Today’s Agenda

Introduction | RYAN LANCE CHAIRMAN AND CEO
Strategy and Portfolio | MATT FOX EVP AND COO
Asia Pacific and Middle East | BILL BULLOCK PRESIDENT, APME REGION
Alaska, Canada and Europe | MICHAEL HATFIELD PRESIDENT, ACE REGION
Break
Lower 48 | DOMINIC MACKLON PRESIDENT, LOWER 48 REGION
Financial Plan | DON WALLETTE EVP AND CFO
Closing | RYAN LANCE CHAIRMAN AND CEO
Q&A
Cautionary Statement

This presentation provides management’s view to the best course of action for ConocoPhillips for roughly the next decade, based only on assets currently in our portfolio, and is subject to multiple assumptions, including (unless otherwise noted):

- the exclusion of our Australia-West assets, which are currently subject to an announced disposition;
- a twenty-five percent dilution of our Greater Kuparuk and Western North Slope interests in Alaska and other planned dispositions;
- exclusion of Libya in production and capital forecasts, as well as associated metrics; inclusion of Libya in our resources; and
- an oil price of $50/bbl West Texas Intermediate real and gas price of $2.50/mcf Henry Hub real, escalating at about two percent.

As a result, this presentation contains forward-looking statements as defined under the federal securities laws. Forward-looking statements relate to future events, plans and anticipated results of operations, business strategies, and other aspects of our operations or operating results. Graphics that project into a future date constitute forward-looking statements. Also, words and phrases such as "anticipate," "estimate," "believe," "budget," "continue," "could," "intend," "may," "plan," "potential," "predict," "seek," "should," "will," "would," "expect," "objective," "projection," "forecast," "goal," "guidance," "outlook," "effort," "target" and other similar words can be used to identify forward-looking statements. However, the absence of these words does not mean that the statements are not forward-looking.

Where, in any forward-looking statement, the company expresses an expectation or belief as to future results, such expectation or belief is based on management’s good faith plans and objectives under the assumptions set forth above (unless noted otherwise) and believed to be reasonable as of November 19, 2019, the date of this presentation. These statements are no guarantees of future performance and involve certain risks and uncertainties and are subject to change as management is continually assessing factors beyond our control that may or may not be currently known. Given the foregoing and the extended time horizon of this presentation, actual outcomes and results will likely differ from what is expressed or forecast in the forward-looking statements, and such differences may be material. Factors that could cause actual results or events to differ materially from what is presented include changes in commodity prices; changes in expected levels of oil and gas reserves or production; operating hazards, drilling risks, unsuccessful exploratory activities; difficulties in developing new products and manufacturing processes; unexpected cost increases or technical difficulties in constructing, maintaining, or modifying company facilities; legislative and regulatory initiatives addressing global climate change or other environmental concerns; investment in and development of competing or alternative energy sources; disruptions or interruptions impacting the transportation for our oil and gas production; international monetary conditions and exchange rate fluctuations; changes in international trade relationships, including the imposition of trade restrictions or tariffs on any materials or products (such as aluminum and steel) used in the operation of our business; our ability to collect payments when due under our settlement agreement with PDVSA; our ability to collect payments from the government of Venezuela as ordered by the ICSID; our ability to liquidate the common stock issued to us by Cenovus Energy Inc. at prices we deem acceptable, or at all; our ability to complete our announced dispositions or acquisitions on the timeline currently anticipated, if at all; the possibility that regulatory approvals for our announced dispositions or acquisitions will not be received on a timely basis, if at all, or that such approvals may require modification to the terms of our announced dispositions, acquisitions or our remaining business; business disruptions during or following our announced dispositions or acquisitions, including the diversion of management time and attention; the ability to deploy net proceeds from our announced dispositions in the manner and timeframe we currently anticipate, if at all; potential liability for remedial actions under existing or future environmental regulations; potential liability resulting from pending or future litigation; the impact of competition and consolidation in the oil and gas industry; limited access to capital or significantly higher cost of liquidity or illiquidity; market and other economic, regulatory and political conditions; changes in tax, environmental and other laws applicable to our business; and disruptions resulting from extraordinary weather events, civil unrest, war, terrorism or a cyber attack; and other economic, business, competitive and/or regulatory factors affecting our business generally as set forth in our filings with the Securities and Exchange Commission.

We assume no duty to update these statements as of any future date and neither future distribution of this material nor the continued availability of this material in archive form on our website should be deemed to constitute an update or re-affirmation of these figures as of any future date. Any future update of these figures will be provided only through a public disclosure indicating that fact.

Use of Non-GAAP Financial Information – This presentation includes non-GAAP financial measures, which help facilitate comparison of company operating performance across periods and with peer companies. Any non-GAAP measures related to historical periods included herein will be accompanied by a reconciliation to the nearest comparable GAAP measure both at the end of this presentation and on our website at www.conocophillips.com/nongaap. For forward-looking non-GAAP measures we are unable to provide a reconciliation to the most comparable GAAP financial measures because the information needed to reconcile these measures is dependent on future events, many of which are outside management’s control as described above. Additionally, estimating such GAAP measures and providing a meaningful reconciliation consistent with our accounting policies for future periods is extremely difficult and requires a level of precision that is unavailable for these future periods and cannot be accomplished without unreasonable effort. Forward-looking non-GAAP measures are estimated consistent with the relevant definitions and assumptions. Cautionary Note to U.S. Investors – The SEC permits oil and gas companies, in their filings with the SEC, to disclose only proved, probable and possible reserves. We use terms and metrics such as "resource" or "Estimated Ultimate Recovery (EUR)" in this presentation that we are prohibited from using in filings with the SEC under the SEC’s guidelines. U.S. investors are urged to consider closely the oil and gas disclosures in our Form 10-K and other reports and filings with the SEC. Copies are available from the SEC and from the ConocoPhillips website.
Two Charts We Can’t Ignore

**OIL PRICE ($/BBL WTI)**

THEN

NOW

**What Wins?**
Consistent performance across cycles
Resilience to downside
Full exposure to upside

**What Matters?**
Disciplined capital allocation
Returns on and of capital
Responsible execution

**S&P 500 SECTOR WEIGHTING**

ENERGY

12%

4%

The Right Strategy, the Right Principles and the Right Priorities

**STRATEGY ALIGNED TO BUSINESS REALITIES**

**PRICE UNCERTAINTY**
- Low breakeven price
- Financial strength

**CAPITAL INTENSITY**
- Diverse, low cost of supply portfolio
- Optimized capital investments

**MATURE**
- Strong free cash flow generation
- Focus on returns on and of capital

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**FOUNDATIONAL PRINCIPLES**

**BALANCE SHEET STRENGTH**

**RETURNS**

**PEER-LEADING DISTRIBUTIONS**

**CASH FLOW EXPANSION**

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**CLEAR PRIORITIES**

**PRIORITY 1**
Sustain production and pay dividend

**PRIORITY 2**
Annual dividend growth

**PRIORITY 3**
A-rated balance sheet

**PRIORITY 4**
>30% of CFO total shareholder payout

**PRIORITY 5**
Disciplined investment for CFO expansion

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Free cash flow, return on capital employed (referred to as return on capital on slide) and cash from operations (CFO) are non-GAAP measures defined in the Appendix.
### Our 3-Year Transformation on a Page

#### 2016

- **$43/BBL WTI**
  - 1.6 MMBOED
  - 0%
  - Net debt = $24B
  - $1.10/share
  - Total payout of 28% CFO
  - 10 BBOE
  - ROCE of -4%

#### 2019E

- **Consensus**
  - 1.3 MMBOED
  - 9%
  - Net debt = $6B
  - $4.45/share
  - Total payout >42% CFO
  - 15 BBOE
  - ROCE of ~12%

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1 2019 consensus estimates as of Oct. 15, 2019 for cash from operations, free cash flow, net debt and ROCE. Consensus metrics may be calculated differently from ConocoPhillips' calculation. ² 2019 assumes outstanding shares with remaining planned repurchases at the closing share price on Oct. 15, 2019. ³ Dividends and share buybacks presented on a per-share basis using average outstanding diluted shares. 2019 assumes remaining planned repurchases at the closing share price on Oct. 15, 2019. Cash from operations (CFO), free cash flow (FCF), net debt and return on capital employed (ROCE) are non-GAAP measures defined in the Appendix.
Beyond the Numbers – Performance with Purpose

**ENVIRONMENTAL PERFORMANCE**

1 of 6 OIL & GAS COMPANIES SELECTED FOR FIRST-EVER S&P 500 ESG INDEX

13th CONSECUTIVE YEAR IN DOW JONES SUSTAINABILITY INDEX

GHG Target – progress toward goal

Engaging in design of carbon price

**DIGITAL TRANSFORMATION**

Robotic process automation in back office

AI, machine and deep learning for emissions monitoring and seismic advancements

Predictive analytics in operations and planning processes

**KEY PARTNERSHIPS**

WITH SILICON VALLEY COMPANIES & TOP-3 CLOUD LEADERS

**SOCIAL & GOVERNANCE PERFORMANCE**

Strong engagement with stakeholders

Board diversity >45%

Adding S&P 500 Index to performance peer group

MOST-TRANSPARENT DISCLOSURES IN ENERGY¹

**WORLD-CLASS WORKFORCE**

Driving and measuring diversity & inclusion

Partnering with universities on curricula development; investing in workforce analytics fluency

2019 EMPLOYEE SATISFACTION RATING² EXCEEDS GENERAL INDUSTRY AND PEER BENCHMARKS

**SPIRIT VALUES**

SAFETY, PEOPLE, INTEGRITY, RESPONSIBILITY, INNOVATION, TEAMWORK

A Powerful Plan that Sets Us Apart

BASE PLAN AT $50/BBL WTI REAL
2020-2029

~$50B FREE CASH FLOW
RESILIENCE, WITH FULL EXPOSURE TO UPSIDE

~$120B CFO

CASH & PROCEEDS

ENDING CASH

~$30B BUYBACKS

>$20B DIVIDEND

<$70B CAPITAL

SOURCES

USES

<$7B annual average capital

>3% production CAGR

Average free cash flow breakeven price of ~$35/BBL

Leverage ratio of <1 in all years

Exceeds distributions target of >30% CFO

Growing returns on capital by 1-2 percentage points annually

Cash includes cash, cash equivalents and short-term investments. Proceeds include future dispositions and Cenovus Energy equity. Free cash flow, return on capital employed (referred to as returns on capital on slide), and cash from operations (CFO) are non-GAAP measures defined in the Appendix.
Strategy and Portfolio

MATT FOX
EVP AND COO
**Strategic Planning, Portfolio Optimization and Capital Investment**

**ROBUST PLANNING PROCESS**
- Acknowledge and plan for uncertainty
- Develop multiple scenarios and monitor signposts
- Test plan alternatives against a range of outcomes

**THE OPTIMAL PORTFOLIO**
- Geographically and geologically diverse assets
- Low cost of supply as a fundamental premise
- Low decline and low capital intensity enable free cash flow

**10-YEAR CAPITAL INVESTMENT PLAN**
- Optimized development pace within each asset
- Phased investments across the assets
- Integrated plan for free cash flow growth

Free cash flow is a non-GAAP measure defined in the Appendix.
Strategic Planning, Portfolio Optimization and Capital Investment

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Robust Planning Process

The Optimal Portfolio

10-Year Capital Investment Plan
STRATEGY
- Resolve the strategy paradox
- Comprehensive scenario planning
- Clear, consistent objectives and priorities
- Proprietary, integrated modeling tool
- Cost of supply is primary capital allocation criterion
- Strong board engagement

EXECUTION
- Diligent budget-setting; priorities and accountabilities
- Clear metrics and milestones across organization
- Monthly deep-dive reviews
- Continuous tracking of health, safety, environmental and workforce metrics

ACCOUNTABILITY
- Consistent, corporate-led lookbacks on exploration, development drilling and major projects
- Technical peer reviews including corporate experts
- >40 discrete Award Units for annual variable compensation

Highly Integrated, Rigorous and Embedded Across the Organization
The World Faces an Uncertain Future

**Population**
- 1990: 4 billion people
- 2018: 8 billion people (+43%)
- 2050: ?

**Economy**
- 1990: 1 trillion USD (PPP)
- 2018: 1.5 trillion USD (PPP) (+150%)
- 2050: ?

**Global Energy Demand**
- 1990: 10 billion tonnes oil equivalent
- 2018: 17 billion tonnes oil equivalent (+67%)
- 2050: ?

