



# a new class of E&P INVESTMENT

Howard Weil Energy Conference Matt Fox, EVP, Exploration and Production March 25, 2014



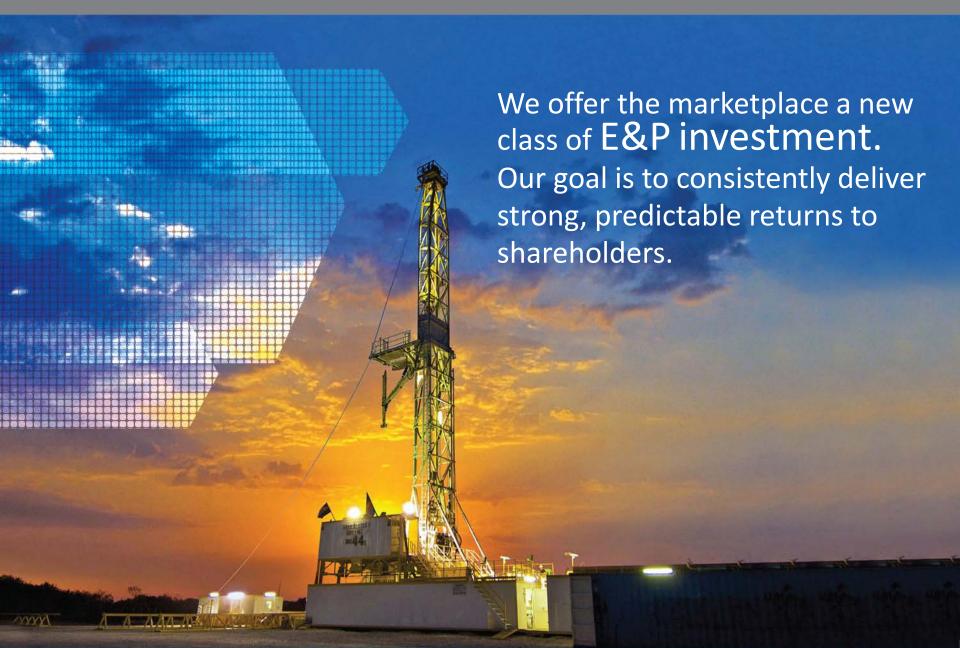
#### **Cautionary Statement**

The following presentation includes forward-looking statements. These statements relate to future events, such as anticipated revenues, earnings, business strategies, competitive position or other aspects of our operations or operating results. Actual outcomes and results may differ materially from what is expressed or forecast in such forward-looking statements. These statements are not guarantees of future performance and involve certain risks, uncertainties and assumptions that are difficult to predict such as oil and gas prices; operational hazards and drilling risks; potential failure to achieve, and potential delays in achieving expected reserves or production levels from existing and future oil and gas development projects; unsuccessful exploratory activities; unexpected cost increases or technical difficulties in constructing, maintaining or modifying company facilities; international monetary conditions and exchange controls; potential liability for remedial actions under existing or future environmental regulations or from pending or future litigation; limited access to capital or significantly higher cost of capital related to illiquidity or uncertainty in the domestic or international financial markets; general domestic and international economic and political conditions, as well as changes in tax, environmental and other laws applicable to ConocoPhillips' business and other economic, business, competitive and/or regulatory factors affecting ConocoPhillips' business generally as set forth in ConocoPhillips' filings with the Securities and Exchange Commission (SEC).

Use of non-GAAP financial information – This presentation includes non-GAAP financial measures, which are included to help facilitate comparison of company operating performance across periods and with peer companies. A reconciliation of these non-GAAP measures to the nearest corresponding GAAP measure is included in the appendix.

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 the term "resource" in this presentation that the SEC's guidelines prohibit us from including in filings with the SEC. 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.

