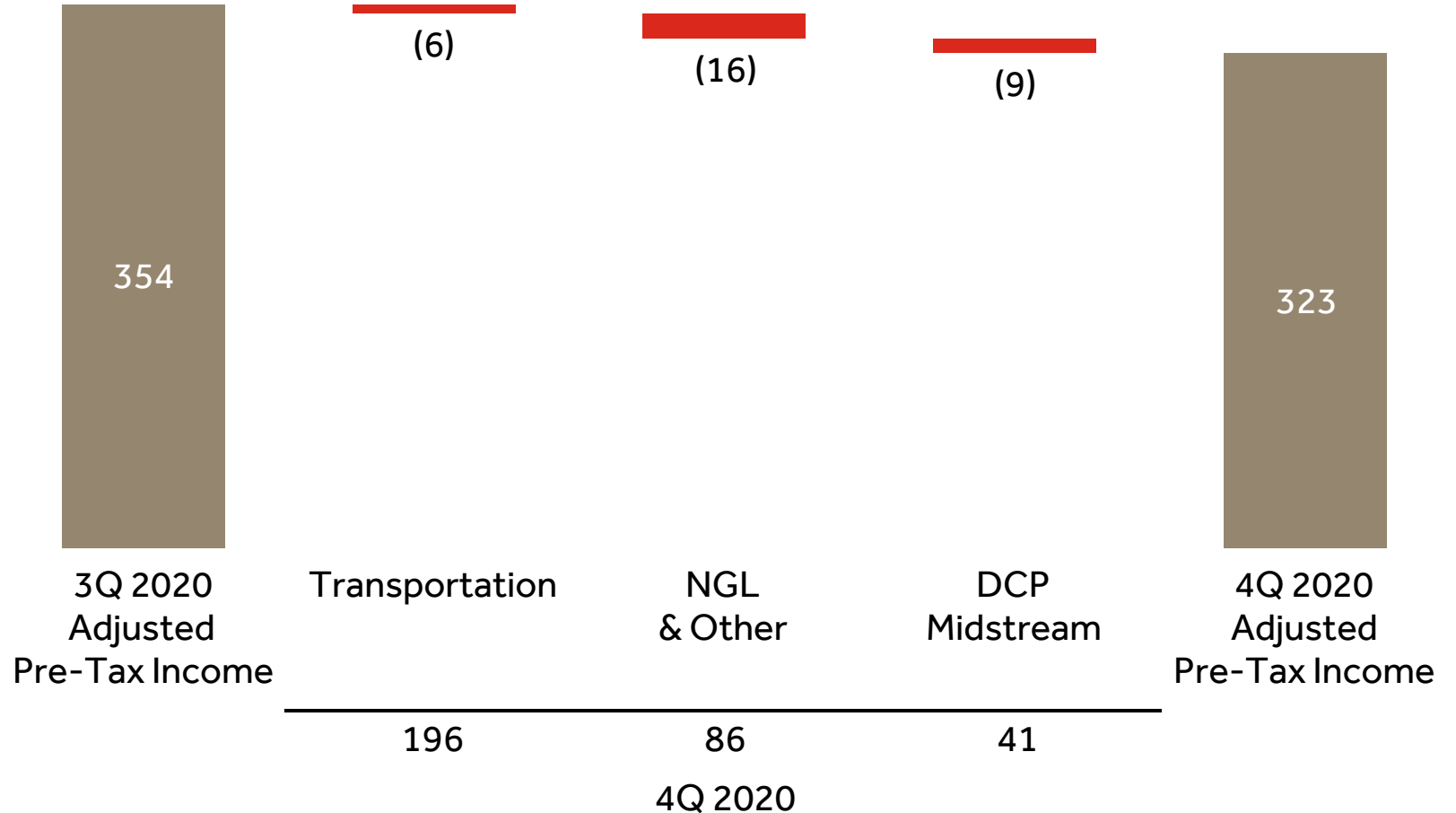
4Q 2020 Midstream Adjusted Pre-Tax Income

4Q 2020 VS. 3Q 2020 (\$MM)

Transportation volumes impacted by lower refinery utilization rates

Higher volumes on Bakken Pipeline

Completed Sweeny Hub Phase 2 expansion



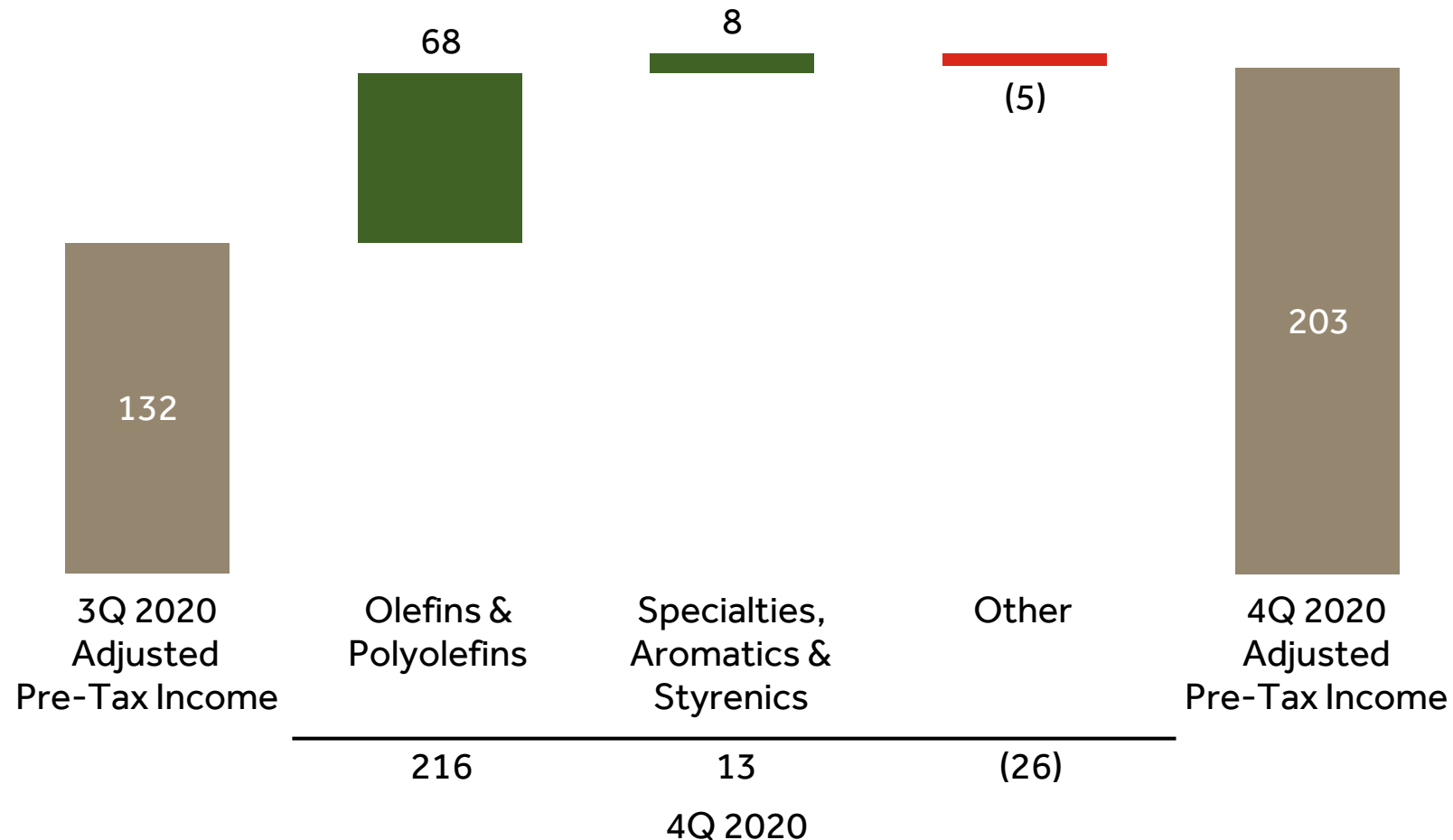
4Q 2020 Chemicals Adjusted Pre-Tax Income

4Q 2020 VS. 3Q 2020 (\$MM)