**Energy-Related CO₂ Emissions**
- 1990: 12 billion tonnes
- 2018: 20 billion tonnes (+60%)
- 2050: ?

Source: 2050 estimates from U.N. Projections (population), IHS Markit Scenario Service (economy), EIA 2019 and IEA 2017 Energy Technology Perspectives (demand and emissions). Copyright IHS Markit Energy Scenarios, 2019. Used with permission, all rights reserved.
Scenario Modeling Informs Uncertainty Management

CONOCOPHILLIPS SCENARIO MODELING SYSTEM

- Trends in technology, policy, and consumer behavior
- Supply and demand elasticities and correlations captured
- Thousands of possible scenarios
- Bayesian updates to scenario monitoring system

OBSERVATIONS

Average WTI price range of $40-$70/BBL through 2050s appears likely

Price cycles and volatility continue

Robust Planning Process  The Optimal Portfolio  10-Year Capital Investment Plan
### KEY OBJECTIVE: DELIVER SUPERIOR RETURNS THROUGH THE CYCLES

<table>
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<tr>
<th>CRITICAL QUESTIONS</th>
<th>STRATEGIC ACTIONS</th>
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<tr>
<td>How should we manage uncertainty?</td>
<td>Maintain a strong balance sheet</td>
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<td>Sustain low breakeven price</td>
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<td>Retain significant exposure to upside prices</td>
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<td>Proactively manage climate-related risk</td>
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<td>What portfolio should we choose?</td>
<td>Diverse asset mix</td>
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<td>Low cost of supply</td>
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<td>Low base decline and capital intensity</td>
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<td>How should we allocate capital?</td>
<td>Optimize pace of capital investments</td>
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<td>Execute program consistently through cycles</td>
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<td>Prioritize returns <em>on</em> and <em>of</em> capital</td>
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<td></td>
<td>Grow free cash flow generation capacity</td>
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Free cash flow and returns on capital employed (referred to as returns on capital on slide) are non-GAAP measures defined in the Appendix.
ROBUST PLANNING PROCESS

Acknowledge and plan for uncertainty

Develop multiple scenarios and monitor signposts

Test plan alternatives against a range of outcomes

THE OPTIMAL PORTFOLIO

Geographically and geologically diverse assets

Low cost of supply as a fundamental premise

Low decline and low capital intensity enable free cash flow

10-YEAR CAPITAL INVESTMENT PLAN

Optimized development pace within each asset

Phased investments across the assets

Integrated plan for free cash flow growth

Free cash flow is a non-GAAP measure defined in the Appendix.

Robust Planning Process

The Optimal Portfolio

10-Year Capital Investment Plan
Fundamental Premise – Low Cost of Supply Wins

COST OF SUPPLY = $/BBL WTI OIL PRICE REQUIRED TO ACHIEVE A POINT-FORWARD 10% RETURN

- All components rigorously calculated for each entity
- All barrels of resource discounted at 10%

For illustrative purposes.

- Robust Planning Process
- The Optimal Portfolio
- 10-Year Capital Investment Plan
Evolution of Differential Resource Base

2018 TO 2019 RESOURCES
$/BBL WTI COST OF SUPPLY EVOLUTION

~16 BBOE

$30-$40 /BBL

<$30 /BBL

2018YE

DISPOSITIONS

UNDERLYING 2019 PRODUCTION

~15 BBOE

$30-$40 /BBL

<$30 /BBL

2019YE AFTER ANNOUNCED DISPOSITIONS

FUTURE DISPOSITIONS

~15 BBOE

$30-$40 /BBL

<$30 /BBL

ADDITIONS

2019YE PRO FORMA

1 Closed and announced dispositions.
2 Future planned dispositions including ~25% dilution of Alaska operated assets.

Robust Planning Process

The Optimal Portfolio

10-Year Capital Investment Plan
Our Portfolio Is Low Cost of Supply Across Multiple Mega-trends

37 BBOE
TOTAL RESOURCE

22 BBOE
>$40/BBL, NOT IN CURRENT PLAN

15 BBOE
<$40/BBL

<$40/BBL WTI COST OF SUPPLY RESOURCE

<$30/BBL
WTI AVERAGE

Cost of Supply ($/BBL)

0 5 10 15
Net Resources (BBOE)

Conventional
Unconventional
Oil Sands
LNG

Robust Planning Process

The Optimal Portfolio

10-Year Capital Investment Plan
...And Is Geographically Diverse

GEOGRAPHICAL DISTRIBUTION OF 15 BBOE RESOURCE<br/><$40/BBL WTI COST OF SUPPLY RESOURCE

Lower 48
Canada
APME
Montney
Surmont
Australia
Malaysia
China
Indonesia
Qatar
Europe & Africa
Norway
Libya
Bakken
Eagle Ford
Permian
WNS
GPA
GKA
Bakken
Other
Clear Criteria for Resource Additions

**EXISTING PORTFOLIO**

**DECISION CRITERIA FOR RESOURCE ADDITIONS**

**PRIMARY**
- Development CoS < $40/BBL
- All-in CoS < $50/BBL

**ADDITIONAL**
- Accretive to value proposition
- Consistent with financial framework
- Opportunity to apply ConocoPhillips expertise

**INORGANIC ADDITIONS**

- Conversion Cost, Finding Cost or Purchase Price $/BOE
- Mix, Diff & Taxes
- Time Value of Money
- Pre-Development Cost ($COS/Bbl WTI Equivalent)
- Development Cost ($COS/Bbl WTI Equivalent)
- All-in ($COS/Bbl WTI Equivalent)

Robust Planning Process

The Optimal Portfolio

10-Year Capital Investment Plan
**Replenishing Our Resource Base – Existing Portfolio**

**EXISTING PORTFOLIO**

2016 TO 2019 RESOURCE BASE <$40/BBL WTI COS (BBOE)

**LOWER 48**
- Data-driven drilling and completions
- Spacing/stacking pilots
- Refracs of early completions
- Longer laterals
- Operating cost reductions

**ASIA PACIFIC AND MIDDLE EAST (APME)**
- Phased, repeatable projects driving down cost in China and Malaysia

**ALASKA, CANADA AND EUROPE (ACE)**
- 4-D seismic at Ekofisk
- Extended-reach laterals in Alaska
- Surmont flow-control devices
- Surmont netback improvements

**The Optimal Portfolio**

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<table>
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<tr>
<th>2016YE RESOURCE</th>
<th>LOWER 48</th>
<th>ASIA PACIFIC AND MIDDLE EAST</th>
<th>ALASKA, CANADA AND EUROPE</th>
<th>RESOURCE BASE WITH UNDERLYING GROWTH</th>
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<tbody>
<tr>
<td>10</td>
<td>~5 BBOE</td>
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<td>15</td>
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Replenishing Our Resource Base – Exploration

EXISTING PORTFOLIO

~2 BBOE
DISCOVERED WITH A DEVELOPMENT COST OF SUPPLY <$40/BBL SINCE 2016

EXPLORATION STRATEGY

Focused exploration in key business units
New ventures targeting advantaged gas and Latin America unconventional oil
Low-cost access and development cost of supply <$40/BBL

EXPLORATION

INORGANIC ADDITIONS

ALASKA
CANADA
NORWAY TESTING 5+ PROSPECTS
MALAYSIA TESTING 2+ PROSPECTS
COLOMBIA
ARGENTINA
TESTING 3 PROGRAMS

RECENT AND PLANNED EXPLORATION ACTIVITY
~$0.3B/yr CAPITAL IN BASE PLAN

1 Subject to receiving customary approvals. 2 2020-2023 shown for planned programs.

Robust Planning Process
The Optimal Portfolio
10-Year Capital Investment Plan
Replenishing Our Resource Base – Inorganic Additions

EXISTING PORTFOLIO

~1 BBOE
ADDED SINCE 2016
FOR <$1B\textsuperscript{1} AT A
DEVELOPMENT
COST OF SUPPLY
<$40/BBL

EXPLORATION

INORGANIC ADDITIONS

ACQUISITION CoS
<40/BBL

DEVELOPMENT CoS
<50/BBL

ALL-IN CoS

RECENT INORGANIC ADDITIONS

EQUITY ACQUISITION
WESTERN NORTH SLOPE AND
KUPARUK

DISCOVERED RESOURCE
NUNA

ACREAGE ACQUISITIONS
MONTNEY

ROYALTY ACQUISITIONS
EAGLE FORD AND
PERMIAN

\textsuperscript{1} Does not include the non-cash acquisition value for Greater Kuparuk.

The Optimal Portfolio

Robust Planning Process

10-Year Capital Investment Plan
Replenishing Resource Base – Low Cost of Supply Growth

EXISTING PORTFOLIO

EXPLORATION

INORGANIC ADDITIONS

Robust Planning Process

2016 TO 2019 RESOURCE BASE
<$40/BBL COS (BBOE)

~1 BBOE INCREASE FROM INORGANIC ADDITIONS

~2 BBOE INCREASE FROM E&A ACTIVITY

~5 BBOE INCREASE IN UNDERLYING RESOURCE

Production
Dispositions

The Optimal Portfolio

1 Includes closed, announced and future planned dispositions.

10-Year Capital Investment Plan
Low Base Decline Rates that are Sustained Through the Decade

Low Base Decline Rates that are Sustained Through the Decade

- Net-zero-decline LNG/oil sands and low-decline conventional assets
- Diversified sources of new production
- Disciplined overall growth rate

**First-Year BOE Base Decline Rate by Company**

**Robust Planning Process**

**The Optimal Portfolio**

**10-Year Capital Investment Plan**


[Graph showing decline rates from 2020 to 2029 with median and instantaneous values.]
Low Base Decline = Low Capital Intensity = High Free Cash Flow

LOW BASE DECLINE
~10% CAIR

LOW CAPITAL INTENSITY
CONSUS 2019

HIGH FREE CASH FLOW
YIELD CONSUS 2019

1Source: Thomson Reuters as of Oct. 15, 2019. Capital intensity is defined as capital divided by cash from operations. Integrateds include: CVX, OXY and XOM. Independents include: APA, CNO, DYN, EOG, FANG, HES, MRO, NBL and PXD. Free cash flow is a non-GAAP measure defined in the Appendix.
Strategic Planning, Portfolio Optimization and Capital Investment

**ROBUST PLANNING PROCESS**

- Acknowledge and plan for uncertainty
- Develop multiple scenarios and monitor signposts
- Test plan alternatives against a range of outcomes

**THE OPTIMAL PORTFOLIO**

- Geographically and geologically diverse assets
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**10-YEAR CAPITAL INVESTMENT PLAN**

- Optimized development pace within each asset
- Phased investments across the assets
- Integrated plan for free cash flow growth

Free cash flow is a non-GAAP measure defined in the Appendix.
Optimized Investment Pace Drives Efficiency and Returns

CRUCIAL QUESTION

What investment pace optimizes value and capital efficiency, and therefore leads to high returns through the cycles?