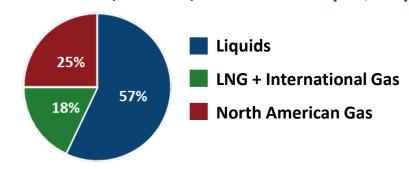
#### ConocoPhillips: A New Class of E&P Investment



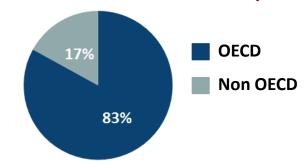
#### ConocoPhillips: Unmatched as an Independent E&P Today

- Largest independent E&P company
- Diverse asset base with scope and scale
  - Multiple sources of growth
  - Positioned in key resource trends globally
- Significant technical capability
- Strong balance sheet
- Commitment to shareholders

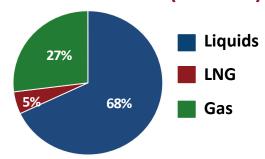
#### **Production: 1,490 – 1,530 MBOED**<sup>1</sup> (1Q14e)



#### **Proved Reserves: 8.9 BBOE (YE 2013)**



#### Resources: 43 BBOE (YE 2013)



ConocoPhillips

Natural gas production and resources targeted toward liquefied natural gas depicted as LNG.

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<sup>&</sup>lt;sup>1</sup> Production from continuing operations.

Largest independent E&P based on production and proved reserves.

#### What Will We Deliver?

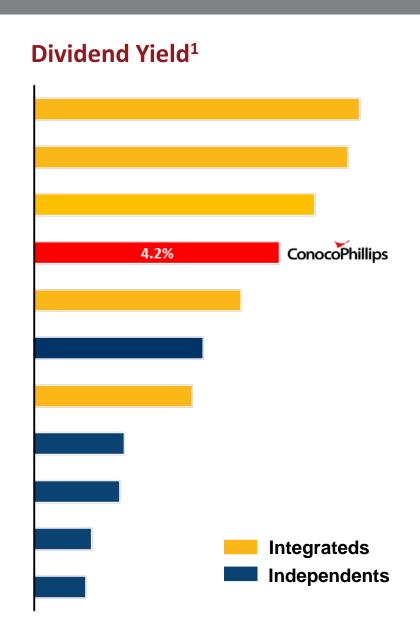


Relentless focus on safety and execution

- Compelling dividend
- 3 5% production growth rate
- 3 5% margin growth rate
- Ongoing priority to improve financial returns

#### A Compelling Dividend is Key to Our Value Proposition

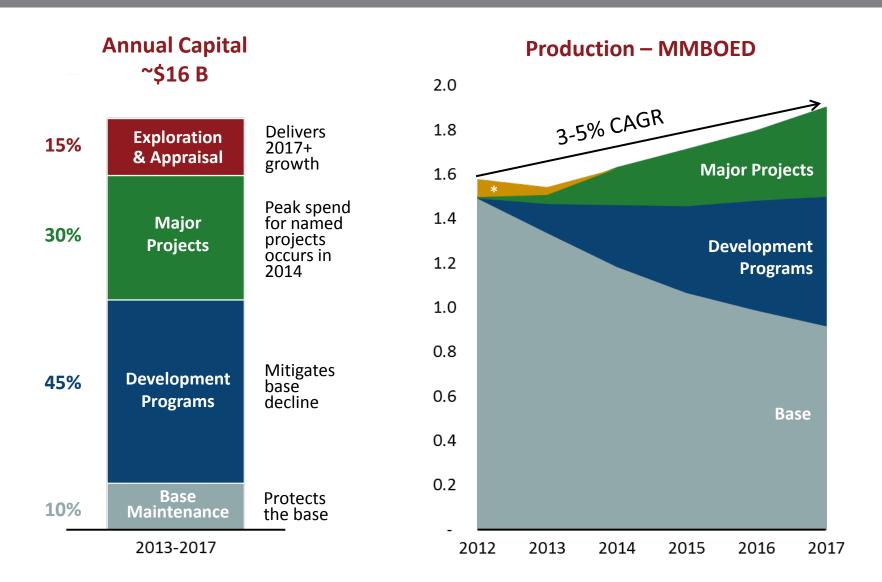
- Highest priority use of cash flow
- Enhances capital discipline
- Predictable portion of shareholder returns
- Differential compared to range of peers
- 4.5 percent increase in 3Q13; targeting consistent increases



Peers include: APA, APC, BG, BP, CVX, DVN, OXY, RDS, TOT, XOM.