Higher margins in O&P and
SA&S

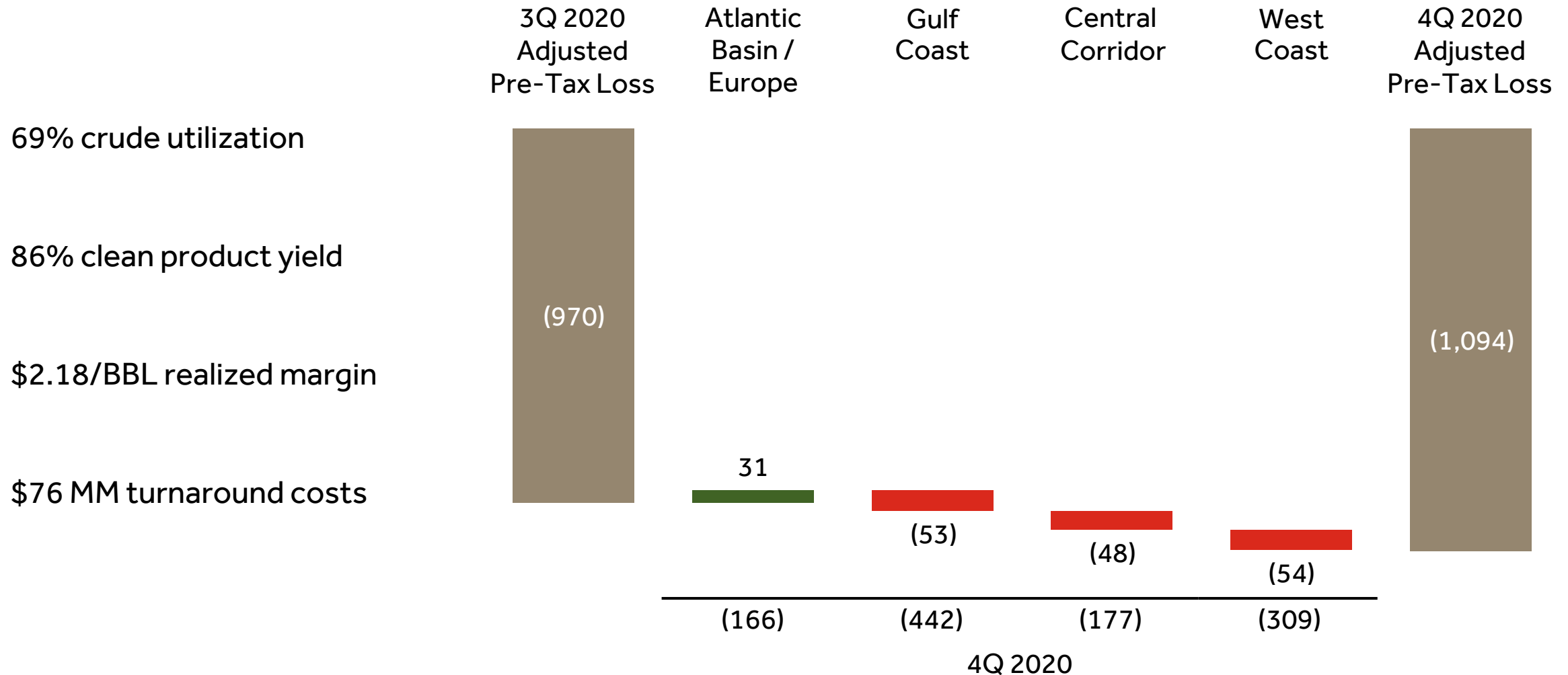
101% O&P utilization

Continued strong worldwide
polyethylene demand



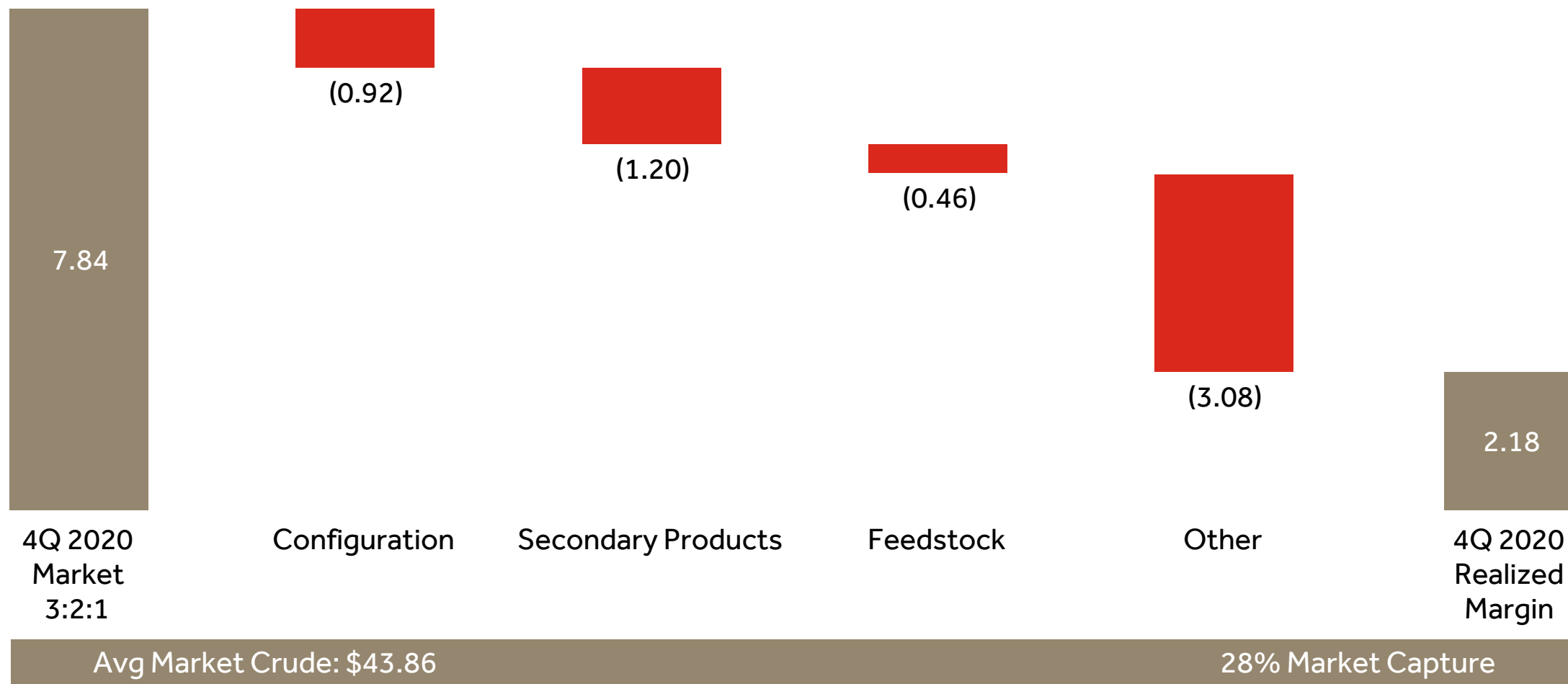
4Q 2020 Refining Adjusted Pre-Tax Loss

4Q 2020 VS. 3Q 2020 (\$MM)



4Q 2020 Refining Margins – Market vs. Realized

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



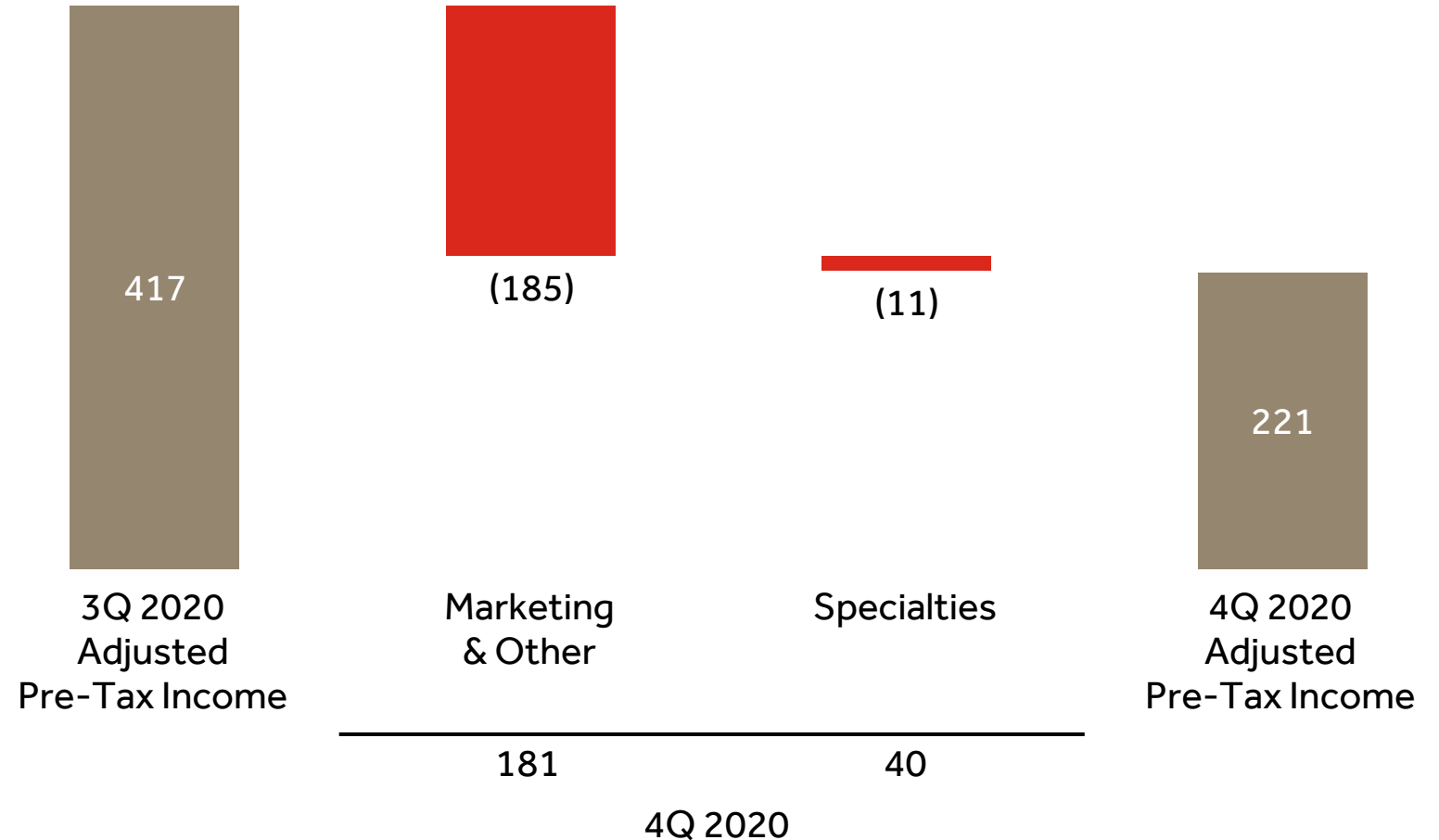
4Q 2020 Marketing & Specialties Adjusted Pre-Tax Income

4Q 2020 VS. 3Q 2020 (\$MM)

Lower global marketing margins and volumes

Refined product exports of 103 MBPD

Central region joint venture recently acquired 106 retail sites



4Q 2020 Corporate & Other Adjusted Pre-Tax Loss

4Q 2020 VS. 3Q 2020 (\$MM)

3Q 2020
Adjusted
Pre-Tax Loss



(213)

Net Interest
Expense



(6)

Corporate
Overhead
& Other



(16)

