



THE MARKET

Over the past century, the energy industry has been pivotal to the increased mobility and modernization of life around the world, growing in tandem with the escalating popularity of the automobile. Today, the industry has multiple roles: finding crude oil and natural gas with the help of computers and satellites, manufacturing and blending products to exact specifications, and employing a modern, worldwide network of tankers, pipelines, and trucks to distribute the products to service stations and other end users.

Within this category, Texaco continues its valuable contributions through maintaining its century-long reputation as an icon of the automotive landscape and emerging as a truly global brand. From high-quality Havoline motor oils with Deposit Shield® to Texaco gasolines with Techron®, the Shining Star of Texaco continues to be a trusted symbol for motorists and automotive experts who care about protecting and maintaining their cars' performance.

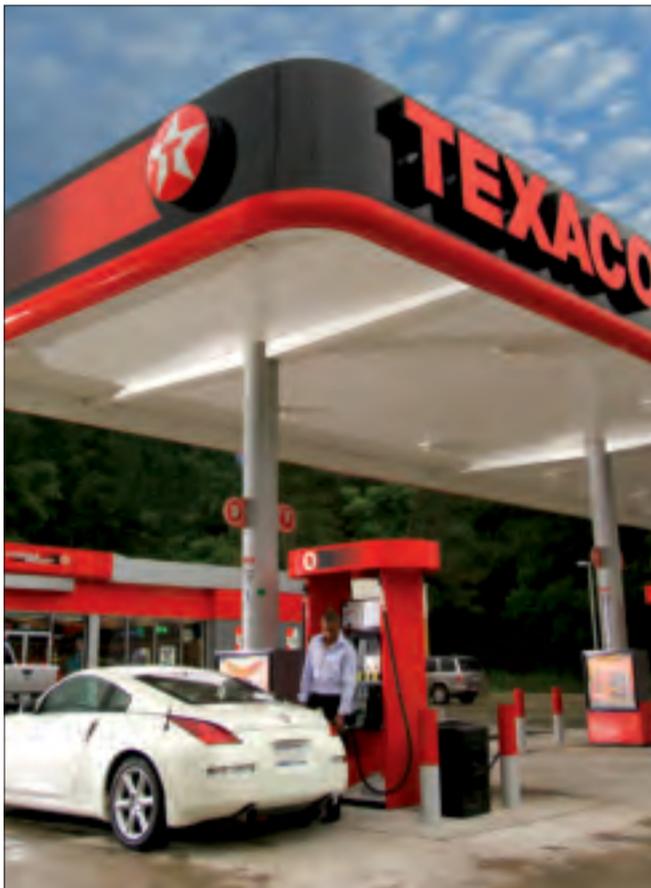
ACHIEVEMENTS

As one of the three world-class brands owned by Chevron Corporation —the second-largest U.S.-based energy company and the fifth-largest in the world — Texaco represents a full range of quality petroleum products. Texaco has been synonymous with enduring performance for over 100 years, and has emerged as an influential global brand with a distinctly American heritage.

Texaco gasolines with Techron® are high-quality, as evidenced by Source Interlink's ongoing use of Texaco as their official fuel of choice for magazines like *Motor Trend*, *Automobile*, and *European*



Car. From fuels and lubricants to antifreeze and services, Texaco-branded products can be found nationwide at over 2,300 Texaco retail outlets and Xpress Lube facilities, and internationally with more than 6,000 Texaco service stations in Latin America, West Africa, and Europe.



HISTORY

The news of a March 1901 gusher in Spindletop, Texas, sent thousands of prospectors scurrying to the region, including industry veteran Joseph Stephen Cullinan, nicknamed "Buckskin Joe" for his rough-hewn managerial style. Cullinan joined with New York financier Arnold Schlaet to found the Texas Fuel Company. By April 1902, the rapidly expanding organization adopted a new name: The Texas Company (later, Texaco). The company's risk-taking spirit proved vital when it made its first discovery in January 1903 in Sour Lake, Texas, after gambling its future on the site's drilling rights.

Texaco's founders established a marketing formula that remains successful today: create a brand that customers identify with and trust, advertise and promote it strategically, and market products aggressively in countries around the world. Before the end of the decade, the Texas brand had emerged with its distinctive logo, based on a five-pointed star. It soon became one of the world's most recognizable brand icons to consumers in nearly 100 countries.

Capitalizing on the growth of the automobile industry, Texaco's founders introduced a roster of successful fuel oil products, beginning with Texaco Deodorized High Test Gasoline in 1908, Number Four Gasoline in 1909, followed two years later by

Texaco Auto Gasoline. As the automobile revolutionized society, sales soared and the Texaco brand became ever more distinctive. In 1928, Texaco became the U.S. industry's first truly national brand when it began marketing in all 48 states. To support its retail network, the company introduced a wide range of new and improved products. Among the most successful and enduring products was Havoline motor oil, to which the company obtained the rights when it acquired the Indian Refining Company in 1931.