<sup>&</sup>lt;sup>1</sup> Dividend yield as of Jan. 31, 2014.

#### **Commitment to Capital Discipline and Growth**



<sup>\*</sup> Reflects production from 2012-2013 closed and announced dispositions.

#### High-Margin Worldwide Development Program Inventory

BASE

**DEVELOPMENT PROGRAMS** 

MAJOR PROJECTS

EXPLORATION

- Development programs will account for ~600 MBOED by 2017
- >60% of production growth from high-impact Lower 48 programs

#### **Development Program Growth (2012-2017) MBOED**



#### **High-Margin Major Growth Projects in Execution**

BASE

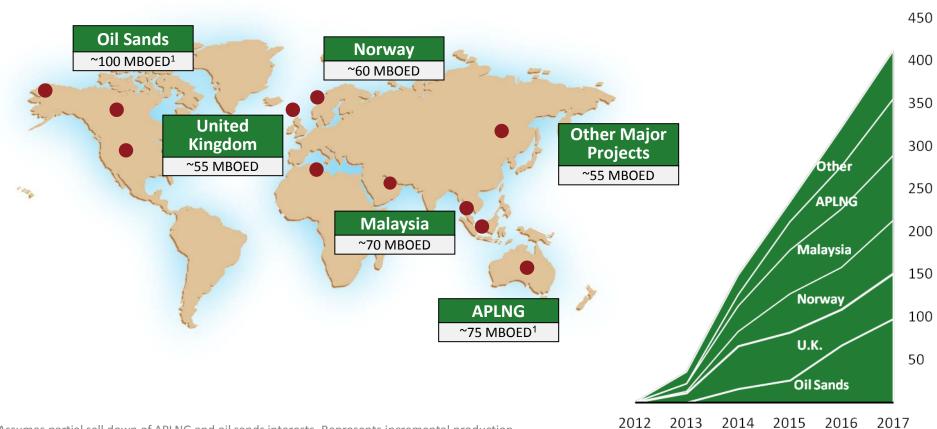
DEVELOPMENT PROGRAMS

MAJOR PROJECTS

EXPLORATION

- Major projects will account for ~400 MBOED by 2017
- Lower-risk geographies and geologies; diversified market exposure

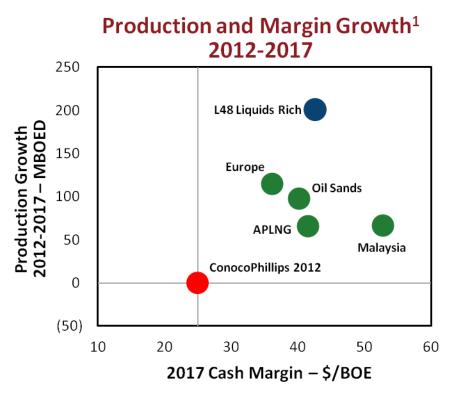
#### Major Projects Growth (2012-2017) MBOED



#### **Our Commitment to Margin Improvement**

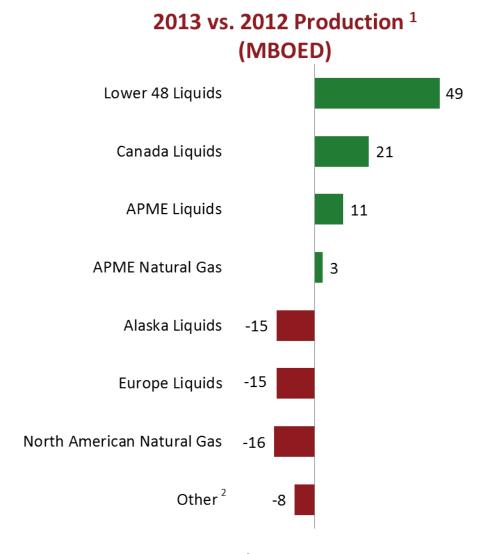
- Five significant areas ramping up between 2012-2017
- Incremental growth comes from high-margin investments
- Lower-risk geographies and geologies; diversified plays





<sup>&</sup>lt;sup>1</sup> Based on 2013 real prices of \$100 Brent / \$90 WTI / \$70 WCS / \$3.50 Henry Hub. Assumes partial sell down of APLNG and oil sands interests.