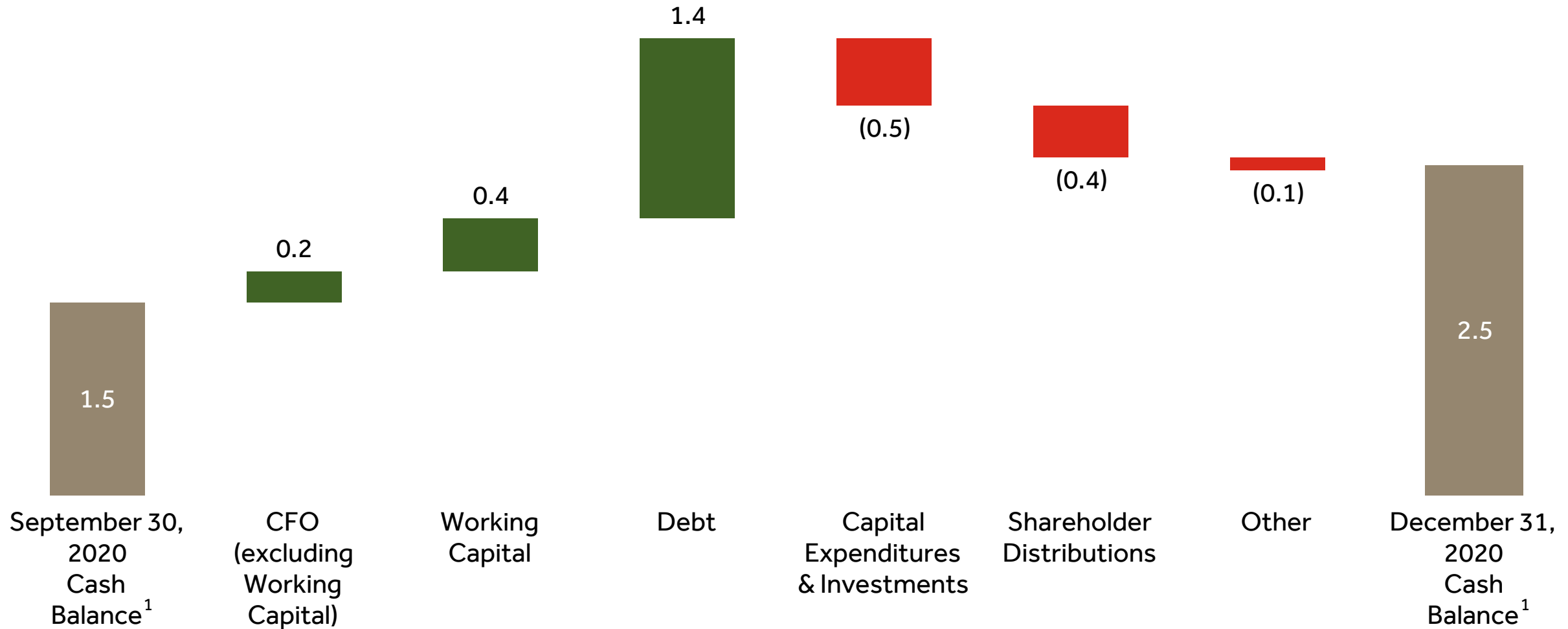
4Q 2020
Adjusted
Pre-Tax Loss



(235)

4Q 2020 Cash Flow

\$B



1) Includes cash and cash equivalents

2020 Overview

\$MM (UNLESS OTHERWISE NOTED)

Adjusted loss	\$ (382)
Adjusted EPS ¹	(0.89)
Operating cash flow	2,111
Capital expenditures and investments	2,920
Shareholder distributions ²	2,018
Net debt-to-capital ratio	38 %

1) Dollars per share

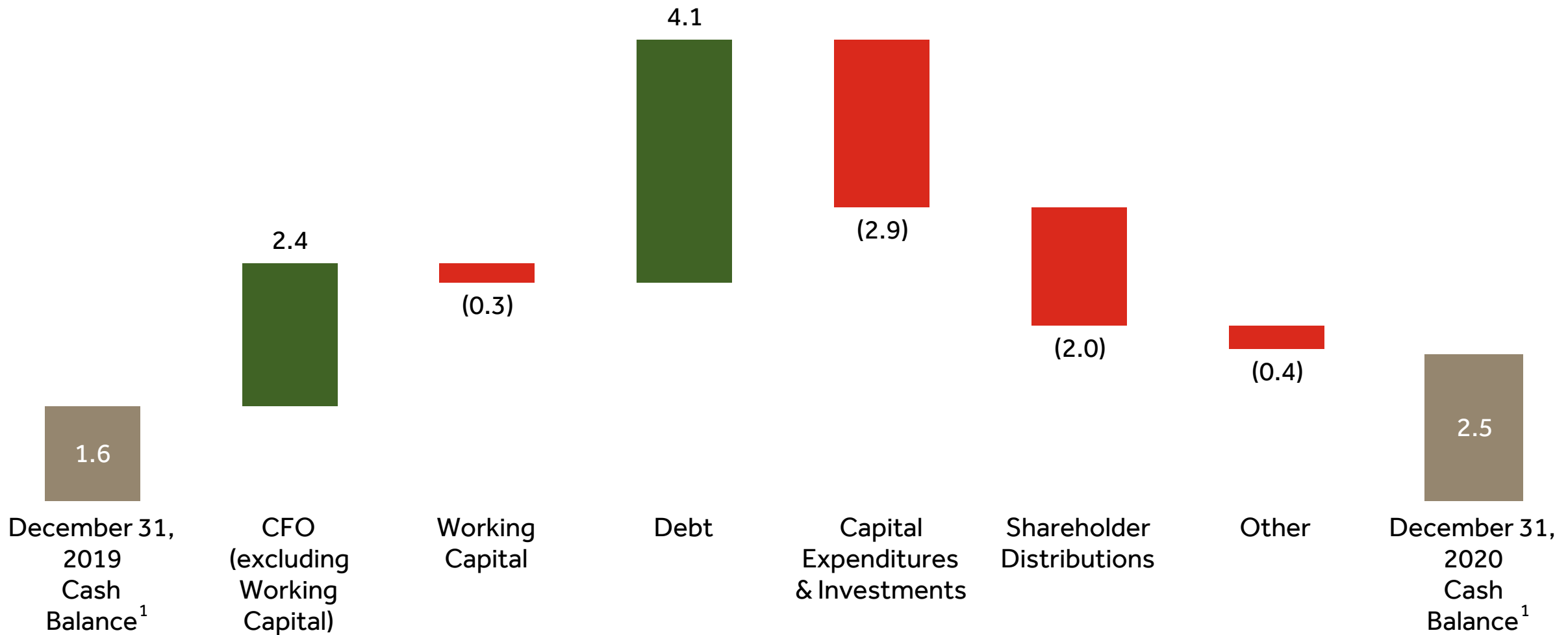
2) Shareholder distributions represent dividends and share repurchases; suspended share repurchases in March 2020



Sweeny Fractionator 3
OLD OCEAN, TX

2020 Cash Flow

\$B



1) Includes cash and cash equivalents

Outlook

1Q 2021

Global Olefins & Polyolefins utilization	Mid-90%
Refining crude utilization	Market Conditions
Refining turnaround expenses (pre-tax)	\$200 MM – \$230 MM
Corporate & Other costs (pre-tax)	\$240 MM – \$250 MM

2021

Refining turnaround expenses (pre-tax)	\$550 MM – \$600 MM
Corporate & Other costs (pre-tax)	\$950 MM – \$1,000 MM
Depreciation and amortization	\$1.5 B
Effective income tax rate	Low-20%





