

|  |  | 1996 | 1997 | 1998 | 1999 | 200 | 2001 | 2002 | 2003 | 2004 | 2005 | LAST 5 YEAR AVG | TREND |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  |  | UP | DOWN |
| A | \% Pre-tax Profit on Sales (Net Before Taxes $\div$ Sales) | 12.6 | 15.7 |  |  |  | 10.2 | 7.3 | 11.1 | 13.6 | 13.7 | 11.2 | UP |  |
| B | \% Earned on Equity (E/S $\div$ Book Value) | 16.7 | 18.6 | 11.3 | 12.8 | 26.9 | 15.0 | 14.2 | 21.1 | 27.0 | 23.3 | 20.1 | UP |  |

3 PRICE-EARNINGS HISTORY as an indicator of the future


Assuming one recession and one business boom every 5 years, calculations are made of how high and how low the stock might sell. The upside-downside ratio is the key to evaluating risk and reward.
A HIGH PRICE -- NEXT 5 YEARS

$$
\begin{aligned}
& \text { Avg. High P/E } \frac{10.7}{(3 \mathrm{BD7} \mathrm{as} \mathrm{adj} .)} 10.0 \\
& \text { B LOW PRICE -- NEXT } 5 \text { YEARS }
\end{aligned}
$$ = Forecast High Price \$

108.6

| (a) Avg. Low P/E $\frac{\mathbf{7 . 8}}{(3 E 7 \text { as adj. })}$ |  |  |
| :--- | :--- | :---: |
|  | X Estimated Low Earnings/Share |  |
| (b) Avg. Low Price of Last 5 Years $=$ | $\mathbf{3 8 . 9}$ |  |
| (c) Recent Severe Market Low Price $=$ |  | $\mathbf{4 2 . 0}$ |

6.54
= \$ $\qquad$
45.8
(b) Avg. Low Price of Last 5 Years $=$ (3B7)
42.0
(d) Price Dividend Will Suppor

2.080

Selected Estimate Low Price
C ZONING
108.6 High Forecast Price Minus
48.1
$\qquad$ $=$ $\qquad$ $=\$$ 48.1 - 48.1 Low Forecast Price Equals 60.5 Range. $1 / 3$ of Range $=$
$\qquad$ (4B1) (4A1) (4C2) Lower $1 / 3=$ (4B1) 48.1 to $\qquad$ 63.2 $\qquad$ (Buy) Note: Ranges changed to 25\%/50\%/25\%
$(4 \mathrm{C} 3)^{\text {Middle }} 1 / 3=$
(4C4) Upper $1 / 3=$
93.5
62.060 to $\qquad$
93.5
108.6 $\qquad$ (Maybe)
(4A1) (Sell)
Present Market Price of
is in the $\qquad$
Buy
15.1
(4CD)

UP-SIDE DOWN-SIDE RATIO (Potential Gain vs. Risk of Loss)

| High Price $\quad$ (4A1) 108.6 | Minus Present Price | $\mathbf{6 2 . 0 6 0}$ |  |
| :--- | :--- | :--- | :--- |
| Present Price $\quad \mathbf{6 2 . 0 6 0}$ | Minus Low Price | $(4 \mathrm{~B} 1)$ | $\mathbf{4 8 . 1}$ |

$\qquad$
46.5
14.0
3.3
4D)

E PRICE TARGET (Note: This shows the potential market price appreciation over the next five years in simple interest terms.)


Relative Value: 94.6\% Proj. Relative Value: 86.7\%
5-YEAR POTENTIAL This combines price appreciation with dividend yield to get an estimate of total return. It provides a standard for comparing income and growth stocks.