OUR MODEL FOR OPTIMAL PACE

Robust Planning Process

The Optimal Portfolio

10-Year Capital Investment Plan
Consistent Execution of Optimized Pace Maximizes Returns Through Cycles

STADY-STATE ACTIVITY LEVEL

- Captures capital deflation into low cycles
- Avoids inefficiency of cyclical activity level
- Avoids production decline into high price cycles; avoids production ramps into lows
- Enables consistent delivery of learning curve, optimizes supply chain strategy and improves safety performance

5 PERCENTAGE POINTS
HIGHER RETURNS FROM STEADY-STATE

CONOCOPHILLIPS DEFINITION OF CAPITAL DISCIPLINE
OPTIMIZED, CONSISTENT THROUGH-CYCLE EXECUTION OF CAPITAL PROGRAM

1 Based on corporate-led internal lookbacks.
2 Robust Planning Process
3 The Optimal Portfolio

10-Year Capital Investment Plan
Optimized Pace – Conventional Development Drilling and Projects

PRODUCTION (MBOED)

CONVENTIONAL DEVELOPMENT DRILLING
- $0.6B/yr AVG CAPITAL
  - Alaska, China, Lower 48, Malaysia, Norway

FUTURE PROJECTS
- $1.0B/yr AVG CAPITAL
  - Alaska: Willow, GMT-2 and other projects
  - Norway: Tor II, Eldfisk North and Tommeliten Alpha
  - Bohai and Malaysia phased projects

~$2.4B/yr AVERAGE CAPITAL

>750 MBOED HELD THROUGH THE DECADE

$B/yr AVG CAPITAL

Robust Planning Process

The Optimal Portfolio

10-Year Capital Investment Plan
Building an Optimized Plan from a Diverse Portfolio

**CAPITAL ($B)**

- **AVG CAPITAL**
  - <$7B

  - ~$6.5/yr AVG
  - ~$7.4/yr AVG
  - ~$6.9/yr AVG

**PRODUCTION (MBOED)**

- **PRODUCTION CAGR**
  - >3%
  - ~3% CAGR
  - ~4% CAGR
  - ~2% CAGR

**Timeline**

- **2020**
  - Permian Ramp
  - Willow Project Start

- **2023**
  - Permian Ramp Continues
  - Willow Infrastructure Complete

- **2026**
  - Montney Gets to 3 Rigs
  - Willow Online

- **2029**

2020 capital and production estimates in the base plan outlined above assume announced dispositions, planned dispositions and ~25% dilution of interests in Alaska operated assets are effective Jan. 1, 2020.

See Appendix for further details on preliminary 2020 guidance.

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Robust Planning Process

The Optimal Portfolio

10-Year Capital Investment Plan
Our Optimized Plan Delivers Consistent, Diversified Free Cash Flow Growth

AVERAGE ANNUAL FREE CASH FLOW ($B) AT $50/BBL WTI REAL

~$50 BILLION FREE CASH FLOW
OVER THE DECADE AT $50/BBL WTI REAL

1 Corporate segment cash flows allocated to regions. Free cash flow is a non-GAAP measure defined in the Appendix.

10-Year Capital Investment Plan

Robust Planning Process

The Optimal Portfolio

~$16B ACE

~$19B Lower 48

~$15B APME

~$7B/YR BY END DECADE

2020 2023 2026 2029

$B FREE CASH FLOW
0 1 2 3 4 5 6 7
Strategic Planning, Portfolio Optimization and Capital Investment

**Robust Planning Process**
- Acknowledge and plan for uncertainty
- Develop multiple scenarios and monitor signposts
- Test plan alternatives against a range of outcomes

**The Optimal Portfolio**
- Geographically and geologically diverse assets
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**10-Year Capital Investment Plan**
- Optimized development pace within each asset
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Free cash flow is a non-GAAP measure defined in the Appendix.
Asia Pacific and Middle East (APME) – Reliable Free Cash Flow

~$15B FREE CASH FLOW
2020-2029 APME REGION

QATAR
Steady production, reliable cash generation from Qatargas 3

AUSTRALIA
Steady production, reliable cash generation from APLNG

INDONESIA
New Corridor PSC signed

CHINA
Multiple phases at Bohai extend production plateau

MALAYSIA
Low cost of supply projects with exploration focus

Free cash flow is a non-GAAP measure defined in the Appendix.
Asia Pacific and Middle East – Diverse, Low Cost of Supply Resource

<$20/BBL AVG COST OF SUPPLY

APME RESOURCES

15 BBOE

15 BBOE

~2 BBOE

$25-$35/BBL

<$25/BBL

REGION

COST OF SUPPLY

APME

CHINA

INDONESIA

MALAYSIA

AUSTRALIA

QATAR

NET RESOURCES (BBOE)

COST ($/BBL WTI)

CHINA

INDONESIA

MALAYSIA

AUSTRALIA

QATAR
Asia Pacific and Middle East – Reliable Production and Cash

Strong free cash flow throughout the plan from low-decline LNG and conventional operations
Attractive incremental growth opportunities near core assets

Free cash flow is a non-GAAP measure defined in the Appendix
Qatar
Qatar – Steady Production, Reliable Cash Generation

- Low cost of supply resource
- Excellent operations by Qatargas
- Invited to bid for Qatar North Field Expansion

\(^1\) ConocoPhillips net production from Qatargas 3.
APLNG – Steady Production, Reliable Cash Generation

~$500MM/YR DISTRIBUTIONS

AND DISTRIBUTIONS BREAKEVEN PRICE <$35/BBL WTI

SALES MIX (MBOED)

- High-performing LNG plant (99% reliability)
- Upstream gas processing facilities operating near capacity
- Two long-term LNG SPAs
- Differential resource position in Surat Basin

1 Estimated average distributions 2020-2029 (ConocoPhillips net).
Optimized Cascade® Process – A Global Presence

- 26 licensed liquefaction trains globally
  - 106 MMTPA; ~25% of global LNG capacity
  - 50% of new capacity since 2015
- Competitive cost, on-schedule startups, reliable production and efficient operations
- ConocoPhillips-operated facilities drive industry-leading innovation

Indonesia

SUBAN GAS PLANT
Indonesia – New Corridor PSC Signed

- Onshore gas production
- Diversified markets
- Fixed and oil-linked gas prices

SUMPAL AND SUBAN COMPRESSION PROJECTS COMBINED TOTAL CAPITAL

<table>
<thead>
<tr>
<th>FID</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>$342MM</td>
<td>~$240MM</td>
</tr>
</tbody>
</table>

~30% CAPITAL REDUCTION
China

BOHAI OFFSHORE FACILITIES
China – Low Cost of Supply Projects Extend Production Plateau

~$35/BOE CASH MARGIN
AT $50/BBL WTI

BOHAI PRODUCTION (MBOED)

- Liquid-rich, high-margin assets
- Long-term PSC in place
- Excellent partnership with efficient operations

1 ConocoPhillips Bohai Phase 5+ not included in base plan.
China – Standardized Projects Enable Low Cost of Supply

**REPEATABLE, RELIABLE EXECUTION**

**BELOW $30/BBL AVERAGE COST OF SUPPLY**

**2016**
- **WHP-J**
  - Single WHP, ~$200MM

**2017**
- **PHASE 3, CPP, WHP-G/V**
  - 2 WHP and 1 CPP, ~$600MM

**2018**
- **PHASE 3, WHP-K**
  - Single WHP, ~$250MM

**2019**
- **PHASE 4A**
  - Single WHP, ~$250MM

**2020**
- **PHASE 4B**
  - 3 WHP and 1 CPP, ~$800MM

**FIRST PRODUCTION**

Reflects WTI Cost of Supply. WHP = Well Head Platform, CPP = Central Processing Platform. All project cost estimates represent total installed costs (TIC), net ConocoPhillips.
Malaysia

MALIKAI PRODUCTION PLATFORM
Malaysia – Phase 2 and Phase 3 Projects Deliver Low Cost of Supply

- Low cost of supply Phase 2 and Phase 3 projects
- High-margin base and future phases
Malaysia – Phase 2 and Phase 3 Projects Deliver Low Cost of Supply

GUMUSUT PHASE 2
4 wells, ~$80MM

MALIKAI PHASE 2
6 wells, $90-$100MM

SNP PHASE 2
4 wells, $50-$55MM

FIRST PRODUCTION

2019
PFLNG1
Enabling incremental KBB production

2020
GUMUSUT PHASE 3
8 wells, $180-$190MM

2021
KBB PHASE 2
4 wells, $110-$130MM

2022

2023

<$15/BBL COST OF SUPPLY
AVERAGE FOR FUTURE PHASES

All project cost estimates represent total installed costs (TIC), net ConocoPhillips.
Malaysia – Exciting Innovation in Advanced Seismic Technology

**COMPRESSIVE SEISMIC IMAGING (CSI)**

Improved image resolution and greater acquisition efficiency

ConocoPhillips proprietary technology

Applied on SK313, WL4-00 and SK304

**MACHINE LEARNING ON SK304**

Machine learning for advanced interpretation of seismic data

Algorithm trained on synthetic seismic data

Fault prediction in 3D data, over 700 faults

**IMPROVING EXPLORATION EFFICIENCY THROUGH ACCELERATED INTERPRETATION**
QATAR – GLOBAL WATER SUSTAINABILITY CENTER
ConocoPhillips’ designated center of excellence for water technology

AUSTRALIA – ENVIRONMENTAL PROGRAM
Great Barrier Reef protection through biosecurity, improved facilities and wilderness preservation

INDONESIA – ECONOMIC EMPOWERMENT
Rubber farming development, strengthening Economic Families Program and local manpower development

CHINA – EDUCATION
Light & Love School program; FUTURE Energy Innovation Research Project

MALAYSIA – EDUCATION
Fulbright English Teaching Assistant Program in Sabah; MyKasih Foundation – Love My School
Asia Pacific and Middle East – Delivering Steady Free Cash Flow

- Will generate ~30% of total company FCF for ~5% of capital over plan period
- Steady production profiles provide reliable distributions at APLNG and Qatar
- Low cost of supply projects in China and Malaysia
- Extended presence in Indonesia

$B FREE CASH FLOW¹

2020  2023  2026  2029

$15B FCF
APME 2020-2029

¹ Corporate and other segments cash flows allocated to regions. Free cash flow (FCF) is a non-GAAP measure defined in the Appendix.
Alaska, Canada and Europe (ACE) – Legacy Strength and Smart Growth

**ALASKA NORTH SLOPE**
Advantaged position and growing cash flow base; exploration success with running room

**NORWAY NORTH SEA**
Legacy base providing strong cash flow; low-cost development and exploration opportunities

**CANADA MONTNEY**
Disciplined growth for peak in second decade; commissioning of Phase 1 gas plant completed

**CANADA SURMONT**
Long-term flat production with positive cash flow; operational excellence and commercial optimization

~$16B FCF 2020-2029

Free cash flow is a non-GAAP measure defined in the Appendix.
Alaska, Canada and Europe – Low Cost of Supply Resource Base

ACE RESOURCES

15 BBOE

15 BBOE

15 BBOE

6.4 BBOE

6.4 BBOE

6.4 BBOE

ACE

$35-$40/BBL

$25-$35/BBL

< $25/BBL

REGION

COST OF SUPPLY

ALASKA

MONTNEY

NORWAY

SURMONT

LIBYA

6.4 BBOE RESOURCE

BELOW $30/BBL AVERAGE COST OF SUPPLY

0

10

20

30

40

50

60

0

1

2

3

4

5

6

NET RESOURCES (BBOE)

Cost ($/BBL WTI)

1Includes ~0.4 BBOE of resources in Libya.
Low-decline legacy conventional assets in Alaska, Norway and at Surmont

Strong free cash flow growth in the second half of the decade through growth in Alaska and Montney

Free cash flow (FCF) is a non-GAAP measure defined in the Appendix.
Alaska Base Production – Data-Driven Optimization Yields Low Decline

ALASKA BASE – MANAGING DECLINE AT ~6%

DATA ANALYTICS FOR BASE OPTIMIZATION

EXAMPLE RESERVOIR RECOVERY BY METHOD

- ~15% Primary Recovery
- ~45% Water Flood
- ~60% Miscible Water Alternating Gas

EOR OPTIMIZATION
Improved Sweep Efficiency

GAS LIFT OPTIMIZATION
Streamlined Surveillance and Rate Enhancement

QUICK IDENTIFICATION OF GAS LIFT REDESIGN OPPORTUNITIES

BOTTOM HOLE PRESSURE

1600

1 of 500+ Wells

Sub-Optimized

Optimized

0

BOPD

750

INCREASED FACILITY UPTIME

98%

94%

90%

86%

2015 2016 2017 2018

PREDICTIVE MAINTENANCE
Anticipate and Mitigate Production-Loss Events
LONG TRACK RECORD OF SUCCESS