Questions and Answers





Appendix

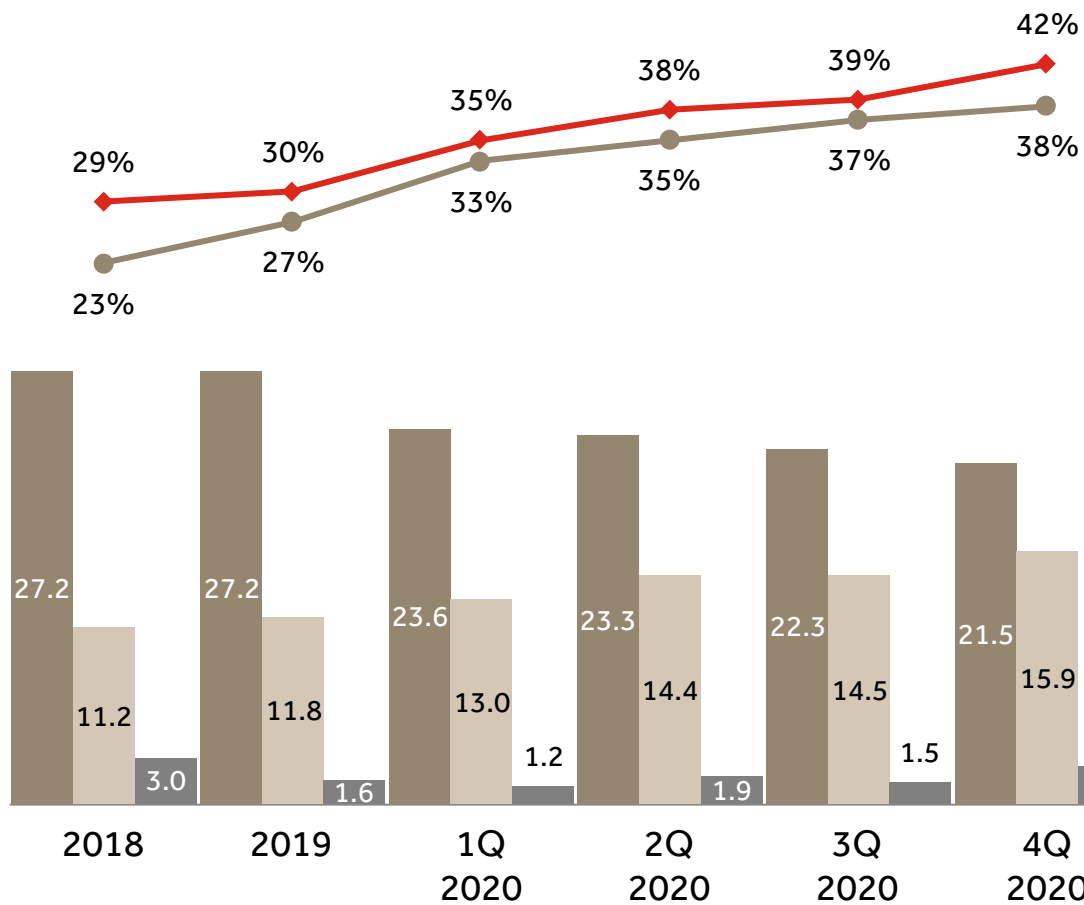


2021 Estimated Sensitivities

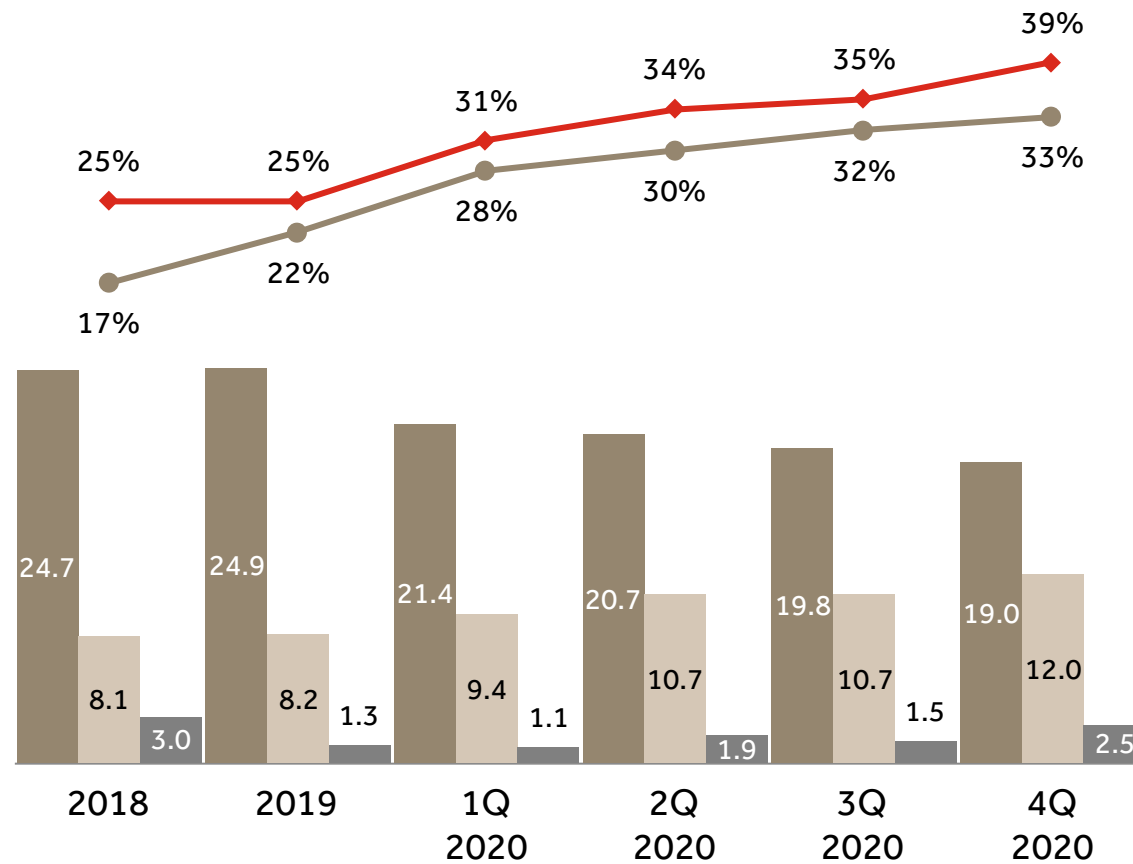
	Annual EBITDA \$MM
Midstream - DCP (net to Phillips 66)	
10¢/Gal Increase in NGL price	14
Chemicals - CPChem (net to Phillips 66)	
1¢/Lb Increase in Chain Margin (Ethylene, Polyethylene, NAO)	65
Worldwide Refining	
\$1/BBL Increase in Gasoline Margin	350
\$1/BBL Increase in Distillate Margin	300
Impacts 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)

Capital Structure

Consolidated PSX



Excluding PSXP



Equity \$B
 Debt \$B
 Cash & Cash Equivalents \$B
 Debt-to-Capital
 Net Debt-to-Capital

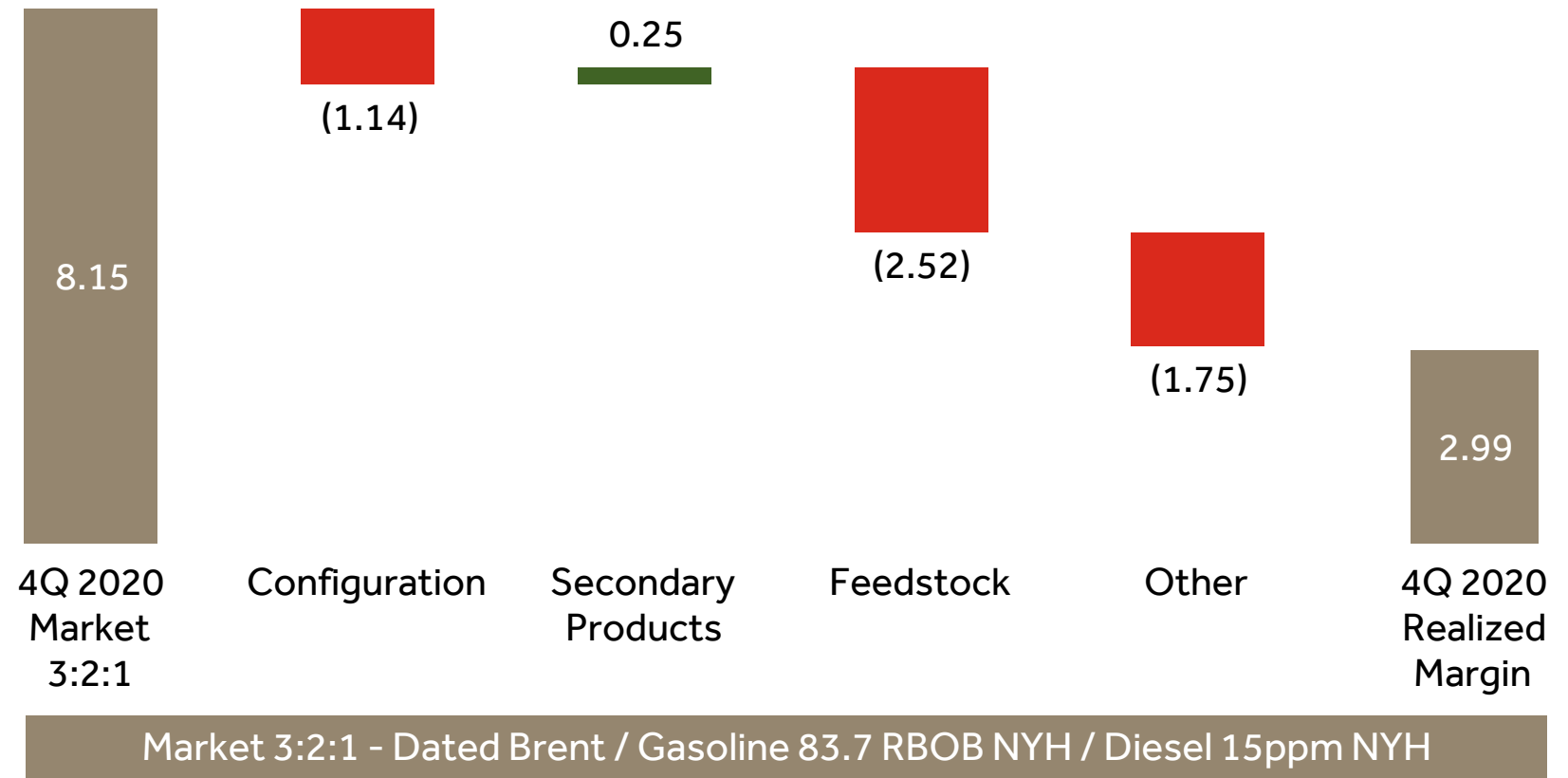
4Q 2020 Refining Margins – Market vs. Realized

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

Brent: \$44.23

87% crude utilization

37% market capture



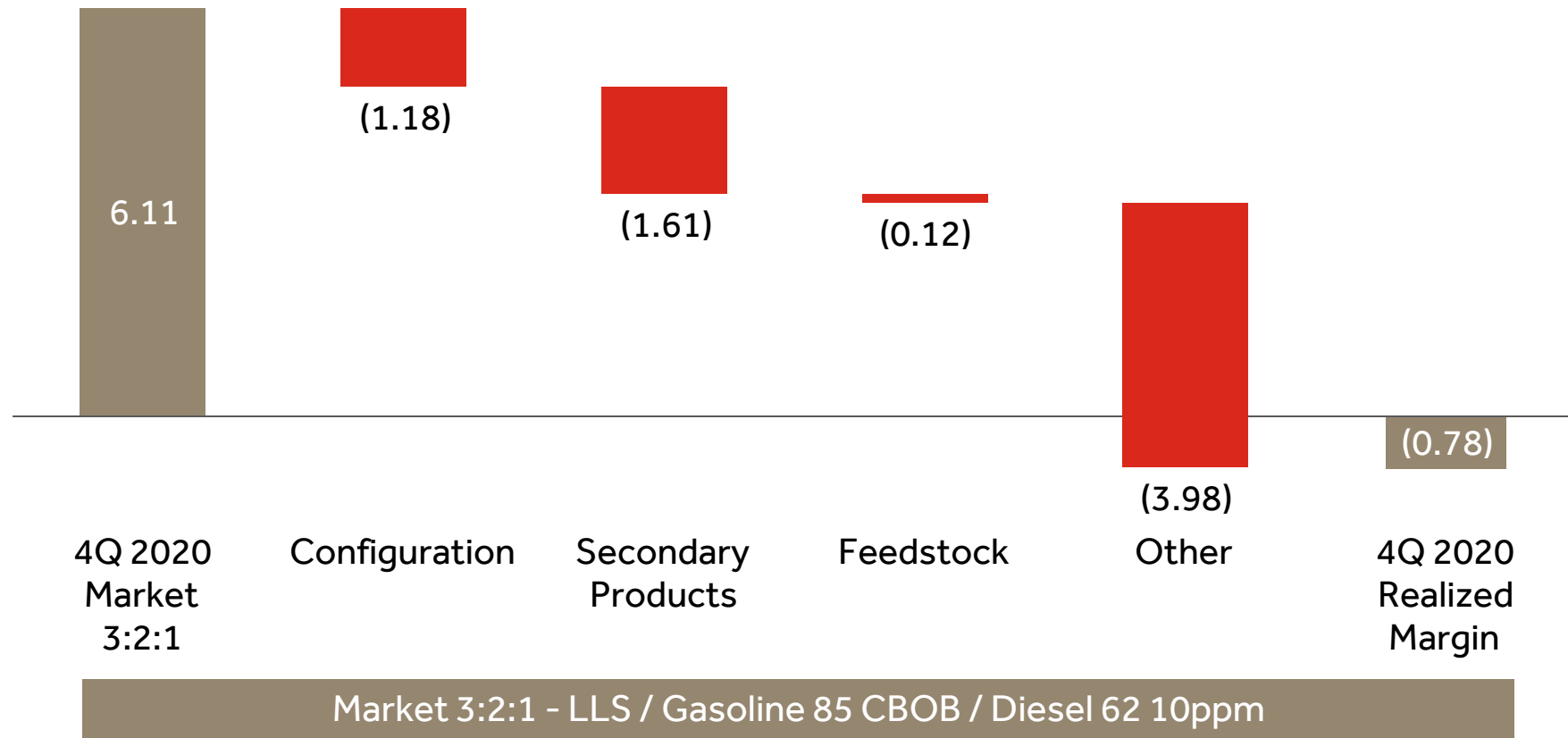
4Q 2020 Refining Margins – Market vs. Realized