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| (\$MILL.) |  | 2004 | $3 / 31 / 06$ |
| :--- | ---: | ---: | ---: |
| Cash Assets | 10742 | 11144 | 11764 |
| Receivables | 12198 | 17390 | 16739 |
| lnventory (LIFO) | 2894 | 3612 | 3782 |
| Other | 2328 | 3140 | 3244 |
| Current Assets | 28162 | 35286 | 35529 |
| Accts Payable | 11213 | 16289 | 16529 |
| Debt Due | 1318 | 1312 | 1322 |
| Other | 8150 | 9128 | 9273 |
| Current Liab. | $\underline{20681}$ | $\mathbf{2 6 7 2 9}$ | $\underline{27124}$ |



BUSINESS: Chevron Corp. is the world's fourth largest oil compa-
ny based on proven reserves. Daily 2005 gross production: crude
oil \& NGLs, 2.211 mill. barrels; natural gas, 4.398 bill. cubic feet.
Net proved reserves, $12 / 05:$ oil, 8.712 bill. bbls.; natural gas, 21.577
trill. cu. ft. Avg. 5 -yr. finding costs: $\$ 5.12$ a barrel (vs. ind. avg.
$\$ 4.89$ ). 5 -yr. reserve replacement rate: $126 \%$ (vs. ind. avg. $137 \%$ ).
Chevron Corp. continues to improve its return on capital employed (ROCE). This is important since there is a correlation between ROCE and the stock price in the oil and gas sector. Pursuant to its acquisition of Texaco in 2001, CVX's ROCE declined and the stock price accompanied it. Some oil and gas discoveries, in conjunction with rising energy prices, enabled the company to improve its profits, and the stock's price recovered. Now that Chevron has brought UNOCAL into its fold, it is undertaking an ambitious restructuring program to realize this merger's full potential and raise returns. To this end, it is divesting noncore and high-cost assets. It is also expediting upstream (exploration and production) returns by hiking the capex budget $35 \%$, to almost $\$ 15$ billion. About $\$ 8$ billion of this is earmarked for four of five large oilfield projects. CVX is also looking into acquiring a holding in East India. In the downstream business (marketing and refining), which accounts for about $35 \%$ of capital employed, efficiency programs are under way, given little new construction. All told, we look for ROCE to approach a
All told, we look for ROCE to approach a Jeremy J. Butler

Est. present value of reserves: $\$ 163.1$ bill. Product sales: 4.4 mill. bbls./day. Has 4,009 owned/leased stations, mainly in the U.S.; supplies 11,217 others. Has about 86,750 emplys, 410,125 shrhldrs. O\&D own less than $1 \%$ of stock ( $5 / 06$ proxy). Chrmn. and CEO: David J. O'Reilly. Inc.: DE. Addr.: 575 Market St., San Francisco, CA 94105. Tel.: 925-842-1000. Web: www.chevroncorp.com.
very healthy $25 \%$ in 2006, just shy of the super-major industry average of $26 \%$.
Meanwhile, the company is trying to keep its shareholders content. Peakcycle commodity prices have enabled Chevron to generate strong profits and, thus, cash flow. It is using this to not only fund capex, but to buy back shares. Around $\$ 4.2$ billion of a planned $\$ 5$ billion worth of stock has already been repurchased. In addition, the quarterly dividend has been raised $15.5 \%$, to $\$ 0.52$ a share ( $\$ 2.08$ on an annualized basis). This is the 19th consecutive annual dividend increase.
This high-quality issue has decent long-term total-return potential. We expect the dividend to continue to be raised. Production volumes should be up $7 \%$ in 2006, reflecting the UNOCAL acquisition. Capex investment in Tenzig, Azerbaijan, and the Angola block should generate sufficient production to offset dedines across the remainder of the portfolio. This, combined with historically high oil and gas prices, should generate an average annual production growth rate of about 4\% over the span to 2009-2011.
(A) Sales exclude (consumer) petroleum \& chemicals excise taxes. 2005 sales figures restated to account for UNOCAL merger. restated to account for UNOCAL merger.
(B) Based on diluted shares. Excl. nonrecu

gains (losses): '90, \$0.02; '92, (\$0.02); '93 historically paid on or about 10th of March, (\$0.43); '95, (\$.79); '96, \$0.03; '97, \$0.06; '98, June, September and December. mividend ( $\$ 0.48$ ). Incl. nonrecur. loss of $\$ 1.41$ : '01. Next $\quad$ reinvestment plan available. (D) In millions, adj. | (\$0.48). Incl. nonrecur. loss of $\$ 1.41:$ ' 01 . Next | reinvestment pla |  |
| :--- | :--- | :--- |
| earnings report due mid-July. (C) | Dividends | for stock splits. |

9.0\%
0.0\%

25.0\% 199819991999199919992000200020002000200120012001200120022002200220022003200320032003200420042004200420052005200520052006