54 drill sites in Kuparuk and Alpine

Strong Results from 2014-2018 Drill Sites
- ~$30/BBL WTI average cost of supply
- +250 MMBO recovery
- -7% costs and +5% resources vs. sanction

NEW PROJECTS—LEVERAGING EXISTING INFRASTRUCTURE
(<$25/BBL WTI COST OF SUPPLY)

PRUDHOE
Non-operated projects

NARWHAL
Promising appraisal leads to additional wells on existing pads, plus new pad

EASTERN NEWS
Piggybacking on recent 1H NEWS success

NUNA
Acquired mid-2019; 2022 startup

GREATER MOOSES TOOTH 2
On track for 2021 startup
Alaska – Increasing Recovery and Reducing Footprint

BREAKING DRILLING-LENGTH RECORDS EVERY YEAR
TOP-10 LONGEST ALASKAN WELLS WERE DRILLED FROM CD5

CONTINUED DRILLING EXCELLENCE
EXTENDING BOUNDARIES TO TEST NARWHAL PROSPECT FROM EXISTING PAD

EXTENDED-REACH DRILLING RIG
~100 MMBOE ERD RESOURCE AT ~$25/BBL WTI COS

1970 drilling radius ~5,000 ft. vs. 2016 drilling radius ~22,000 ft. vs. future ERD radius ~37,000 ft.
Alaska – 2019 Narwhal Appraisal

- Drilled one horizontal well with long-term flow test
- Exceeded expectations with initial test rate >4,500 BOPD
- Increased EUR to 150-400 MMBOE Gross

DEEP-RESISTIVITY THROUGH HORIZONTAL LATERAL USING GEOSPHERE\textsuperscript{1} TECHNOLOGY TO GATHER DATA IN CHALLENGING ENVIRONMENT

\textsuperscript{1}Schlumberger technology.
Alaska – 2019 Willow Appraisal

- Completed six appraisal wells and six tests
- Excellent dynamic results from horizontals; exceeded expectations with rates >2,500 BOPD
- Increased EUR to 450-800 MMBOE Gross

SUCCESSFUL WATERFLOOD TEST
CLEAR INDICATION OF INCREASED RECOVERY POTENTIAL
LARGEST-EVER E&A PROGRAM PLANNED IN 2020

NARWHAL
Drilling horizontal injector in 4Q 2019 to confirm reservoir connectivity

WILLOW
Four wells to refine range on potential resource and optimize drilling pad locations

HARPOON
Three exploration wells in high-potential Brookian topset targets with stacked pay
Alaska – Narwhal and Willow Future Developments

NARWHAL
- Tieback to Alpine
- CD4 Expansion
  - ~8 wells
- Existing CD4 Slots
  - ~6 wells
- New-Build CD8
  - ~20 wells

WILLOW
- Infield Pipelines
- PAD 1
- PAD 2
- PAD 4
- Infrastructure Pad & Runway
- Willow Central Facility
- Road to GMT-2
- Seawater & Sales Oil Pipelines

600-1,200 MMBOE Gross Resource
Discovered since 2016
Alaska – Compelling Plan Creates Significant Value for 10+ Years

CONOCOPHILLIPS ALASKA OUTLOOK

- NEAR-TERM EXPLORATION\(^1\)
- WILLOW & NARWHAL
- LARGE INVENTORY OF OTHER PROJECTS
- DEVELOPMENT DRILLING
- STRONG CONVENTIONAL BASE

OIL PRICE MARKERS 2017-2019

- Brent
- ANS
- WTI

1 Plan includes ~25% dilution of Alaska operated assets.
\(^1\) Near-term exploration success not in base plan.
Recent commercial improvements drive increased profitability; dual diluent 100% online at CPF2 in 4Q 2019

- Reduced capital cost of wells and pads
- Utilizing technology to reduce operating costs
- Reducing GHG emissions through non-condensable gas injection process

>1.1 BBOE RESOURCE IN PLAN

SIGNIFICANT POTENTIAL REMAINS
Montney – Contiguous Position in the Sweet Spot of the Trend

1.8 BBOE RESOURCE
AT ~$30/BBL AVERAGE COST OF SUPPLY

- ~151 M net-acre position at 100% WI
- >40 M acreage capture 2018-2019
- Positioned in premium liquids-rich window

PRODUCT MIX %

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>COST OF SUPPLY ($/BBL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRUDE</td>
<td>$30</td>
</tr>
<tr>
<td>NGLs</td>
<td>$20</td>
</tr>
<tr>
<td>CONDENSATE</td>
<td>$10</td>
</tr>
<tr>
<td>GAS</td>
<td>$10</td>
</tr>
</tbody>
</table>

PRICE DIFFERENTIAL
PRODUCT MIX
TAXES
ROYALTY
CAPITAL
OPERATING COST
Montney – The Next Wave of Unconventional Growth

- New 14-well pad completions finished; 9-well pad drilled and awaiting completions
- Phase 1 appraisal costs and schedule on target
- Testing spacing, stacking and completions across 3-4 layers
- 100 MMCFD Central Processing Facility completed on schedule and under budget

>250 MBOED
EXPECTED PLATEAU
SIGNIFICANT GROWTH THROUGH THE DECADE AND BEYOND

MBOED

2020 2023 2026 2029

PROGRESSING THROUGH LEARNING CURVE
DEMONSTRATING D&C MANUFACTURING TARGETS ON EARLY PADS

DRILLING DAYS/WELL
(FIRST 2 PADS)

FRAC STAGES/DAY
(INITIAL 14-WELL PAD)

FIRST WELL 23-WELL AVERAGE BEST WELL MFTG. TARGET
FIRST WELL 14-WELL AVERAGE BEST WELL MFTG. TARGET

28 23 15 6.0
Norway – Adding Value Through Operational Discipline

**Technology to Optimize Well Placement**
Ultra-deep resistivity

**Reducing Drilling and Completion Costs**
New long-term rig contracts, plus significantly shorter duration/well

~50% cost reduction per well

**Lowering Emissions and Reducing Operating Costs**
Subsea power and remote operations

---

**Development Drilling and Future Projects**

- **2020**: 150
- **2023**: 100
- **2026**: 50
- **2029**: 0

**Base Production**

- **2020**: 0
- **2023**: 0
- **2026**: 0
- **2029**: 0
Norway – Low Cost of Supply Projects Near Ekofisk

$20-$30/BBL COST OF SUPPLY
COST-EFFECTIVE TIEBACKS TO EXISTING INFRASTRUCTURE
Norway – Exploration Upside with Ongoing Program

- Operated exploration drilling program started 3Q 2019
- Three wells planned 2019-2020, focused in areas with potential for follow-on opportunities
- Additional prospects captured for future drilling
ALASKA, CANADA AND EUROPE

Wrap-Up

ALASKA NORTH SLOPE
Alaska, Canada and Europe – Sustainable Development

EMBEDDING SUSTAINABLE DEVELOPMENT
TO DELIVER DIFFERENTIAL BUSINESS RESULTS

ALASKA

>90% water recycled at Surmont
Cooperation and mutual-benefit agreements with First Nations
Low GHG intensity in Montney design
Faster Forests Project: 5 million trees planted over past 10 years

Leader in environmental stewardship
Strong relationships with indigenous peoples
Decades of annual studies to enable data-driven decisions

NORWAY

Reduced GHG emissions
Steam power generation from exhaust heat recovery
Recycling or reusing more than 97% of decommissioned platforms

CANADA

1 Operated Ekofisk platforms, excluding hazardous waste.
- Legacy conventional assets and attractive future projects in Alaska and Norway
- Stable, profitable oil sands at Surmont
- New unconventional development at Montney
- ~5% production CAGR in plan, plus exploration running room
- Strong and growing FCF over the decade

**~$16B FCF ACE 2020-2029**

---

1 Corporate and other segments cash flows allocated to regions. Free cash flow (FCF) is a non-GAAP measure defined in the Appendix.
REGIONAL UPDATE

Lower 48

DOMINIC MACKLON
PRESIDENT, LOWER 48

ConocoPhillips
Lower 48 – Reliable, Growing Free Cash Flow Machine

~$19B
FREE CASH FLOW
LOWER 48 TOTAL 2020-2029

EAGLE FORD
Leader in premier basin with significant remaining inventory and free cash flow

BAKKEN
Outperforming expected plateau, strong free cash flow throughout next decade

PERMIAN UNCONVENTIONAL
Material, high-quality resource position with rapidly growing free cash flow

WAVE OF FREE CASH FLOW

1 Corporate segment not allocated to asset level for chart. Free cash flow is a non-GAAP measure defined in the Appendix.

2020 2029

BAKKEN
PERMIAN EAGLE FORD
GULF OF MEXICO

OTHER
Legacy Gulf of Mexico and Permian conventional
LOWER 48 RESOURCES

15 BBOE

6.5 BBOE

LOWER 48

REGION

COST OF SUPPLY

$35-$40/BBL

$25-$35/BBL

<$25/BBL

~$30/BBL

WTI AVERAGE

NET RESOURCES (BBOE)

0 1 2 3 4 5 6

0 10 20 30 40

EAGLE FORD

BAKKEN

PERMIAN UNCON.

OTHER

6.5 BBOE LOWER 48

INCREASED BY ~1 BBOE IN THE BIG 3 SINCE 2017
Lower 48 – Significant Growth Over the Decade

Lower 48 continues as the **fastest-growing region** in terms of production and free cash flow generation due to **high-margin growth** in the Big 3.

**CAPITAL ($B)**

>50% of capital over the plan period

**PRODUCTION (MBOED)**

~800 MBOED by end decade

Free cash flow (FCF) is a non-GAAP measure defined in the Appendix.
Lower 48 Big 3 – Optimizing Investment Pace of Unconventionals

**DELIVERING BIG 3 PRODUCTION GROWTH (MBOED)**

- 2017: ~220
- 2018: 200
- 2019E: 400
- 2020E: ~410

**APPLYING PLATEAU MODEL TO DEFINE OPTIMAL PACE**

- Integrated models that honor field characteristics
- Key variables influencing incremental CoS
  - Infrastructure and expansion options
  - Well inventory by type curve area
  - Simultaneous operations constraints

**EXAMPLE: EAGLE FORD INVESTMENT PACE**

- Decision criterion: <$40/BBL incremental CoS
- MAX NPV PACE: 96%
Eagle Ford

DEWITT COUNTY, TEXAS
Eagle Ford – Premier Asset with Decades of Free Cash Flow Ahead

**PRODUCTION (MBOED)**
Target plateau at ~8 rigs, ~300 MBOED

- 2.6 BBOE across 200 M acres in basin sweet spot
- 1,300 wells drilled, 3,800 locations remaining
- 300 refracs in plan, ~300 additional upside potential
- Resource recovery enhancement pilots underway

**~$12B FCF 2020-2029**
Still in early innings – differential running room

---

1 Corporate segment cash flows not allocated to assets. Free cash flow is a non-GAAP measure defined in the Appendix.
Eagle Ford – Differential Running Room, Differential Quality

**SIGNIFICANT INVENTORY OF HIGH-QUALITY ACREAGE**

~3,800 locations remaining

- CONOCOPHILLIPS UNITS
- COMPETITOR ACREAGE
- CONOCOPHILLIPS WELLS
- COMPETITOR WELLS

**OPTIMIZED CO-DEVELOPED SPACING/STACKING**

Competitor “Rapid Pace” Stacking Strategy

- UNDEVELOPED RESOURCE AREA
- EXISTING WELLS

Minimizing Parent/Child Issues

Majority of inventory with minimal degradation

ConocoPhillips Stacking Strategy

Parent/Child Degradation Zone

- ~500 FT
- ~200 FT

Parent/Child Degradation Zone

- ~200 FT
- ~200 FT

Multi-layer Co-development

UNDEVELOPED RESOURCE AREA
Eagle Ford – Basin-Leading Recovery and Execution Performance