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

LLS: \$44.05

48% crude utilization

(13)% market capture



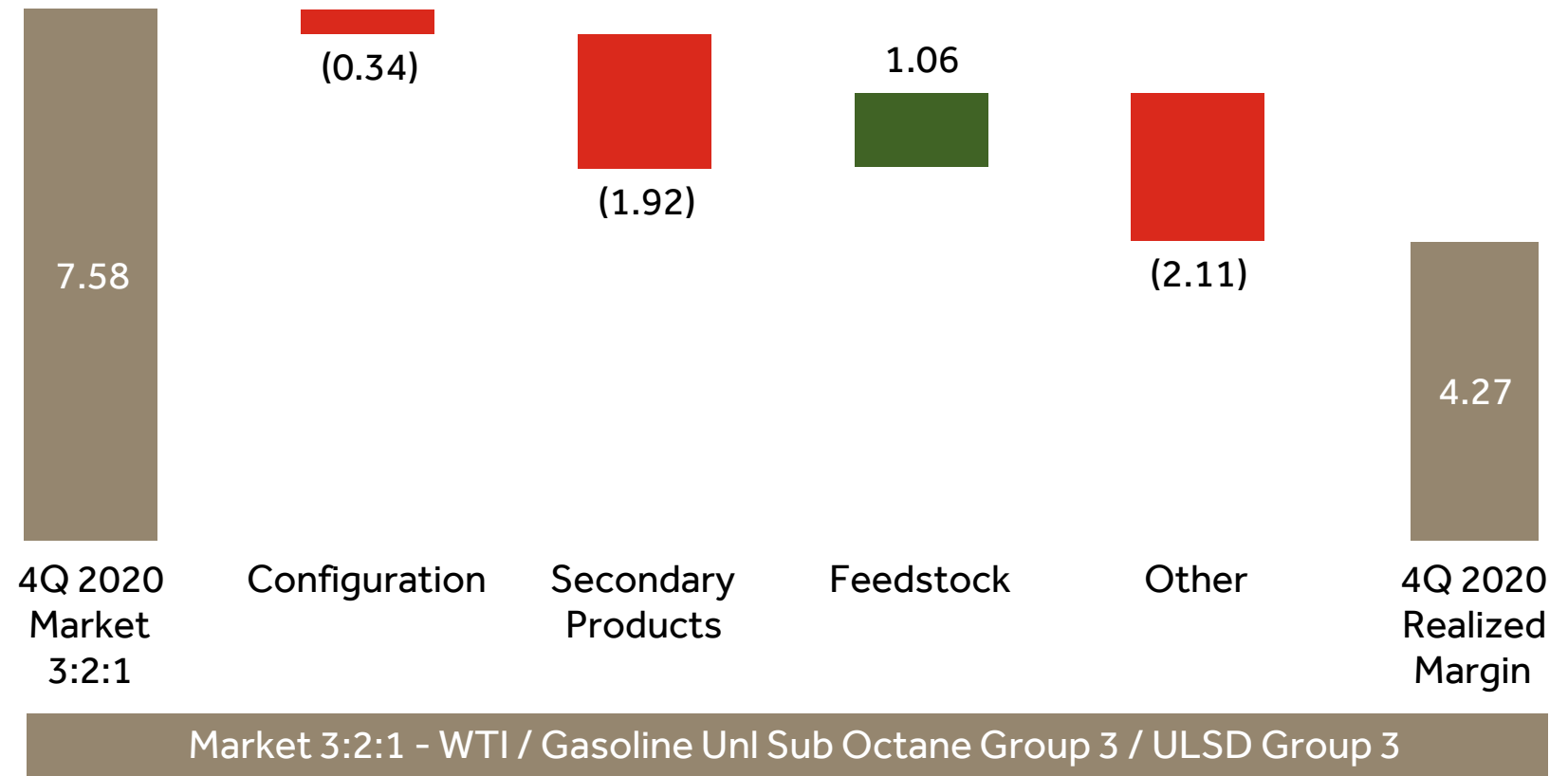
4Q 2020 Refining Margins – Market vs. Realized

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

WTI: \$42.56

78% crude utilization

56% market capture



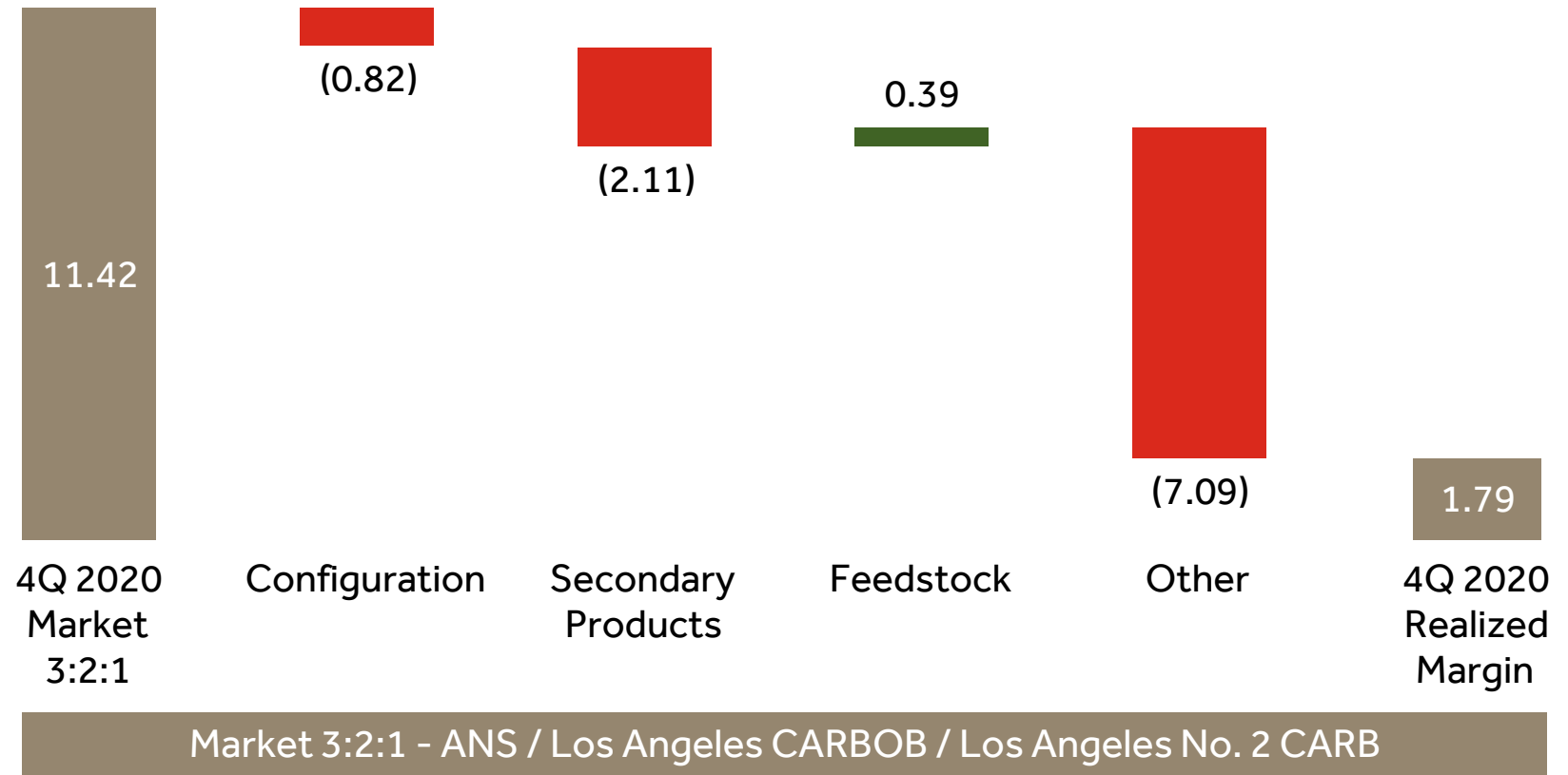
4Q 2020 Refining Margins – Market vs. Realized