Over its century-long history, the Texaco brand has benefited from strong advertising support, epitomized by the 1932 introduction of Texaco Fire Chief Gasoline, promoted in radio broadcasts by comedian Ed Wynn. That tradition continued with the 1948 television debut of *The Texaco Star Theater*, hosted by the medium's first megastar, Milton Berle. In 1962, Texaco introduced its famous advertising campaign, "Trust your car to the man who wears the star," which derived its 20-year success not only from its clever line, but more important, from its tie to a core brand value of trust. Internationally, "The Star of the Road"

campaign was successfully extended to countries like the United Kingdom, Nigeria, Barbados, Colombia, and others, expanding Texaco's local relevance in the global markets where it operates.

Recognizing the worldwide power of the Texaco brand, the company became Texaco Inc. in 1959. The new name suited the company, which continued its strong performance across its operating spectrum. Supporting the company's products were a wide range of promotional activities, including its sponsorship of the Havoline racing team and its support for the national Olympic teams of 38 countries in 1992 and the U.S. Olympic teams at the 2000 Games in Sydney, the Salt Lake City Games in 2002, and the Athens Games in 2004.

Since 2001, when Texaco joined forces with Chevron Corp., the Texaco brand has preserved its iconic appeal to motorists in nearly 100 countries. Drawing upon a century of heritage, trust, and quality fuels and products that deliver unsurpassed performance, the Texaco brand remains one of the world's most identifiable and highly regarded.

THE PRODUCT

Whether gasoline, jet fuel, motor oil, marine lubricants, or antifreeze, Texaco-branded products and services have always been known for being the highest in quality, reliability, and

performance. From an additive motor oil that improved engine performance in the historical Model T Ford to gasolines that eliminate deposits in modern fuel injection systems, car experts worldwide know they can “trust their car to the star.” With the recent addition of *Techron*® to all Texaco fuel in most global markets, customers can now benefit from high-performance products as well as fuel unsurpassed in cleaning vital engine parts.

All grades of Texaco-branded gasoline marketed in the United States contain *Techron*® and meet the TOP TIER Detergent Gasoline criteria supported by automakers BMW, General Motors, Honda, Toyota, and Volkswagen/Audi. This standard for gasoline detergency is higher than that set by the U.S. Environmental Protection Agency. In addition, Texaco’s *Havoline* motor oil features advanced technology and proven performance used by millions of customers to protect engines from heat stress, starting friction, and engine dirt.

RECENT DEVELOPMENTS

Imagine spending 5,000 hours inside a garage with a car replacing and cleaning every single part right down to the last nut, bolt, and washer. Or how about spending years convincing a salvage yard owner to cut down an old tree growing between the frame rails of a rust-encrusted 1917 Model T truck for the sole purpose of restoring



it? This is the kind of dedication it takes to be a true car enthusiast, and they’re both true stories from winners of Texaco’s Car of the Decades Virtual Car Show contest.

The online contest (www.texacocarofthedecades.com) celebrates cars and the people who love them with 11 different decades spanning from Texaco’s founding in 1903 to the 2000s. Enthusiasts of all ages are encouraged to submit their cars online based on the decade in which it was built. Then the public votes and selects a winner from each of the 11 decades, who go on to a panel of expert judges including racing legend Mario Andretti, where a Grand Prize winner is chosen.

Past winners have ranged from a 1917 Model T Truck to a 1958 Oldsmobile Super 88 station wagon . . . even a 2008 Smart ForTwo with a surfboard on top. Car of the Decades exists to celebrate automotive aficionados who know and love their cars, are driven by performance, and trust only one brand of fuel: Texaco.

Because of its global presence, Texaco is also nurturing its brand strength in Latin America, Africa, and Europe. In Latin America and Africa, Texaco’s endorsement of Super Estrikas and Supa Strikas — a popular soccer-themed comic series — helps promote

youth education and associates both regions’ pervasive passion for soccer with Texaco’s enduring brand.

In Europe, Texaco supports two longtime events: the Children’s Art Competition and the Sports Star Awards, which complement perfectly Texaco’s enduring performance. And in the Bahamas, the Speech Competition is a popular educational program that Texaco endorses. The combined efforts of these marketing programs help advance the Texaco brand to international brand leadership.