12-MONTH CUMULATIVE OIL

PREMIER BASIN OPERATOR
OUTPERFORMING PEER AVERAGE BY ~60%

HIGHEST EUR

LEADING WELL PERFORMANCE,
WITH AVERAGE EUR IN 85TH PERCENTILE OF BASIN

ACHIEVING >20%
AVERAGE RECOVERY FACTOR

LOWEST COST OF DEVELOPMENT

CAPITAL-EFFICIENT AND HIGHLY COMPETITIVE EXECUTION

RS ENERGY GROUP (Sept. 2019); Includes the top 10 companies in terms of count of new wells online in the basin Jan. 1, 2017 – June 30, 2018: CRZO, CHK, COP, DNV, EOG, EPEEQ, EQNR, MRO, MUR and SCAQ.
Eagle Ford – Improving Recovery Through Low CoS Refracs

BRINGING OLDER WELLS TO CURRENT RECOVERY EFFICIENCY

3.5 MMlbs
7.5 MMlbs
14-17 MMlbs

70 Clusters
100 Clusters
300+ Clusters

OLDER VINTAGE COMpletions
VINTAGE 4

ACTUAL WELL EXAMPLE REFRAC PRODUCTION PERFORMANCE

15 REFRACS ONLINE TO DATE

ORIGINAL COMPLETION
REFRAC COMPLETION
Post-Refrac Forecast
Pre-Refrac Forecast

2012
2018 - 2019

STRONG RESULTS FROM MECHANICAL ISOLATION REFRACS

- Plan includes 300 wells with CoS <$30/BBL
- ~80% are parent refracs mitigating child-well degradation
- Upside potential of additional ~300 refrac candidates

~75% INCREASE IN WELL EUR

AVERAGE FROM MECHANICAL ISOLATION REFRACS
Eagle Ford – Recovery Factors Can Be Further Improved

EAGLE FORD SRV PILOT LEARNINGS: MANY HYDRAULIC FRACTURES, LOW PERCENTAGE PROPPED

MODELED RECOVERY¹ ALONG LATERAL SHOWS HYDROCARBONS LEFT BEHIND

CALIBRATED SIMULATION RESULTS

Highest Recovery

Lowest Recovery

Highest Recovery


OPPORTUNITY TO IMPROVE RECOVERY
WITH CONSISTENT PROPPANT PLACEMENT THROUGHOUT THE LATERAL
Eagle Ford Upside¹ – V5 Completion Progress

**DESIGN OBJECTIVES**

- Improve proppant placement
- Increase tessellation of frac pattern
- Enhance near-wellbore drainage efficiency
- Reduce degradation and increase EUR

**EXECUTION PLAN**

- Four pads online in 2019
- Encouraging results from existing tests
- 10 multi-well pad pilots scheduled
- Full field development decision expected early 2021

**FRINGTURE PATTERN ILLUSTRATION**

![Propped vs Unpropped Fracture Patterns]

V4 Stimulation  →  V5 Stimulation

Footnote: ¹Success case not yet included in plan.
Eagle Ford Upside – Progress on Enhanced Oil Recovery

**TARGET ACREAGE**
- ~60% of acreage is high-volatility, not requiring EOR
- Targeting high-yield, low-volatility acreage
- Potential across ~40% of Eagle Ford acreage
- Pilot results expected 2020

**EARLY RESULTS ENCOURAGING**
- Three natural gas EOR pilots underway
- Indications of long-term low CoS EUR increase
- Target EOR CoS of <$30/BBL

---

1Success case not yet included in plan.
Bakken
NEAR WATFORD CITY, NORTH DAKOTA
Bakken – Outperforming Expected Plateau Rate

**PRODUCTION (MBOED)**
TARGET PLATEAU AT 3-4 RIGS, 90-100 MBOED

- 0.5 BBOE across 620 M acres across basin
- 750 locations remaining, proven well spacing/stacking
- Upside potential of ~300 refrac candidates

**~$3B FCF 2020-2029**

---

1 Corporate segment cash flows not allocated to assets. Free cash flow is a non-GAAP measure defined in the Appendix.
Bakken – Achieving Competitive Recoveries and Execution

12-MONTH CUMULATIVE OIL

ACHIEVING HIGH IP WITH FIT-FOR-PURPOSE FACILITIES

HIGHEST EUR

OPERATIONAL PHILOSOPHY PROVIDING SUPERIOR EUR

LOW COST OF DEVELOPMENT

OPTIMIZED COMPLETION DESIGN RESULTING IN LOW COST OF DEVELOPMENT

RS ENERGY GROUP (Sept. 2019); Includes the top-10 companies in terms of count of new wells online in the basin Jan. 1, 2017 – June 30, 2018: COP, CLR, EQNR, HES, Kraken, MRO, OAS, WLL, WPX and XOM.
Bakken – Production Outperformance by Completions Optimization

**Optimization of Completions through Multi-Variate Analysis**

- Tighter cluster spacing
- Lower proppant-to-fluid ratio
- Proppant volume reduction

**$2/Bbl CoS Reduction**

Better than 2017 Production for 2019 Costs

**Production Outperforming Expectations**

10% Reduction in Cost, Faster Completions

**Completions Cost (SMM)**

- 2017: $3.0
- 2018: $3.5
- 2019: $4.0

**Monthly Cumulative Oil Prod (MMBO)**

- 2018-2019 Actuals Avg
- 2017 Actuals Avg

12 Month
Permian Unconventional – The Next High-Margin Growth Engine

PRODUCTION (MBOED)
RIG PLATEAU 10: DELAWARE 6 (2024), MIDLAND/NWS 4 (POST-2025)
PRODUCTION PLATEAU: ~400 MBOED

- 2.4 – 2.8 BBOE resource across 170 M acres
- 2,000 – 2,400 remaining high-quality locations
- Focus on learning and piloting phase during ramp to optimize substantial recovery potential

~$4B FCF 2020-2029\(^1\)

BECOMES LARGEST BIG 3 ASSET OVER NEXT DECADE

\(^1\) Corporate segment cash flows not allocated to assets. Free cash flow is a non-GAAP measure defined in the Appendix.
RS ENERGY GROUP (Sept. 2019); Includes the top-10 companies in terms of count of new wells online in the basin Jan. 1, 2017 – June 30, 2018, plus CVX, XOM and COP. Companies included: APA, CDEV, CVX, CXO, COP, EOG, FANG, MTDR, OXY, RDS, WPX, XEC and XOM.
Delaware – Confidence in Primary Zones, Piloting All Benches

STACKED DEVELOPMENT POTENTIAL

- PRIMARY
- UNDER EVALUATION

LARGE UNDRILLED INVENTORY
~800 EXISTING INDUSTRY WELLS PROVIDING CONFIDENCE IN PRIMARY ZONES

- CONOCOPHILLIPS ACREAGE
- COMPETITOR ACREAGE

- CONOCOPHILLIPS WELLS
- COMPETITOR WELLS

- Position cored up to enable long laterals; 95% of program is >7.5K lateral length per well
- Infrastructure in place and scalable for rig ramp

90% OF PLAN PRODUCTION FROM PRIMARY ZONES

EVALUATING ADDITIONAL BENCHES

1 Includes all wells shown in map, which produce from primary zones and online for 12 months.
Delaware Upside – Solving the Stack

**STACKED DEVELOPMENT POTENTIAL**

- **AVALON**
- **BONE SPRING**
- **WOLFCAMP**

**TIME-LAPSE GEO-CHEM**

*Fingerprinting* production fluids over time to optimize vertical drainage

**DISTRIBUTED ACOUSTIC SENSING**

*Diagnosing* fracture growth along wellbore to provide insight into completions

**IMAGE LOGS**

*Understanding* pre-existing fabric of the rock to influence development

---

**TIME-LAPSE GEO-CHEM**

- **UWCA**
- **Sample Date**

**DISTRIBUTED ACOUSTIC SENSING**

- **Stress Shadow**
- **Pumps Inset**
- **Relaxation**
- **New Fracture Opening**
- **Early Stage**
- **Intermediate Stage**

**MICROSEISMIC**

*Exploring* SRV impacts to future development

**V5 PILOT**

*Using* completions design to impact spacing and stacking

**PRESSURE MONITORING**

*Monitoring* far-field pressure depletion for production strategy improvements

---

**INTEGRATING DATA WITH APPLIED SCIENCE**

INFORMING OPTIMAL SPACING, STACKING AND CO-DEVELOPMENT
Enhancing Margins Through Smart Field Design and Operations

MINIMIZE MOVING PARTS
- Gas lift
- Fluids on pipe
- Centralized infrastructure

FULLY LEVERAGE ANALYTICS AND MACHINE LEARNING
- Predictive maintenance
- Accelerated production loss diagnosis and response
- Automated process optimization

MAXIMIZE REMOTE MONITORING & CONTROL
- Web-enabled fields
- IoT sensors and controls
- Remote integrated operating centers

LOW-COST WIRELESS MONITORING DEVICES

< $4/BOE LIFTING COST IN THE BIG 3
2020-2029 AVERAGE
Majority of Lower 48 crude portfolio shifting toward Gulf Coast and international markets

- Connecting all major Lower 48 supply basins to create market access and optionality
- Committed to long-haul pipeline capacity and diversified dock facilities
- Infrastructure commitments designed to create flexibility around grade, location and access

Global crude marketing presence >1 MMBOPD

- Provides market intelligence and direct customer access

Top-5 North American natural gas marketer >8 BCFD

- Secure offtake for ConocoPhillips, solution provider for third parties

EXPORT CAPACITY >200 MBOPD BY 2021
Lower 48 – Sustainable Development

**METHANE CAPTURE**
A leader\(^1\) in methane detection and capture; continually targeting further improvement

---

**PERMIAN WATER RECYCLING**
Targeting 90% water reuse in Delaware by Q3 2020

---

**EAGLE FORD & BAKKEN REDUCING TRUCKS**
Utilizing pipeline infrastructure to eliminate >100,000 trips in 2020 with plans to double the savings over the next decade

---

\(^1\) Based on 2018 state regulatory data.
Lower 48 – Reliable, Growing Free Cash Flow Machine

- Optimized investment pace delivers exceptional returns and FCF; resilient through cycles
- Outlooks based on proven assumptions around costs and spacing/stacking
- Line-of-sight to resource upside beyond base plan

$B FREE CASH FLOW:

$19B FCF
Lower 48 2020-2029

1 Corporate segment cash flows allocated to regions. Free cash flow is a non-GAAP measure defined in the Appendix.
Financial Plan

DON WALLETTE
EVP AND CFO
A Powerful Financial Plan that Sets Us Apart

**A COMPELLING 10-YEAR PLAN**
- Generates ~$50B of free cash flow
- Strong and growing ROCE
- Base plan distributes >30% of CFO

**RESILIENT TO DOWNSIDE**
- Low breakeven price
- Balance sheet strength enables consistent execution
- Plan performs against low-price scenarios

**SIGNIFICANT EXPOSURE TO UPSIDE**
- Follow the sensitivities
- Framework in place for allocation of cash beyond base plan
- Proven track record of value creation

**FINANCIAL PLAN ALIGNED WITH SHAREHOLDER INTERESTS**

Free cash flow, return on capital-employed (ROCE) and cash from operations (CFO) are non-GAAP measures defined in the Appendix.
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Our 10-Year Plan on a Page

BASE PLAN AT $50/BBL WTI REAL
2020-2029

~$50B FREE CASH FLOW
RESILIENCE, WITH FULL EXPOSURE TO UPSIDE

~$7B annual average capital
>3% production CAGR
Average free cash flow breakeven price of ~$35/BBL
Leverage ratio of <1 in all years
Exceeds distributions target of >30% CFO
Growing returns on capital by 1-2 percentage points annually

CASH & PROCEEDS
~$120B CFO

ENDING CASH
~$30B BUYBACKS
>$20B DIVIDEND
<=$70B CAPITAL

SOURCES
USES

Cash includes cash, cash equivalents and short-term investments. Proceeds include future dispositions and Cenovus Energy equity. Free cash flow, return on capital employed (referred to as returns on capital on slide), and cash from operations (CFO) are non-GAAP measures defined in the Appendix.
Generating Strong Free Cash Flow

FREE CASH FLOW ($B)
TRAILING 4 QUARTERS

13.0  6.6  49%  1.4  5.0
CFO  CAPITAL  FCF  DIVIDENDS  FCF LESS DIVIDENDS

49% OF CFO

COMPETITIVE TODAY
TRAILING 4 QUARTERS FREE CASH FLOW (% OF CFO)

COMPETITIVE IN THE FUTURE
3-YEAR AVG CONSENSUS FREE CASH FLOW (% OF CFO)

1 Trailing 4 quarters: 3Q 2018, 4Q 2018, 1Q 2019, 2Q 2019.
Integrated includes: CVX, OXY and XOM; Independents include: APA, CNO, DVN, EOG, FANG, HES, MRO, NBL and PXD.
Cash from operations (CFO) and free cash flow (FCF) are non-GAAP measures defined in the Appendix.
Continued Focus on Growing Financial Returns

2019 ROCE CONSENSUS

1 Source: Thomson Reuters as of Oct. 15, 2019. Consensus price of $57 WTI. Consensus ROCE may be calculated using a different methodology. Integrated include: CVX, OXY and XOM. Independents include: APA, CNO, DVN, EOG, FANG, HES, MRO, NBL and PXD. Return on capital employed (ROCE) is a non-GAAP measure defined in the Appendix. Earnings forecast excludes potential special items.