#### **Growth In Higher-Margin Production**



 Growth comes from areas with higher margins than the company average

- Significant growth in North American liquids
- Alaska and Europe liquids and North American natural gas impacted by normal field decline

Total: +30 MBOED

<sup>&</sup>lt;sup>1</sup> Continuing operations adjusted for dispositions, Libya and downtime.

<sup>&</sup>lt;sup>2</sup> Includes Other International and Europe natural gas.

#### 2013 Performance – Cash Margin Improvement



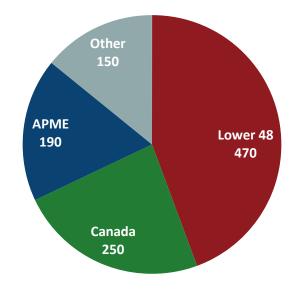
Operating segments only. Numbers have been adjusted for special items. A reconciliation is available in the appendix. 

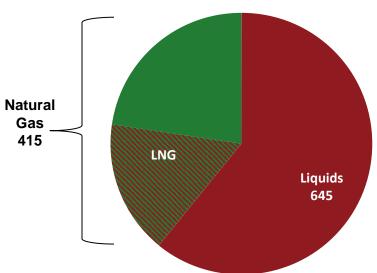
¹ Price normalized using published sensitivities.

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#### **2013** Reserve Replacement

#### Reserve Additions (MMBOE)<sup>1</sup>





- Year-end reserves of 8.9 BBOE
  - Organic reserve replacement ratio of 179%
  - Total reserve replacement ratio of 147%; asset sales reduced reserves by 188 MMBOE
- Organic reserve additions of approximately 1.1 BBOE, primarily from:
  - Eagle Ford and Bakken in the Lower 48
  - Oil sands and western Canada
  - APLNG
- Reserve additions approximately 75 percent from liquids-priced products
  - Approximately 60 percent from liquids
  - Approximately 15 percent from natural gas reserve additions tied to liquids-pricing through LNG

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<sup>&</sup>lt;sup>1</sup> Reserve additions are approximate numbers.

#### Lower 48 & Latin America

#### Canada



#### What to Watch in 2014

- Continuing growth in Eagle Ford and Bakken
- Increasing unconventional activity in Permian, Niobrara and Colombia
- Continuing exploration and appraisal in deepwater GOM



#### What to Watch in 2014

- Continuing development drilling and unconventional exploration activity in western Canada
- Foster Creek Phase F on track for first production in 3Q14
- Progressing Surmont Phase 2 project with first steam expected mid-2015

Alaska

#### Europe



#### What to Watch in 2014

- Major turnaround at Prudhoe
- Ongoing development activity at Kuparuk
- Continuing major project activity on CD5,Drill Site 2S and Greater Mooses Tooth 1
- Drilling 2 exploration wells in the NPR-A
- Additional progress on AKLNG project



#### What to Watch in 2014

- Ekofisk South, Jasmine and East Irish Sea ramp up
- Startup expected at Britannia Long-Term Compression in 3Q14; final preparations for Eldfisk II startup by early 2015
- Drilling in the Barents Sea and continuing to appraise in Poland