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

ANS: \$44.82

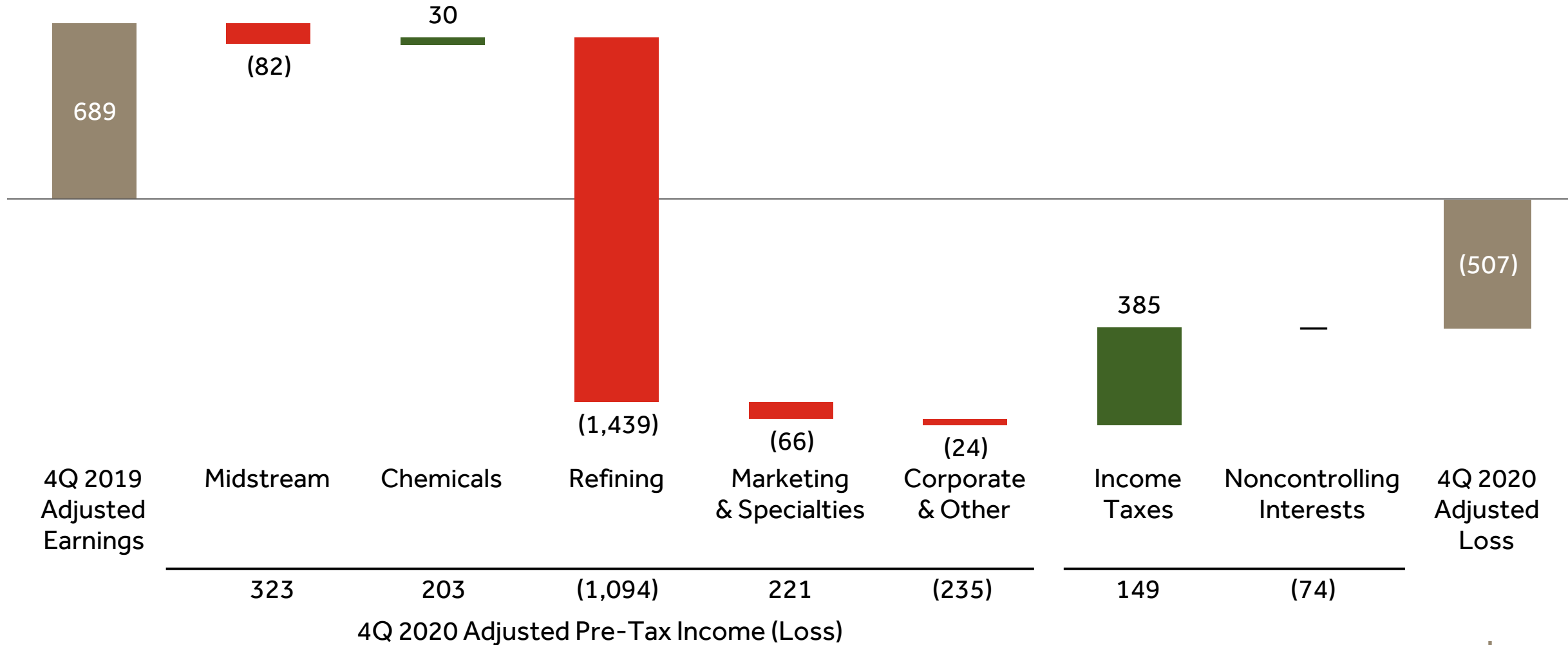
72% crude utilization

16% market capture



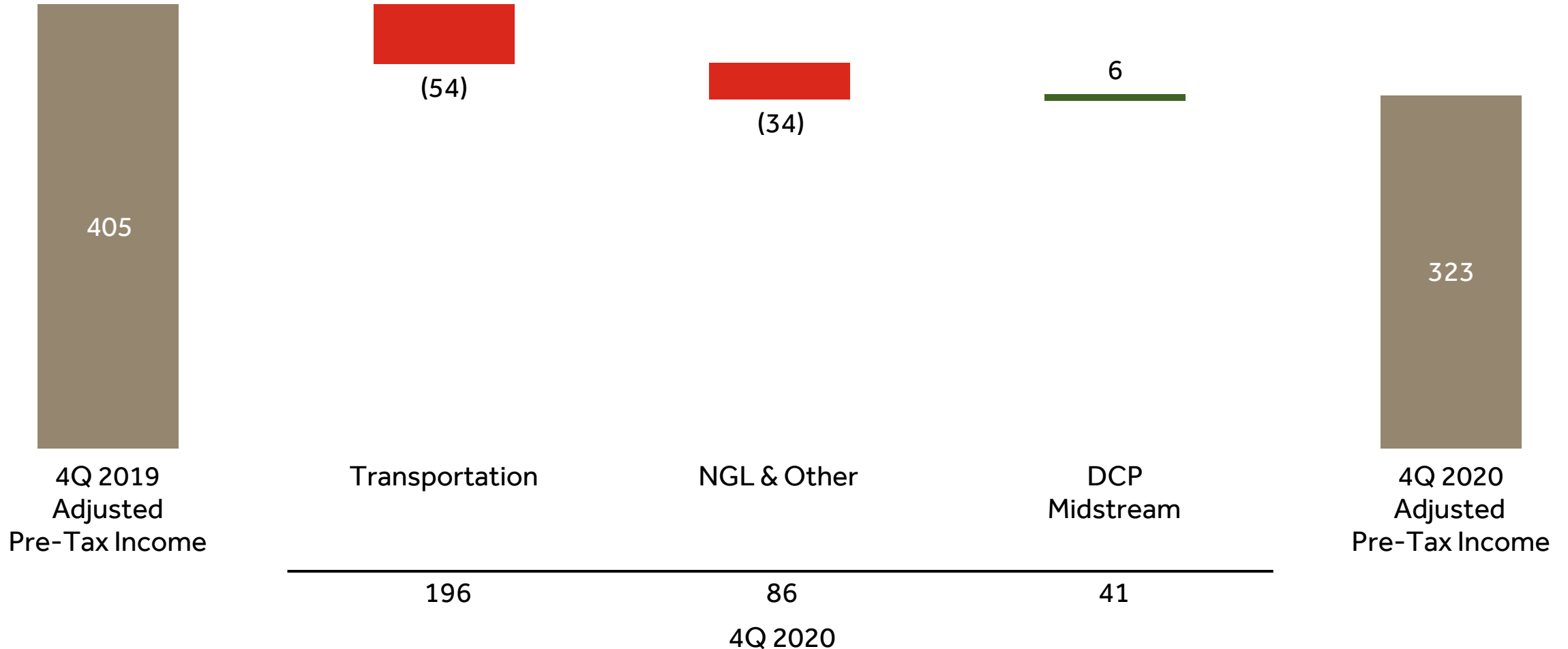
4Q 2020 Adjusted Loss

4Q 2020 VS. 4Q 2019 (\$MM)



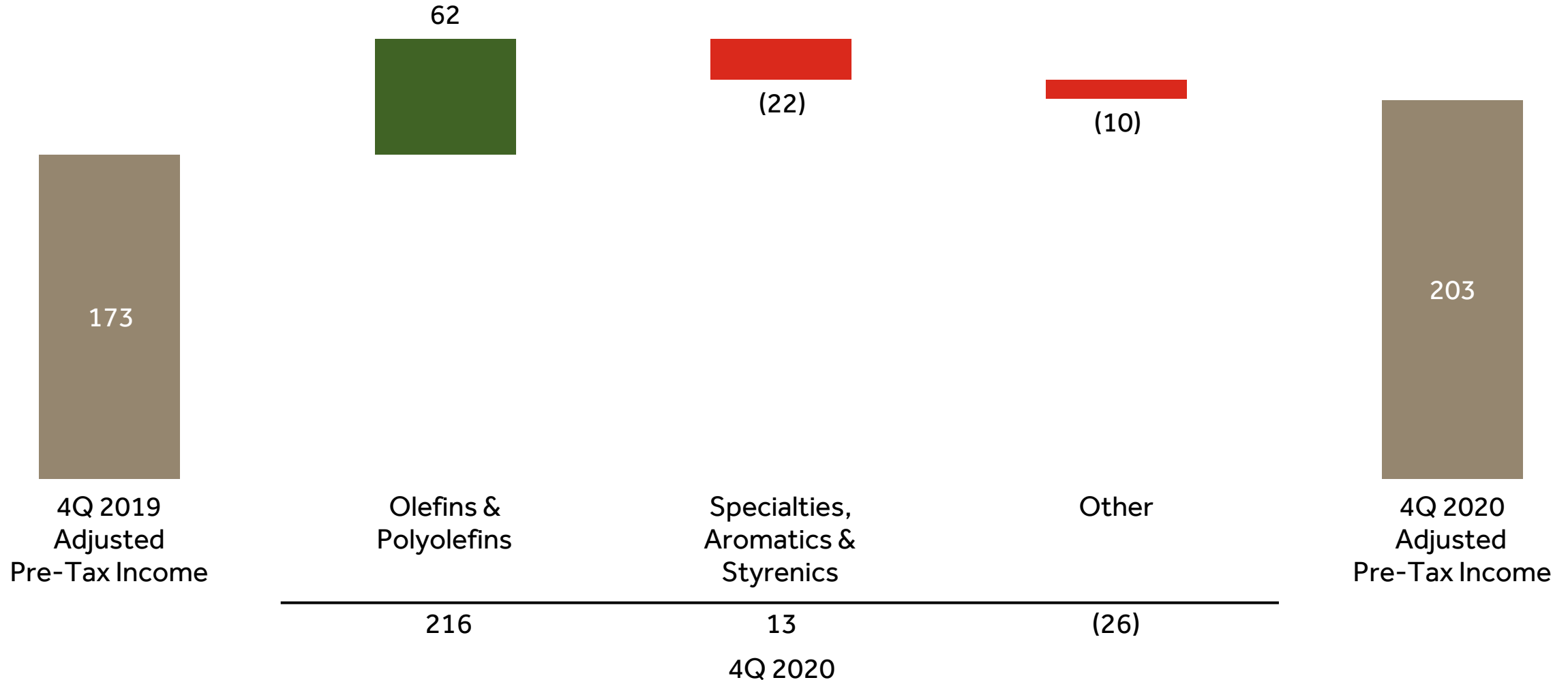
4Q 2020 Midstream Adjusted Pre-Tax Income

4Q 2020 VS. 4Q 2019 (\$MM)



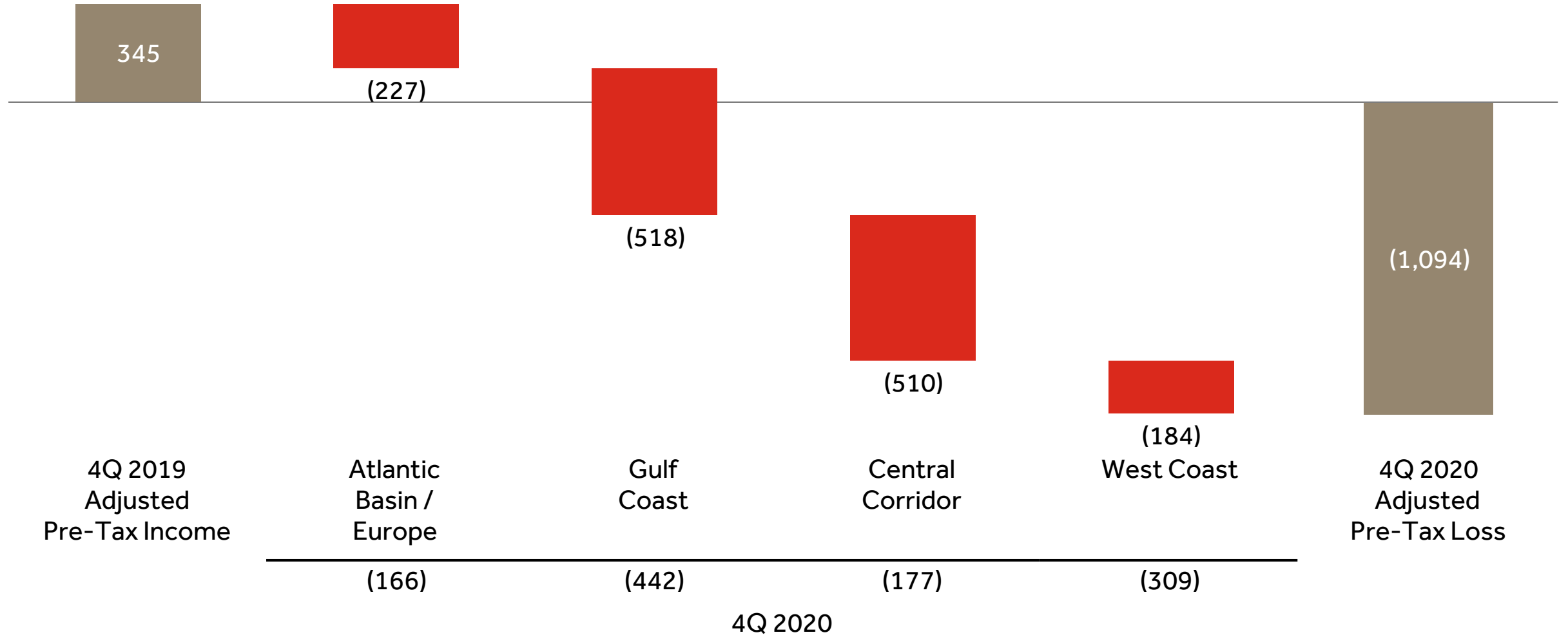
4Q 2020 Chemicals Adjusted Pre-Tax Income