EARNINGS IMPROVEMENT FUELS ROCE GROWTH AT $50/BBL

12% CAGR
10-YEAR EARNINGS

RETURN ON CAPITAL Employed

1-2 PERCENTAGE POINTS
GROWTH ANNUALLY

> $50 WTI UPSIDE
7%

$50 WTI BASE PLAN
2020
2025
2029

16%
20%

2020
2025
2029
Our Distribution Philosophy is Core to Our Value Proposition

2017-2019E SHAREHOLDER PAYOUT VS PEERS\(^1\) (% OF CFO)

- Payout target set to be competitive with integrateds, distinctive versus independents
- Plan designed to meet payout target through cycles

DISTRIBUTIONS ($B)

- Prudent mix of dividend and buybacks
- Dividend must work at low end of price cycle
- Recent 38% dividend increase reflects improved underlying financial strength
- Aim to grow dividend at S&P growth rate
- Dollar-cost-average approach to buybacks

\(^1\) 2019 dividends annualized through 2Q 2019. Dividend reflects 4Q 2019 increase. Share buybacks annualized and adjusted per company disclosures. CFO consensus per Thomson Reuters as of Oct. 15, 2019. Integrateds include: CVX, OXY and XOM. Independents include: APA, CNO, DVN, EOG, FANG, HES, MRO, NBL and PXD. Cash from operations (CFO) is a non-GAAP measure defined in the Appendix.
A Financial Plan Aligned With Shareholder Interests

**Strong Free Cash Flow Generation**
- Free Cash Flow (FCF) positive in all years
- Averages ~$5B over 10 years

**A-Rated Balance Sheet**
- Provides Resilience and Flexibility
- Average leverage <1.0x over 10 years
- Balance sheet performs through downside scenarios

**Growing Return on Capital**
- Focus on underlying ROCE
- ROCE grows at 1-2 percentage points annually

**Competitive, Consistent Return of Capital**
- Dividend grows at competitive rate
- Buybacks supplement dividend
- Plan payout exceeds 30% of CFO

Free cash flow (FCF), net debt, cash from operations (CFO) and return on capital employed (ROCE) are non-GAAP measures defined in the Appendix.
A Powerful Financial Plan that Sets Us Apart

A COMPELLING 10-YEAR PLAN
Generates ~$50B of free cash flow
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RESILIENT TO DOWNSIDE
Low breakeven price
Balance sheet strength enables consistent execution
Plan performs against low-price scenarios

SIGNIFICANT EXPOSURE TO UPSIDE
Follow the sensitivities
Framework in place for allocation of cash beyond base plan
Proven track record of value creation

FINANCIAL PLAN ALIGNED WITH SHAREHOLDER INTERESTS

Free cash flow, return on capital-employed (ROCE) and cash from operations (CFO) are non-GAAP measures defined in the Appendix.
Embracing Cycles – Positioned to Thrive at Lower Prices

DEFINITION OF DISCIPLINE:
CONSISTENT, OPTIMIZED, THROUGH-CYCLE EXECUTION OF CAPITAL AND DISTRIBUTION PROGRAMS

- Lowest cost of supply wins
- Low capital intensity and top-tier breakeven price
- Significant balance sheet strength
- Continued focus on underlying cost structure

SIGNIFICANT EXPOSURE TO UPSIDE

>$65/BBL

- Oil-weighted portfolio
- Unhedged for upside
- Tax and royalty regimes
- Continued focus on underlying cost structure

<$45/BBL

RESILIENT TO DOWNSIDE
**Top-tier Breakeven Price**

**2020-2029 Breakeven Price ($/BBL WTI)**

- **Using Cash on Hand to Maintain Near-term Distributions**
  - $50 / BBL

**2020 Capital Breakeven Price**

- **Integrals**
- **Independents**

---

1. 2019 Real.
2. Source: Wood Mackenzie 3Q Corporate Benchmarking Tool data. Integrals include: CVX, OXY and XOM, upstream capital only. Independents include: APA, CXO, DVN, EOG, FANG, HES, MRO, NBL and PXD. Capital breakeven is also referred to as free cash flow breakeven. Free cash flow is a non-GAAP measure defined in the Appendix.
In a Cyclical Business, a Strong Balance Sheet is a Strategic Asset

TOTAL DEBT ($B)

$12B
2016-2019 DECREASE

2016 2017 2018 2019

NET DEBT / CFO CONSENSUS 2019

INDEPENDENTS INTEGRATEDS S&P 500

0.5

BALANCE SHEET TRANSFORMATION 2016 – 2019

~45% reduction in Total Debt

~35% reduction in annual Interest Expense

~30% reduction in Asset Retirement Obligations

A-rated Balance Sheet

1 Source: Thomson Reuters as of Oct. 15, 2019. Integrated includes: CVX, OXY and XOM. Independents include: APA, XTO, DVN, EOG, FANG, HES, MRO, NBL and PXD.
2 End 3Q 2019.
3 Interest and debt expense 1H 2019 annualized.
Net debt and cash from operations (CFO) are non-GAAP measures defined in the Appendix.
Cash Balance Plays a Vital Role in Our Value Proposition

HOW WE THINK ABOUT OUR CASH BALANCE

STRATEGIC CASH

Horizon: >1 year
Purpose:
- Pre-fund buybacks at $50/BBL WTI
- Downcycle price protection
- Capture opportunities beyond base plan

RESERVE CASH

~$2-3B

Horizon: 6-12 months
Purpose:
- Operating plan sources/uses
- Price volatility

OPERATING CASH

~$1B

Horizon: Tomorrow
Purpose:
- Daily operating and working capital

3-YEAR STRESS TEST DURING CAPITAL PROJECTS RAMP

- Base plan maintains <1.0x leverage for 10 years
- Test leverage at $40/BBL WTI while funding full capital program, growing dividend and $3B annual buybacks

PLAN RESILIENT TO 3 YEARS AT $40/BBL WITH NO MITIGATIONS
## A Powerful Financial Plan that Sets Us Apart

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- Generates ~$50B of free cash flow
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- Framework in place for allocation of cash beyond base plan
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---

**FINANCIAL PLAN ALIGNED WITH SHAREHOLDER INTERESTS**

Free cash flow, return on capital-employed (ROCE) and cash from operations (CFO) are non-GAAP measures defined in the Appendix.
Embracing Cycles – Positioned to Thrive at Higher Prices

**DEFINITION OF DISCIPLINE:**
- Consistent, Optimized, Through-Cycle Execution of Capital AND Distribution Programs

**SIGNIFICANT EXPOSURE TO UPSIDE**
- Lowest cost of supply wins
- Low capital intensity and top-tier breakeven price
- Significant balance sheet strength
- Continued focus on underlying cost structure
- Oil-weighted portfolio
- Unhedged for upside
- Tax and royalty regimes
- Continued focus on underlying cost structure

**RESILIENT TO DOWNSIDE**
- <$45/BBL
- >$65/BBL
Significant Incremental Cash Flow Beyond the Base Plan

BASE PLAN AT $50/BBL WTI REAL

<table>
<thead>
<tr>
<th>SOURCES</th>
<th>USES</th>
<th>UPSIDE CASH AT &gt;$50 WTI/BBL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASH &amp; PROCEEDS</td>
<td>ENDING CASH</td>
<td>ADDITIONAL CASH FLOW</td>
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<tr>
<td>~$120B CFO</td>
<td>~$30B BUYBACKS</td>
<td>RETURN OF CAPITAL</td>
</tr>
<tr>
<td></td>
<td>&gt;$20B DIVIDEND</td>
<td>RESOURCE ADDITIONS</td>
</tr>
<tr>
<td></td>
<td>&lt;$70B CAPITAL</td>
<td>STRENGTHEN BALANCE SHEET</td>
</tr>
</tbody>
</table>

2020 - 2029

Cash includes cash, cash equivalents and short-term investments. Proceeds include future dispositions and Cenovus Energy equity. Cash from operations (CFO) is a non-GAAP measure defined in the Appendix.
Value Creation Beyond the Base Plan – It’s All About the Framework

Available Cash

RETURN OF CAPITAL
- Accelerate dividend growth
- Increase level of dollar-cost-average buybacks
- Contingent variable dividends

RESOURCE ADDITIONS
- Develop exploration success
- Conversion of captured resource
- Inorganic additions

STRENGTHEN BALANCE SHEET
- Maintain or build cash
- Reduce debt
- Refinance debt

Alternatives

Considerations & Criteria
- Maintain distribution competitiveness
- Change in view of commodity price; structural vs cyclical

- Optimize pace of development
- Consistent criteria for all forms of resource additions

- Retain adequate cash to fund base plan in a downcycle
- Alternative uses of cash
- Market conditions and relative returns
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Free cash flow, return on capital-employed (ROCE) and cash from operations (CFO) are non-GAAP measures defined in the Appendix.
Closing

RYAN LANCE
CHAIRMAN AND CEO
A Powerful Plan that Sets Us Apart

BASE PLAN AT $50/BBL WTI REAL
2020-2029

~$50B FREE CASH FLOW
RESILIENCE, WITH FULL EXPOSURE TO UPSIDE

<$7B annual average capital

>3% production CAGR

Average free cash flow breakeven price of ~$35/BBL

Leverage ratio of <1 in all years

Exceeds distributions target of >30% CFO

Growing returns on capital by 1-2 percentage points annually

CASH & PROCEEDS

~$120B CFO

ENDING CASH

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>$20B DIVIDEND

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Appendix A

2020 GUIDANCE
Preliminary 2020 Capital and Production Guidance

**CAPITAL ($B)**

- **2019E:** $6.3
- **2020 GUIDANCE:** $6.5 – $6.7
  - **BASE PLAN:** $0.4
  - **AK DILUTION:** $0.1
  - **U.K.:** $0

**PRODUCTION (MBOED)**

- **2019E:** 1,300 – 1,310
  - **UNDERLYING PRODUCTION:** ~5%
  - **GROWTH:** ~55, 50, ~35
- **2020 GUIDANCE:** 1,240 – 1,310
  - **BASE PLAN:** ~35
  - **BASE PLAN PRO FORMA:** ~30

---

1 Excludes acquisition capital. 2019 preliminary guidance reflects the expectation that the ~25% dilution of interests in Alaska operated assets occurs in 2021. 2 Includes announced and planned dispositions. The estimated range reflects an assumption that such dispositions will close sometime during 1H 2020; however, timing of dispositions may differ, which could result in differences in our actuals. 3 Underlying production excludes Libya, as well as closed and pending dispositions. Final guidance subject to Board approval in Dec. 2019.
2020 Annualized Cash Flow Sensitivities

**CONSOLIDATED OPERATIONS**
($45-65/BBL WTI)

- **CRUDE**
  - **Brent/ANS:** ~$150-160MM for $1/BBL change
  - **WTI:** ~$40-50MM for $1/BBL change
  - **WCS:** ~$10-20MM for $1/BBL change