#### Asia Pacific & Middle East



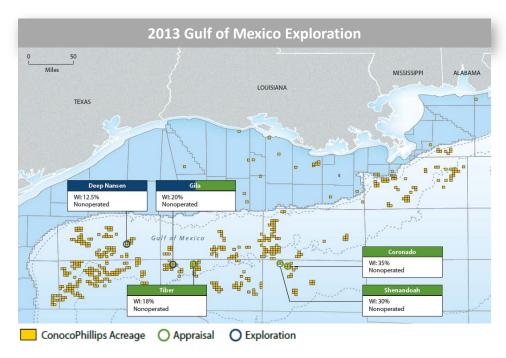
#### What to Watch in 2014

- Gumusut first oil expected 2Q14; KBB on target for first gas in late 2014
- Progressing APLNG project with first LNG expected mid-2015
- Continuing appraisal offshore Australia
- Expect to begin drilling in Palangkaraya in late 2014

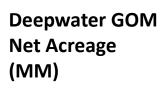
#### **Diverse Unconventional and Conventional Exploration Portfolio**

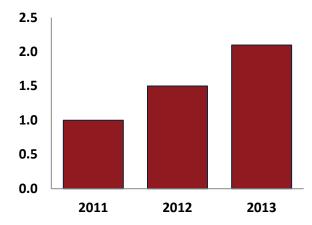


#### **Exploration Catalysts in Deepwater GOM**



- Three deepwater successes announced
  - Shenandoah appraisal well discovery>1,000 feet net pay
  - Coronado wildcat discovery >400 feet net pay
  - Gila wildcat discovery
- Successfully acquired additional prospective acreage in central region in 2013





- Inventory building and drilling activity continues
  - Ongoing appraisal at Tiber and Coronado; exploration drilling at Deep Nansen
  - Preparing for 2014 operated drilling program

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#### **International Conventionals: Deepwater Angola**

BASE

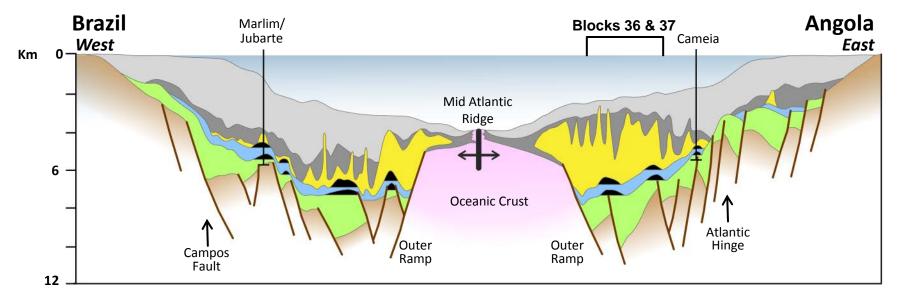
DEVELOPMENT PROGRAMS

MAJOR PROJECTS

EXPLORATION



- Play identified as a probable analog to Brazil pre-salt play
- Recent discoveries de-risk play concept in Kwanza Basin
- ConocoPhillips-operated 2.5 MM acre position
- 2012-2013: 3-D seismic acquisition confirms presence of multiple promising prospects
- 2014: 4+ well drilling program begins



#### 2014: Set for Growth

#### **Operational**

- Continued ramp up of unconventional drilling programs
- Growth from major projects
- Exploration momentum continues

#### **Financial**

Ongoing margin improvement

- Focus on improving financial returns
- Committed to compelling dividend

#### Strategic

Focus on executing our current plan

- Positioning for long-term success
- Delivering on value proposition

### **Our Value Proposition**



Relentless focus on safety and execution

- Compelling dividend
- 3 5% production growth rate
- 3 5% margin growth rate
- Ongoing priority to improve financial returns

Production and margin reflect compound annual growth rates.