4Q 2020 VS. 4Q 2019 (\$MM)



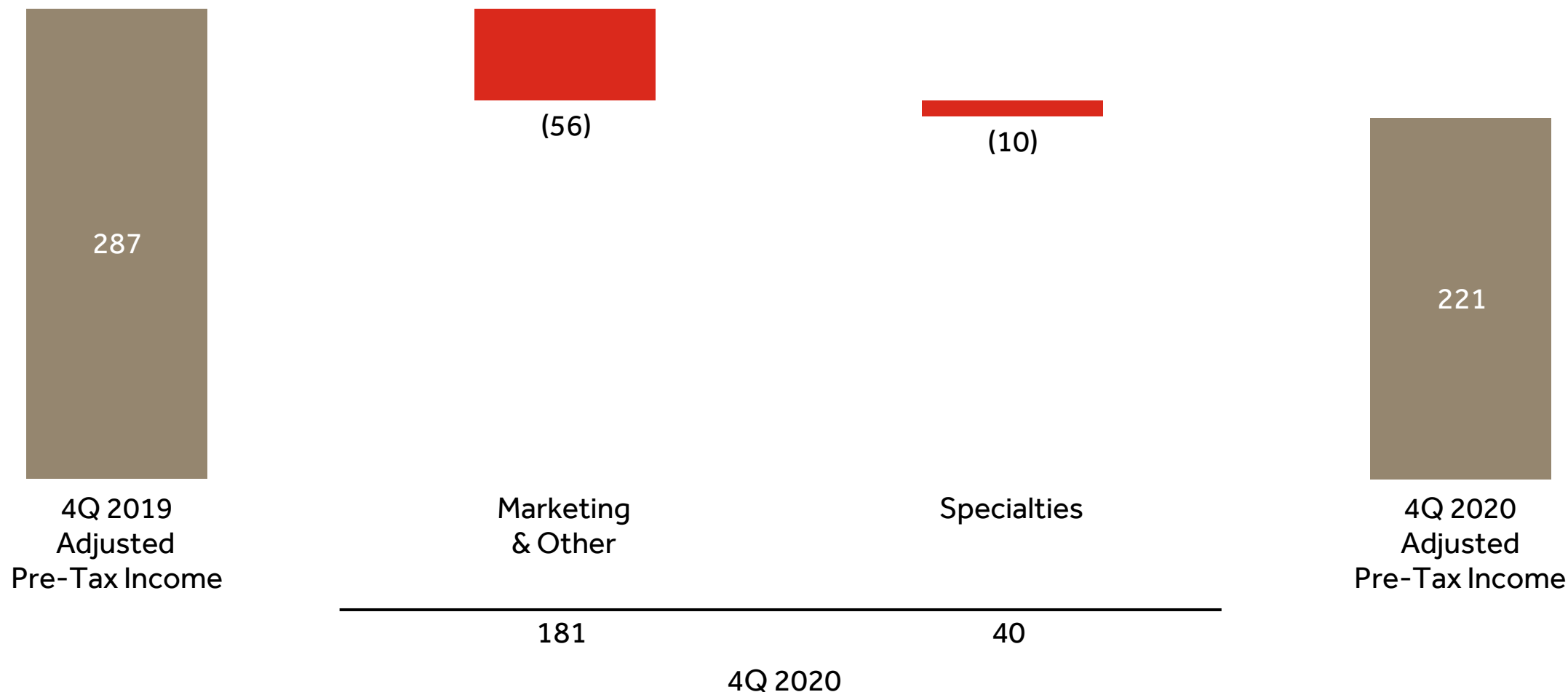
4Q 2020 Refining Adjusted Pre-Tax Loss

4Q 2020 VS. 4Q 2019 (\$MM)



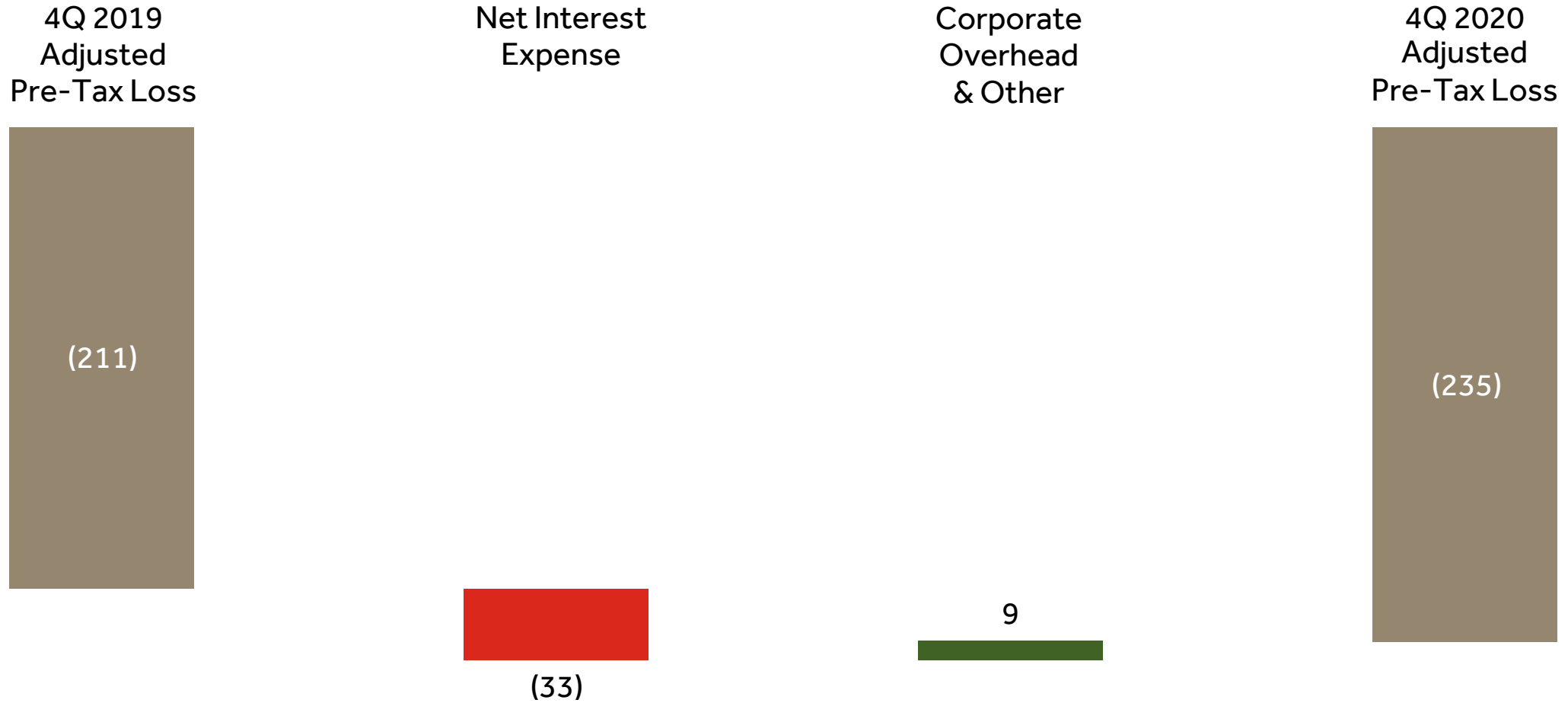
4Q 2020 Marketing & Specialties Adjusted Pre-Tax Income

4Q 2020 VS. 4Q 2019 (\$MM)



4Q 2020 Corporate & Other Adjusted Pre-Tax Loss

4Q 2020 VS. 4Q 2019 (\$MM)



Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated				
	2020			2019	
	Year	4Q	3Q	Year	4Q
Phillips 66					
Consolidated Earnings (Loss)	\$ (3,975)	(539)	(799)	3,076	736
Pre-Tax Adjustments:					
Pending claims and settlements	(37)	—	—	(21)	—
Pension settlement expense	81	26	17	—	—
Impairments	4,241	96	1,139	853	—
Impairments by equity affiliates	15	—	—	47	—
Certain tax impacts	(14)	(6)	—	(90)	(90)
Asset dispositions	(93)	(9)	—	(17)	—
Hurricane-related costs	43	28	15	—	—
Lower-of-cost-or-market inventory adjustments	(55)	(26)	(101)	65	23
Tax impact of adjustments ¹	(568)	(23)	(262)	(214)	17
Other tax impacts	(15)	(25)	(10)	(42)	3
Noncontrolling interests	(5)	(29)	—	—	—
Adjusted Earnings (Loss)	\$ (382)	(507)	(1)	3,657	689
 Earnings (Loss) Per Share of Common Stock (dollars)	 \$ (9.06)	 (1.23)	 (1.82)	 6.77	 1.64
 Adjusted Earnings (Loss) Per Share of Common Stock (dollars) ²	 \$ (0.89)	 (1.16)	 (0.01)	 8.05	 1.54

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) 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 Reconciliations

Millions of Dollars Except as Indicated					
	2020			2019	
	Year	4Q	3Q	Year	4Q
Midstream					
Pre-Tax Income (Loss)	\$ (9)	223	146	684	405
Pre-Tax Adjustments:					
Pension settlement expense	9	1	3	—	—
Lower-of-cost-or-market inventory adjustments	1	—	—	—	—
Hurricane-related costs	4	3	1	—	—
Impairments by equity affiliates	—	—	—	47	—
Impairments	1,461	96	204	853	—
Asset dispositions	(84)	—	—	—	—
Adjusted Pre-Tax Income	\$ 1,382	323	354	1,584	405
Chemicals					
Pre-Tax Income	\$ 635	193	231	879	150
Pre-Tax Adjustments:					
Hurricane-related costs	3	1	2	—	—
Pension settlement expense	21	21	—	—	—
Lower-of-cost-or-market inventory adjustments	(57)	(12)	(101)	65	23
Impairments by equity affiliates	15	—	—	—	—
Adjusted Pre-Tax Income	\$ 617	203	132	944	173