- **NATURAL GAS**
  - **Henry Hub:** ~$50-60MM for $0.25/MCF change
  - **Int’l Gas:** ~$5-10MM for $0.25/MCF change

**EQUITY AFFILIATES**
($45-65/BBL BRENT)

- Expect distributions from all equity affiliates at >$45/BBL Brent
- $1/BBL movement in Brent: ~$40-45MM

**NET CASH FLOW FROM CONTINGENT PAYMENTS**

- CA$6MM quarterly for every CA$1 WCS price above CA$52/BBL
- $7MM monthly if average Henry Hub price is at or above $3.20/MMBTU (capped at $300MM)

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1 Representative of cash from operations (CFO) within Equity Affiliates, may not all be distributed. Assumes WCS moves proportionally to WTI. Contracted LNG within equity affiliates is subject to a 3-month pricing lag. The published sensitivities above reflect annual estimates and may not apply to quarterly results due to lift timing/product sales differences, significant turnaround activity or other unforeseen portfolio shifts in production. Additionally, the above sensitivities apply to a range of commodity price fluctuations as of Nov. 2019, but may not apply to significant and unexpected increases or decreases. The sensitivities include announced and future planned dispositions in for the full-year and will be updated as applicable upon transaction closings.
Beyond the Numbers – Performance with Purpose

**ENVIRONMENTAL PERFORMANCE**

1 of 6 OIL & GAS COMPANIES SELECTED FOR FIRST-EVER S&P 500 ESG INDEX

13th CONSECUTIVE YEAR IN DOW JONES SUSTAINABILITY INDEX

GHG Target – progress toward goal

Engaging in design of carbon price

**SOCIAL & GOVERNANCE PERFORMANCE**

Strong engagement with stakeholders

Board diversity >45%

Adding S&P 500 Index to performance peer group

MOST-TRANSPARENT DISCLOSURES IN ENERGY†

**DIGITAL TRANSFORMATION**

Robotic process automation in back office

AI, machine and deep learning for emissions monitoring and seismic advancements

Predictive analytics in operations and planning processes

**KEY PARTNERSHIPS**

WITH SILICON VALLEY COMPANIES & TOP-3 CLOUD LEADERS

**WORLD-CLASS WORKFORCE**

Driving and measuring diversity & inclusion

Partnering with universities on curricula development; investing in workforce analytics fluency

2019 EMPLOYEE SATISFACTION RATING†† EXCEEDS GENERAL INDUSTRY AND PEER BENCHMARKS

**SPIRIT VALUES**

SAFETY, PEOPLE, INTEGRITY, RESPONSIBILITY, INNOVATION, TEAMWORK

A Leader In Safety

- Focus on personal and process safety
- A safety leader in peer group
- Health, Safety and Environmental included in performance metrics

**INJURY RATE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Injury Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>0.3</td>
</tr>
<tr>
<td>2016</td>
<td>0.25</td>
</tr>
<tr>
<td>2018</td>
<td>0.25</td>
</tr>
</tbody>
</table>

~40% DECREASE

**SECTOR INJURY RATES**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Injury Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil &amp; Gas</td>
<td>0.0</td>
</tr>
<tr>
<td>Utilities</td>
<td>1.0</td>
</tr>
<tr>
<td>Construction</td>
<td>3.0</td>
</tr>
</tbody>
</table>

See Proxy for further discussion of operating and HSE targets, performance and results.

1Rate of OSHA Recordable Injuries per 200,000 hours worked. 2U.S. Bureau of Labor Statistics. Incidence rates and numbers of nonfatal occupational injuries by sector, released in 2018.
“Our commitment is to demonstrate leadership in the production of these resources by being competitive both financially and with our environmental and social performance.”

—Ryan Lance, Chairman and CEO

Sustainable Development (SD) Governance

Board of Directors
- Public Policy Committee

Executive Leadership Team (ELT)
- Champions for Human Rights, Stakeholder Engagement, Water, Biodiversity, Climate Change

Sustainable Development Leadership Team (SDLT)
- Sustainable Development Team

Health, Safety & Environment Leadership Team (HSELT)
- Environmental Assurance Group

Business Units
- BU Leadership Teams, Subject Matter Experts and Global Issue Working Groups for Human Rights/Stakeholder Engagement, Water, Biodiversity, Climate Change

Board oversight of Sustainable Development
- Public Policy Committee evaluates and monitors trends and risks that could affect the company’s business activities and performance, including social and environmental risk
- The Committee receives a quarterly update on SD performance

SD risk management integrated into strategy and decision-making
- Action Plans for Climate Change, Water, Biodiversity, Stakeholder Engagement
- SD risks addressed in Enterprise Risk Management, if appropriate
- VCIP includes SD milestone

Strong safety performance
- Continued lowest workforce Total Recordable Rate on record
- Continued strengthening of crisis and emergency management capabilities

Sustainability performance & disclosure in line with market-leading standards
- Disclosure largely informed by TCFD, SASB and GRI reporting frameworks
- External recognition from CDP, Dow Jones Sustainability Index and Corporate Human Rights Benchmark

To review our full Sustainability Report, please visit: www.conocophillips.com/sustainability/
Management of Climate-Related Risks

Strategy
- Scenario planning provides a better understanding of external factors that impact the business, tests robustness of the strategy across different business environments
- Scenario Monitoring System helps identify how far and how fast the business environment is moving in any direction

Risk management
- Climate-related risk assessment required for qualifying projects identifies risks and mitigation actions related to GHG emissions, GHG regulation and physical impacts of climate change
- Qualifying projects required to run a GHG pricing sensitivity using a price of $40/tonne CO₂(e)

Performance
- Since 2009, discretionary projects have reduced annual GHG emissions by approximately 7 million tonnes CO₂(e) compared to business as usual
- 2018 gross operated GHG emissions decreased by approximately 1.4% from 2017
- 2018 GHG emissions intensity decreased by 2%

GHG-related policy
- Founding Member of the Climate Leadership Council (CLC) in collaboration with other industry peers and environmental organizations to develop a carbon dividend plan
- Actively monitoring/engaging with policy makers on climate-related issues

Climate-related disclosure and reporting
- Published Managing Climate-Related Risks report aligned with TCFD recommendations
- Received best ISS QualityScore rating for Carbon and Climate disclosures

GHG Intensity Target
- 5–15% reduction in GHG emissions intensity by 2030 from a 2017 baseline
## OUR EXECUTIVE COMPENSATION PROGRAMS CLOSELY TIE PAY TO PERFORMANCE

<table>
<thead>
<tr>
<th>Method</th>
<th>Performance Period</th>
<th>Performance Measures</th>
<th>Payout Limits</th>
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<tr>
<td><strong>Salary</strong></td>
<td>Cash</td>
<td>Annual</td>
<td>- Benchmarked to compensation reference group</td>
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<td></td>
<td></td>
<td></td>
<td>- Individual goals</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Salary grade minimum/maximum</td>
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<tr>
<td><strong>Annual Incentive</strong></td>
<td>Cash</td>
<td>Annual</td>
<td>- Equally weighted:</td>
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<td>- Health, Safety &amp; Environment</td>
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<td>- Operational</td>
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<td>- Financial (relative)</td>
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<td>- Strategic</td>
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<td></td>
<td>- TSR (relative)</td>
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<td></td>
<td></td>
<td></td>
<td>0% - 200% of target for corporate performance inclusive of individual adjustments</td>
</tr>
<tr>
<td><strong>Long-Term Incentives (LTIP)</strong></td>
<td>Performance Shares (65%)</td>
<td>3 years</td>
<td>- 60% TSR (relative)</td>
</tr>
<tr>
<td></td>
<td>Executive Restricted Stock Units (35%)</td>
<td>3 years</td>
<td>- 40% Financial (relative)</td>
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<td>0% - 100% of target</td>
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</tbody>
</table>

## 2018 TARGET COMP

- **CEO**: 11%
- **NEOs**: 16%
- **LONG-TERM INCENTIVE**: 17%
- **ANNUAL INCENTIVE**: 17%
- **BASE SALARY**: 67%

*Named Executive Officers (NEOs), excluding the CEO

## RESPONSIVENESS TO STOCKHOLDER FEEDBACK

### 2018 Program Changes
- Increased transparency around targets and results
- Increased performance shares from 60% to 65% of LTIP; replaced stock options with time-vested Executive Restricted Stock Units (RSUs)
- Expanded compensation reference group to include comparable general industry and other energy companies

### 2019 Program Changes
- Eliminated Strategic Objectives performance measure from Performance Share Program (PSP); reallocated weighting to 60% TSR/40% Financial
- PSP payout now determined solely on a formulaic basis
- Cap maximum annual incentive payout for executives to 200% inclusive of individual adjustments

### Contemplated 2020 Program Changes
- Change settlement of Executive RSUs from cash to shares
- Adding S&P 500 Index to performance peer group
Board Refreshment & Diversity

**DIRECTOR NOMINEE TENURE DIVERSITY**
- **4 DIRECTORS**
  - 0-3 years of service
- **4 DIRECTORS**
  - 4-6 years of service
- **3 DIRECTORS**
  - 7-9 years of service

**DIRECTOR NOMINEE GENDER DIVERSITY**
- **7 Men**
- **4 Women**
  - 36% Women

**BOARD INDEPENDENCE**
- 91% Of our board members (10 of 11) are independent

**DIRECTOR NOMINEE AGE DIVERSITY**
- Median age: 59

**BOARD SKILLS AND QUALIFICATIONS ALIGN WITH LONG-TERM BUSINESS STRATEGY**

<table>
<thead>
<tr>
<th>CEO OR SENIOR OFFICER</th>
<th>FINANCIAL REPORTING</th>
<th>INDUSTRY</th>
<th>GLOBAL</th>
<th>REGULATORY/GOVERNMENT</th>
<th>ENVIRONMENTAL/SUSTAINABILITY</th>
<th>TECHNOLOGY</th>
<th>PUBLIC COMPANY BOARD SERVICE</th>
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<tr>
<td>Arjun N. Murti</td>
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<tr>
<td>Robert A. Niblock</td>
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</tbody>
</table>
Corporate Governance & Compensation Best Practices

**What We Do**
- ✓ Annual election of all directors
- ✓ Annual Board/Committee and self/peer evaluations
- ✓ Majority vote standard in uncontested elections
- ✓ Proxy access
- ✓ Independent Lead Director
- ✓ Independent Board except our CEO
- ✓ Regular executive sessions of independent directors
- ✓ Active stockholder engagement
- ✓ Robust sustainability program overseeing safety and environmental stewardship
- ✓ Transparent public policy engagement
- ✓ Pay for performance
- ✓ Stock ownership guidelines for directors and executives
- ✓ Mitigation of risk in compensation program
- ✓ Clawback policy
- ✓ Independent compensation consultant
- ✓ Double trigger
- ✓ Executive compensation program payouts subject to cap

**What We Don’t Do**
- X No employment agreements for our Named Executive Officers
- X No current payment of dividend equivalents on unvested long-term incentives
- X As of May 2012, no excise tax gross-ups for future change-in-control plan participants
- X No repricing underwater stock options
- X No pledging, hedging, short sales or derivative transactions
- X No automatic compensation increases
### Our Approach to Innovation and Technology Sets Us Apart

#### Improving All Aspects of E&P Value Chain from Operations to Back Office

<table>
<thead>
<tr>
<th>Exploration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compressive Seismic Imaging</td>
</tr>
</tbody>
</table>

| D&C |
| Automated Drilling |

| Production |
| AI-driven facility optimization |

| Supply Chain |
| Blockchain truck ticketing |

| Finance |
| Robotic and cognitive automation |

| Decommissioning |
| Rigless wellbore P&A |

#### Working with Peers to Tackle Common Industry Challenges to Lower Cost of Supply

| 10 O&G Operators |
| Evaluating blockchain with 4 projects in execution |

| 150 O&G Companies |
| Developing an open subsurface data platform |

#### Partnering with Technology Start-Ups, Unicorns and Global Giants

| drishti |
| Reducing NPT for Completions |
| Drone-based equipment inspections |

| Uipath |
| Robotic process automation |

| AWS |
| Turbine and gas-lift optimization |

| samsara |
| Integrating IoT into field operations |

| Microsoft |
| LNG and asset integration modeling |

#### Using Similar Philosophies to Capture Combined Synergies Across Digital Programs

| ERP |
| Modernization |

| Emerging Technologies |

| Data Analytics |

#### Leveraging 20+ External Partnerships to Advance Innovation
**COMPENSATION PROGRAM**
Oversight by HRCC

- Core philosophy based on pay for performance
- Programs aligned with shareholder interests
- All-employee annual incentive program considers individual and company results
- Strong culture element to programs; focus on “what” and “how” of results and real-time recognition
- Global equitable pay practices