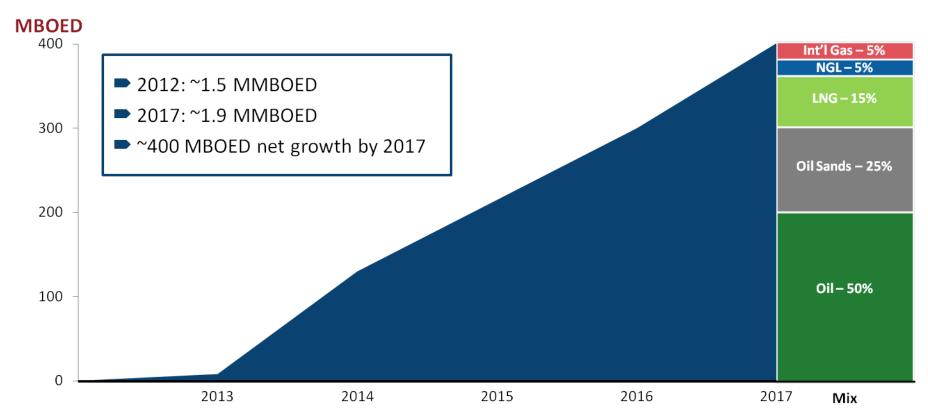




# Supplemental Slides

#### Margin Improvement from Strong Growth and Mix Shift

- Investment strategy drives strong organic growth
- Visible growth by end of 2013
- High-margin growth creates ~\$6 B of incremental cash flow
  - \$40-\$45 per BOE average cash margin¹
  - Liquids growth from areas with lower tax rates



<sup>&</sup>lt;sup>1</sup> Based on 2013 real prices of \$100 Brent / \$90 WTI / \$70 WCS / \$3.50 Henry Hub. Assumes partial sell down of APLNG and oil sands interests.

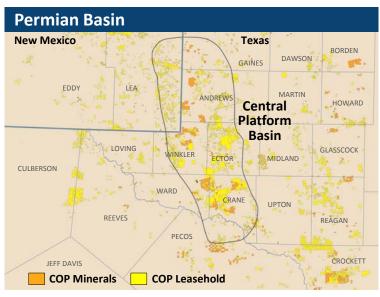
#### Permian Conventional: Decades of Legacy Field Inventory

BASE

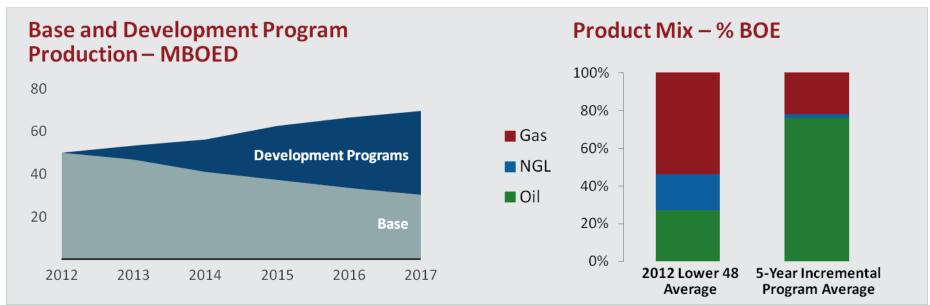
**DEVELOPMENT PROGRAMS** 

MAJOR PROJECTS

EXPLORATION



- ► 5-year investment: ~\$3 B
- Incremental F&D: ~\$15/BOE
- ~1 MM net acres; 0.8 BBOE resource
- Infill drilling and waterflood expansion
- Adds ~40 MBOED by 2017
- Results in ~7% CAGR through 2017



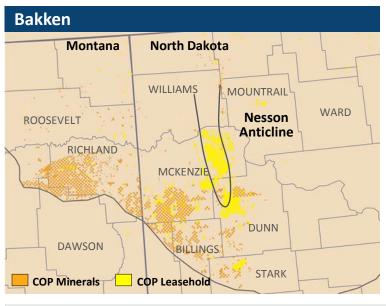
#### Bakken: Growth from Development in Heart of Trend