Non-GAAP Reconciliations

Millions of Dollars Except as Indicated					
	2020			2019	
	Year	4Q	3Q	Year	4Q
Refining					
Pre-Tax Income (Loss)	\$ (6,155)	(1,113)	(1,903)	1,986	345
Pre-Tax Adjustments:					
Pending claims and settlements	—	—	—	(21)	—
Asset dispositions	—	—	—	(17)	—
Certain tax impacts	(6)	(6)	—	—	—
Pension settlement expense	41	3	12	—	—
Hurricane-related costs	33	22	11	—	—
Impairments	2,755	—	910	—	—
Adjusted Pre-Tax Income (Loss)	\$ (3,332)	(1,094)	(970)	1,948	345
Marketing & Specialties					
Pre-Tax Income	\$ 1,446	232	415	1,433	377
Pre-Tax Adjustments:					
Lower-of-cost-or-market inventory adjustments	1	(14)	—	—	—
Certain tax impacts	—	—	—	(90)	(90)
Hurricane-related costs	3	2	1	—	—
Pending claims and settlements	(37)	—	—	—	—
Pension settlement expense	6	1	1	—	—
Adjusted Pre-Tax Income	\$ 1,419	221	417	1,343	287

Non-GAAP Reconciliations

Millions of Dollars Except as Indicated					
	2020			2019	
	Year	4Q	3Q	Year	4Q
Corporate & Other					
Pre-Tax Loss	\$ (881)	(226)	(239)	(804)	(211)
Pre-Tax Adjustments:					
Asset dispositions	(9)	(9)	—	—	—
Pension settlement expense	4	—	1	—	—
Impairments	25	—	25	—	—
Certain tax impacts	(8)	—	—	—	—
Adjusted Pre-Tax Loss	\$ (869)	(235)	(213)	(804)	(211)

Non-GAAP Reconciliations

Millions of Dollars Except as Indicated					
	2020			2019	
	Year	4Q	3Q	Year	4Q
Midstream - Transportation					
Pre-Tax Income (Loss)	\$ 508	97	(3)	946	250
Pre-Tax Adjustments:					
Impairments	300	96	204	—	—
Hurricane-related costs	4	3	1	—	—
Asset dispositions	(84)	—	—	—	—
Adjusted Pre-Tax Income	\$ 728	196	202	946	250
Midstream - NGL & Other					
Pre-Tax Income	\$ 441	85	99	522	120
Pre-Tax Adjustments:					
Pension settlement expense	9	1	3	—	—
Adjusted Pre-Tax Income	\$ 450	86	102	522	120
Midstream - DCP Midstream					
Pre-Tax Income (Loss)	\$ (958)	41	50	(784)	35
Pre-Tax Adjustments:					
Impairments by equity affiliates	—	—	—	47	—
Impairments	1,161	—	—	853	—
Lower-of-cost-or-market inventory adjustments	1	—	—	—	—
Adjusted Pre-Tax Income	\$ 204	41	50	116	35

Non-GAAP Reconciliations

Millions of Dollars Except as Indicated					
	2020			2019	
	Year	4Q	3Q	Year	4Q
Chemicals - Olefins & Polyolefins					
Pre-Tax Income	\$ 692	204	241	819	131
Pre-Tax Adjustments:					
Lower-of-cost-or-market inventory adjustments	(65)	(7)	(95)	65	23
Pension settlement expense	18	18	—	—	—
Hurricane-related costs	3	1	2	—	—
Impairments by equity affiliates	15	—	—	—	—
Adjusted Pre-Tax Income	\$ 663	216	148	884	154
Chemicals - Specialties, Aromatics & Styrenics					
Pre-Tax Income	\$ 30	15	11	131	35
Pre-Tax Adjustments:					
Pension settlement expense	3	3	—	—	—
Lower-of-cost-or-market inventory adjustments	8	(5)	(6)	—	—
Adjusted Pre-Tax Income	\$ 41	13	5	131	35
Chemicals - Other					
Pre-Tax Loss	\$ (87)	(26)	(21)	(71)	(16)
Pre-Tax Adjustments:					
None	—	—	—	—	—
Adjusted Pre-Tax Loss	\$ (87)	(26)	(21)	(71)	(16)

Non-GAAP Reconciliations

Millions of Dollars Except as Indicated					
	2020			2019	
	Year	4Q	3Q	Year	4Q
Refining - Atlantic Basin / Europe					
Pre-Tax Income (Loss)	\$ (1,224)	(161)	(199)	608	61
Pre-Tax Adjustments:					
Certain tax impacts	(6)	(6)	—	—	—
Impairments	441	—	—	—	—
Asset dispositions	—	—	—	(17)	—
Pension settlement expense	10	1	2	—	—
Adjusted Pre-Tax Income (Loss)	\$ (779)	(166)	(197)	591	61
Refining - Gulf Coast					
Pre-Tax Income (Loss)	\$ (2,077)	(464)	(405)	364	76
Pre-Tax Adjustments:					
Hurricane-related costs	33	22	11	—	—
Pension settlement expense	14	—	5	—	—
Impairments	670	—	—	—	—
Adjusted Pre-Tax Income (Loss)	\$ (1,360)	(442)	(389)	364	76

Non-GAAP Reconciliations

Millions of Dollars Except as Indicated					
	2020			2019	
	Year	4Q	3Q	Year	4Q
Refining - Central Corridor					
Pre-Tax Income (Loss)	\$ (641)	(178)	(132)	1,338	333
Pre-Tax Adjustments:					
Pending claims and settlements	—	—	—	(21)	—
Impairments	435	—	—	—	—
Pension settlement expense	10	1	3	—	—
Adjusted Pre-Tax Income (Loss)	\$ (196)	(177)	(129)	1,317	333
Refining - West Coast					
Pre-Tax Loss	\$ (2,213)	(310)	(1,167)	(324)	(125)
Pre-Tax Adjustments:					
Impairments	1,209	—	910	—	—
Pension settlement expense	7	1	2	—	—
Adjusted Pre-Tax Loss	\$ (997)	(309)	(255)	(324)	(125)

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated				
	2020			2019	
	Year	4Q	3Q	Year	4Q
Marketing & Specialties - Marketing & Other					
Pre-Tax Income	\$ 1,271	180	365	1,199	327
Pre-Tax Adjustments:					
Certain tax impacts	—	—	—	(90)	(90)
Pension settlement expense	6	1	1	—	—
Pending claims and settlements	(37)	—	—	—	—
Adjusted Pre-Tax Income	\$ 1,240	181	366	1,109	237
Marketing & Specialties - Specialties					
Pre-Tax Income	\$ 175	52	50	234	50
Pre-Tax Adjustments:					
Lower-of-cost-or-market inventory adjustments	1	(14)	—	—	—
Hurricane-related costs	3	2	1	—	—
Adjusted Pre-Tax Income	\$ 179	40	51	234	50

Non-GAAP Reconciliations

	Millions of Dollars (Except as Indicated)				
	4Q 2020				
	Atlantic Basin/ Europe	Gulf Coast	Central Corridor	West Coast	Worldwide
Realized Refining Margins					
Loss before income taxes	\$ (161)	(464)	(178)	(310)	(1,113)
Plus:					
Taxes other than income taxes	13	15	9	20	57
Depreciation, amortization and impairments	52	77	36	59	224
Selling, general and administrative expenses	13	11	8	10	42
Operating expenses	210	327	131	266	934
Equity in losses of affiliates	3	4	115	—	122
Other segment (income) expense, net	—	1	(1)	2	2
Proportional share of refining gross margins contributed by equity affiliates	17	—	48	—	65
Special items:					
Certain tax impacts	(6)	—	—	—	(6)
Realized refining margins	\$ 141	(29)	168	47	327
 Total processed inputs (thousands of barrels)	 46,904	 37,230	 23,245	 26,373	 133,752
Adjusted total processed inputs (thousands of barrels) ¹	46,904	37,230	39,356	26,373	149,863
 Loss before income taxes (dollars per barrel) ²	 \$ (3.43)	 (12.46)	 (7.66)	 (11.75)	 (8.32)
Realized refining margins (dollars per barrel) ³	\$ 2.99	(0.78)	4.27	1.79	2.18

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

	2020
Numerator (\$MM)	
Net Loss	\$ (3,714)
After-tax interest expense	394
GAAP ROCE loss	(3,320)
After-tax special items	3,598
Adjusted ROCE earnings	\$ 278
Denominator (\$MM)	
GAAP average capital employed ¹	\$ 38,174
2020 GAAP ROCE	(9)%
2020 Adjusted ROCE	1 %

1) Capital employed is total equity plus total debt

Non-GAAP Reconciliations

Millions of Dollars (Except as Indicated)			
Dec. 31, 2020			
	Phillips 66 Consolidated	Phillips 66 Partners ¹	Phillips 66 Excluding Phillips 66 Partners
Total Debt	\$ 15,893	3,909	11,984
Total Equity	21,523	2,512	19,011
Debt-to-Capital Ratio	42 %		39 %
Total Cash	\$ 2,514	7	2,507
Net Debt-to-Capital Ratio	38 %		33 %

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

Non-GAAP Reconciliations

	Millions of Dollars			Millions of Dollars		
	4Q 2020			2020		
	Growth	Sustaining	Total	Growth	Sustaining	Total
Capital Expenditures and Investments						
Midstream	\$ 132	62	194	\$ 1,470	216	1,686
Refining	95	144	239	329	487	816
Marketing & Specialties	14	20	34	114	59	173
Corporate & Other	1	41	42	4	180	184
Adjusted Capital Spending	242	267	509	1,917	942	2,859
Capital Expenditures and Investments Funded by Certain Joint Venture Partners (Midstream) ¹	(3)	—	(3)	61	—	61
Total	\$ 239	267	506	\$ 1,978	942	2,920

1) Includes previously funded capital returned to our joint venture partner in the fourth quarter of 2020

Non-GAAP Reconciliations

	Millions of Dollars Except as Indicated	
	2020	
	4Q	Year
Effective Tax Rates		
Loss before income taxes	\$ (691)	(4,964)
Special items	109	4,181
Adjusted loss before income taxes	\$ (582)	(783)
Income tax benefit	\$ (197)	(1,250)
Special items	48	583
Adjusted income tax benefit	\$ (149)	(667)
GAAP effective tax rate	28.5 %	25.2 %
Adjusted effective tax rate	25.6 %	85.2 %