**DIVERSITY & INCLUSION**
Oversight by HRCC

- D&I focus: Leadership accountability, awareness, processes/programs
- D&I Champion at executive level; D&I Council: 14 global senior leaders
- D&I training required for senior leaders
- Annual all-employee engagement survey; 88% participation (2019); satisfaction score higher than general industry and energy peers
- Inclusive hiring practices; diverse candidate slates for all leadership roles
- Active employee affinity groups with 5,000+ members

**TALENT DEVELOPMENT**
Oversight by DAC/HRCC

- Robust succession planning process
- Mandatory training for supervisors and leaders
- 17 Talent Management Teams oversee development across skills areas
- Performance management includes behavior rating and ongoing feedback
- Centralized contingent workforce oversight
- Continued success with university feeder pools and external markets for talent acquisition

**HEALTH & WELL-BEING**

- Competitive global benefits informed by external market practices and employee needs
- Well-being programs to address major health risks and reduce stress
- Global biometric screenings and programs led to a 10% decline in obesity
- Flexible work schedules and competitive time-off
- Emerging focus on benefits that address D&I issues across life stages

**EXTERNAL RECOGNITION**

- Indeed’s 50 Top-Rated Workplaces in 2019
- Forbes’ Best Employers for Diversity 2019

- Forbes’ America’s Best Large Employers of 2019
- Fortune’s World’s Most Admired Companies in 2019
## Commitment to Ethical Conduct & Equal Employment Opportunity

ConocoPhillips has a long-standing commitment to ensuring respectful, fair and non-discriminatory treatment for all employees and maintaining a work environment free of all forms of unlawful conduct.

### Policies & Training
- Code of Business Ethics and Conduct; mandatory annual attestations completed by all employees
- Equal Employment Opportunity and Affirmative Action Policies/Programs
- Workplace Harassment Prevention Training required for all employees

### Board Oversight
- Audit & Finance Committee (AFC) provides oversight to Global Compliance & Ethics Group (GC&E)
- Five in-person Committee/Board meetings throughout the year
- Compliance program activity, key metrics and aggregate investigative updates shared with AFC

### Internal Resources
- Multiple avenues to seek guidance or report workplace ethical concerns
- Ethics Helpline, accessible by phone or online
- Employees can also report to Supervisor, Human Resources representatives, or directly to GC&E

### Investigative Processes
- Fair and confidential investigative processes conducted by an independent investigator
- Anonymous reporting always available; zero tolerance for retaliation
- GC&E reviews all investigation summaries and recommendations to ensure global consistency

To review our full EEO Policy, please visit: http://hrpdfctr.conocophillips.com/Documents/HR-documents/Equal_Employment_Opportunity_Policy.pdf
Non-GAAP Reconciliations

Use of Non-GAAP Financial Information – This presentation includes non-GAAP financial measures, which help facilitate comparison of company operating performance across periods and with peer companies. Any non-GAAP measures related to historical periods included herein will be accompanied by a reconciliation to the nearest corresponding GAAP measure, both at the end of this presentation and on our website at [www.conocophillips.com/nongAAP](http://www.conocophillips.com/nongAAP). For forward-looking non-GAAP measures we are unable to provide a reconciliation to the most comparable GAAP financial measures because the information needed to reconcile these measures is dependent on future events, many of which are outside management’s control as described above. Additionally, estimating such GAAP measures and providing a meaningful reconciliation consistent with our accounting policies for future periods is extremely difficult and requires a level of precision that is unavailable for these future periods and cannot be accomplished without unreasonable effort. Forward-looking non-GAAP measures are estimated consistent with the relevant definitions and assumptions.

### RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO CASH FROM OPERATIONS AND FREE CASH FLOW

$ MILLIONS, EXCEPT AS INDICATED

<table>
<thead>
<tr>
<th></th>
<th>For the Year Ended</th>
<th>For the Quarter Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash Provided by Operating Activities</td>
<td>4,403</td>
<td>7,077</td>
</tr>
<tr>
<td>Adjustments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net operating working capital changes</td>
<td>(481)</td>
<td>15</td>
</tr>
<tr>
<td>Cash from operations</td>
<td>4,884</td>
<td>7,062</td>
</tr>
<tr>
<td>Less: Capital expenditures and investments</td>
<td>(4,869)</td>
<td>(4,591)</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>15</td>
<td>2,471</td>
</tr>
</tbody>
</table>
## RECONCILIATION OF DEBT TO NET DEBT

$ MILLIONS, EXCEPT AS INDICATED

<table>
<thead>
<tr>
<th></th>
<th>12/31/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Debt</td>
<td>27,275</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>3,610</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>50</td>
</tr>
<tr>
<td><strong>Net Debt</strong></td>
<td><strong>23,615</strong></td>
</tr>
</tbody>
</table>
Non-GAAP Reconciliations – continued

RECONCILIATION OF RETURN ON CAPITAL EMPLOYED (ROCE)
$ MILLIONS, EXCEPT AS INDICATED

<table>
<thead>
<tr>
<th>Numerator</th>
<th>For the Year Ended 12/31/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income (Loss) Attributable to ConocoPhillips</td>
<td>(3,615)</td>
</tr>
<tr>
<td>Adjustment to exclude special items</td>
<td>307</td>
</tr>
<tr>
<td>Net income attributable to noncontrolling interests</td>
<td>56</td>
</tr>
<tr>
<td>After-tax interest expense</td>
<td>796</td>
</tr>
<tr>
<td>After-tax interest income</td>
<td>(36)</td>
</tr>
<tr>
<td>ROCE Earnings</td>
<td>(2,492)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Denominator</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average total equity(^1)</td>
<td>37,837</td>
</tr>
<tr>
<td>Average total debt(^2)</td>
<td>28,225</td>
</tr>
<tr>
<td>Less: Average total cash(^3)</td>
<td>(4,166)</td>
</tr>
<tr>
<td>Average capital employed</td>
<td>61,896</td>
</tr>
<tr>
<td>ROCE (percent)</td>
<td>-4.0%</td>
</tr>
</tbody>
</table>

\(^1\) Average total equity is the average of beginning total equity and ending total equity by quarter.

\(^2\) Average total debt is the average of beginning long-term debt and short-term debt and ending long-term debt and short-term debt by quarter.

\(^3\) Average total cash is the average of beginning cash, cash equivalents, restricted cash and short-term investments and ending cash, cash equivalents, restricted cash and short-term investments.
Abbreviations

ACE: Alaska, Canada and Europe
APME: Asia Pacific and Middle East
B: billion
BBL: barrel
BBOE: billions of barrels of oil equivalent
BCF: billion cubic feet
BOE: barrels of oil equivalent
BOED: barrels of oil equivalent per day
CADR: compound annual decline rate
CAGR: compound annual growth rate
CFO: cash from operations
$CO_2$: carbon dioxide
CoS: cost of supply
CVE: Cenovus Energy Company
DCA: dollar-cost average
E&A: exploration and appraisal
EOR: enhanced oil recovery
EUR: estimated ultimate recovery
FCF: free cash flow
FID: final investment decision
GAAP: generally accepted accounting principles
GHG: greenhouse gas emissions

IoT: internet of things
LNG: liquefied natural gas
MBO: thousands of barrels of oil
MBOE: thousands of barrels of oil equivalent
MBOED: thousands of barrels of oil equivalent per day
MM: million
MMBO: millions of barrels of oil
MMBOE: millions of barrels of oil equivalent
MMBOED: millions of barrels of oil equivalent per day
MMCFD: millions of cubic feet per day
MMlbs: million pounds
MMTPA: million metric tonnes per annum
NGL: natural gas liquids
NPV: net present value
OPEX: operating expenses
ROCE: return on capital employed
PSC: production sharing contract
SRV: stimulated rock volume
TIC: total installed cost
WI: working interest
WTI: West Texas Intermediate
Definitions

NON-GAAP TERMS

Cash from operations (CFO): Cash provided by operating activities excluding the impact from operating working capital. Estimated CFO assumes no operating working capital changes, and therefore CFO equals cash provided by operating activities.

Free cash flow (FCF): Cash from operations in excess of capital expenditures and investments. Free cash flow is not a measure of cash available for discretionary expenditures since the company has certain non-discretionary obligations such as debt service that are not deducted from the measure. Cash from operations is a non-GAAP measure defined in this Appendix.


Return on capital employed: Measure of the profitability of average capital employed in the business. Calculated as a ratio, the numerator of which is net income plus after-tax interest expense and excluding after-tax interest income, and the denominator of which is average total equity plus average total debt adjusted for average cash, cash equivalents, restricted cash and short-term investments. Net income is adjusted for non-operational or special item impacts.

OTHER TERMS

Buyback breakeven: Breakeven price is the WTI price at which cash from operations equals the total of capital expenditures and investments, dividends and share buybacks. Also referred to as breakeven price. Cash from operations is a non-GAAP measure defined in this Appendix.

Capital breakeven: Capital breakeven is the WTI price at which cash from operations equals capital expenditures and investments. Also referred to as free cash flow breakeven. Cash from operations is a non-GAAP measure defined in this Appendix.

Carbon price: A price applied to carbon emissions in which market mechanisms are used to pass the cost of emitting on to emitters, creating financial incentives for polluters to reduce emissions.

Cash margin: Cash from operations per barrel of oil equivalent. Cash from operations is a non-GAAP measure defined in this Appendix.

Consensus: Estimates based on combined forecasts of external analysts. Consensus metrics presented may be calculated using different methodologies than those used by ConocoPhillips.
Definitions

Cost of supply: Cost of supply is the WTI equivalent price that generates a 10 percent after-tax return on a point-forward and fully burdened basis. Fully burdened includes capital infrastructure, foreign exchange, price-related inflation, G&A and carbon tax (if currently assessed). If no carbon tax exists for the asset, it is not included in this metric. All barrels of resource are discounted at 10 percent.

Discovered resource: Resource that has been found to have a known hydrocarbon accumulation as a result of exploration drilling.

Distributions: Total of dividends and share repurchases. Also referred to as returns on capital.

Dividend breakeven: Dividend breakeven price is the WTI price at which cash from operations equals the total of capital expenditures and investments and dividends. Cash from operations is a non-GAAP measure defined in this Appendix.

Free cash flow breakeven: Free cash flow breakeven is the WTI price at which cash from operations equals capital expenditures and investments. Also referred to as capital breakeven. Cash from operations is a non-GAAP measure defined in this Appendix.

Free cash flow yield: Free cash flow divided by market capitalization. Market capitalization is valued using common shares outstanding and recent stock price.

Leverage ratio: Refers to net debt divided by cash from operations. Net debt and cash from operations are non-GAAP measures defined in this Appendix.


Resources: Based on the Petroleum Resources Management System, a system developed by industry that classifies recoverable hydrocarbons into commercial and sub-commercial to reflect their status at the time of reporting. Proved, probable and possible reserves are classified as commercial, while remaining resources are categorized as sub-commercial or contingent. The company’s resource estimate includes volumes associated with both commercial and contingent categories. The SEC permits oil and gas companies, in their filings with the SEC, to disclose only proved, probable and possible reserves. U.S. investors are urged to consider closely the oil and gas disclosures in our Form 10-K and other reports and filings with the SEC.

Returns of capital: Total of dividends and share repurchases. Also referred to as distributions.

Shareholder payout: Dividends and share repurchases as a percentage of cash from operations. Cash from operations is a non-GAAP measure defined in this Appendix.