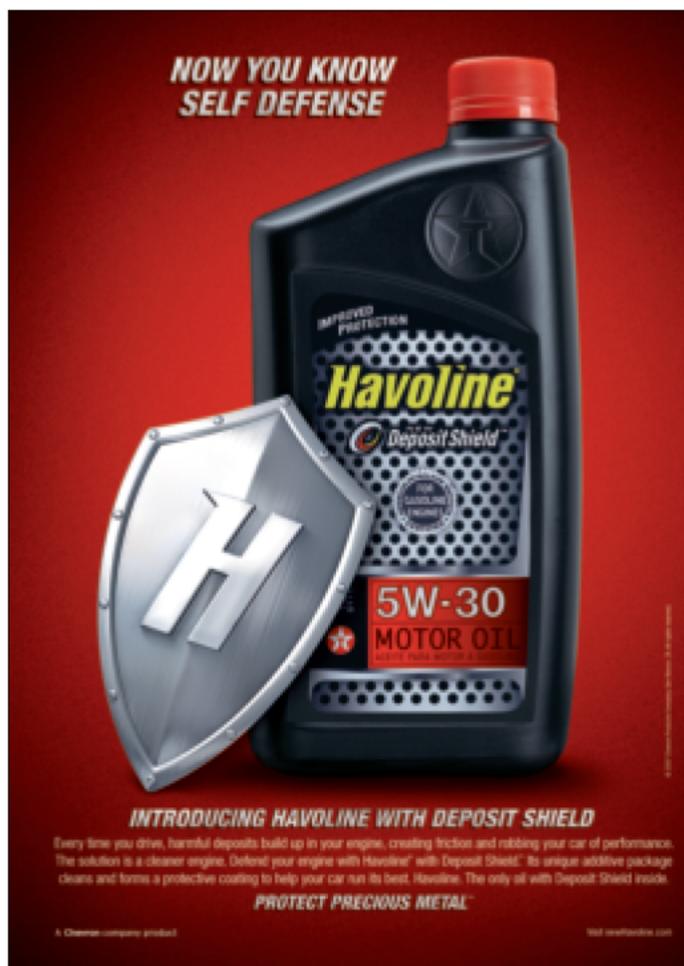
All of the efforts around enhancing the Texaco brand are paying off. In Latin America, of all fuel retailers, Texaco has the highest brand awareness with consumers. In North America, *Convenience Store Decisions* magazine named Texaco the 2008 Convenience Store Chain of the Year. The Oil Price Information Service moved Texaco’s ranking from fourth to the second as the most powerful brand in North America, and the *Lundberg Letter* qualified Texaco as one of the two strongest U.S. fuel brands in its ability to command exceptional value at the pump.

PROMOTION

With more than 100 years of heritage, Texaco is not only recognized as an automotive icon of the American road, but also as an international symbol of performance and quality. This commitment to performance has ensured the continued excellence of Texaco products over the past century and has built remarkable loyalty among millions of customers who want the best for their cars.

In 1972, Texaco/Havoline broke into auto racing with its sponsorship of two-time world champion Emerson Fittipaldi on the Formula One circuit. Today, Texaco continues its racing heritage by endorsing one of motorsports’ all-time greatest racers and most endearing personalities, Mario Andretti. In Brazil, Texaco sponsors the fastest-growing Stock Car competition to help connect the brand with an active demographic of Brazilian racing fans. In Barbados, Texaco is a longtime sponsor of the Car Rally Competition.

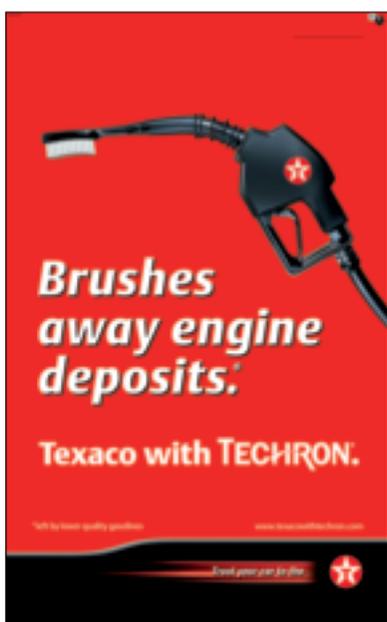
Through local and national sponsorships, Texaco is also affiliated with community organizations throughout the world to improve the quality of life for individual communities — ranging from the Children’s Art Competition in Ireland, now in its 51st year, to an environmental study center in England, to a variety of



learning programs for children in Colombia and the Bahamas.

BRAND VALUES

Built on a foundation of integrity and trust, Texaco’s core brand values encompass the attributes of clean, reliable, quality, and enduring performance. These values manifest themselves in Texaco through a brand image that revolves around rich heritage and automotive expertise. In order to deepen this critical emotional connection with the consumer, the company has created the Texaco Brand Ambassador program to help employees, contractors, and suppliers become more effective brand advocates, as the foundation of any influential brand starts with the behavior of its own people. Based on the quality and reliability of its products, Texaco delivers performance in a manner that evokes the qualities of an iconic brand: authentic, genuine, and a true original.



THINGS YOU DIDN'T KNOW ABOUT TEXACO

- When Texaco motor oil was introduced to the United States in 1912 under The Texas Co. name, it came in four grades: Light, Medium, Heavy, and Extra Heavy.
- The Texas Co. introduced Fire Chief Gasoline in 1932, based on the gasoline’s octane rating of 66, which at the time was higher than government standards for fire engines.
- Texaco made history in 1978 when it sponsored Janet Guthrie, the first woman to start and finish the Indianapolis 500. Not only did she finish in the top 10, she did it with a fractured wrist.