BASE

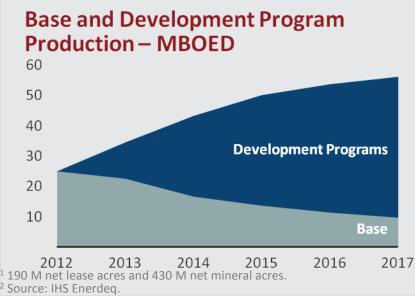
DEVELOPMENT PROGRAMS

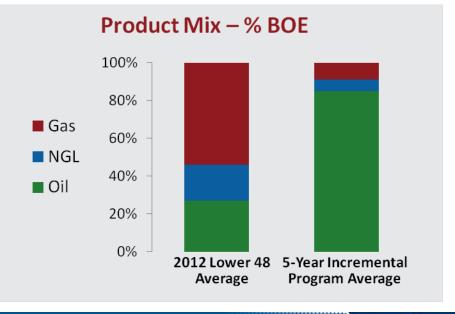
MAJOR PROJECTS

EXPLORATION



- 5-year investment: ~\$4 B
- Incremental F&D: ~\$20/BOE
- 620 M net acres<sup>1</sup>; 0.6 BBOE resource
- >1,400 identified drilling locations
- Top-quartile initial production rates<sup>2</sup>
- Adds ~45 MBOED by 2017
- Results in ~18% CAGR through 2017





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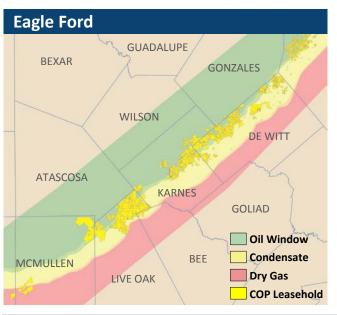
#### **Eagle Ford: Nearing Full Field Development Phase**

BASE

**DEVELOPMENT PROGRAMS** 

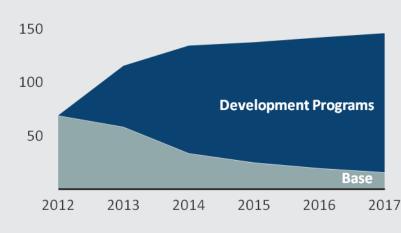
MAJOR PROJECTS

EXPLORATION

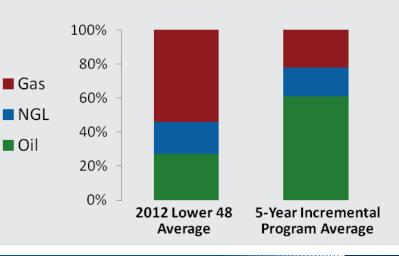


- 5-year investment: ~\$8 B
- Incremental F&D: ~\$20/BOE
- 221 M net acres; 1.8 BBOE resource
- Highest-quality position in sweet spot, acquired at \$300/acre
- >1,800 identified drilling locations
- Adds ~130 MBOED by 2017
  - Results in ~16% CAGR through 2017





#### **Product Mix – % BOE**



#### **Unconventional Reservoirs: Technology Leadership**

BASE

DEVELOPMENT PROGRAMS

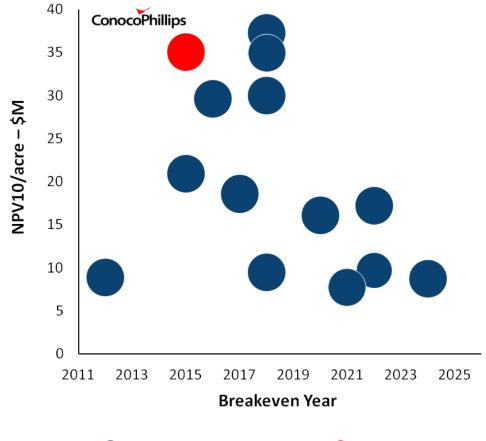
MAJOR PROJECTS

EXPLORATION

#### Proven ability to identify, secure and develop highest-value unconventional acreage

- Sweet spot identification
- Development plan optimization
- Efficient drilling and completions
- Operations excellence

#### Eagle Ford: Premium Acreage and Significant Value<sup>1</sup>



**Eagle Ford Competitors** 

<sup>1</sup>Source: Wood Mackenzie.

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#### **Unconventional Reservoirs: Sweet Spot Identification**

BASE

DEVELOPMENT PROGRAMS

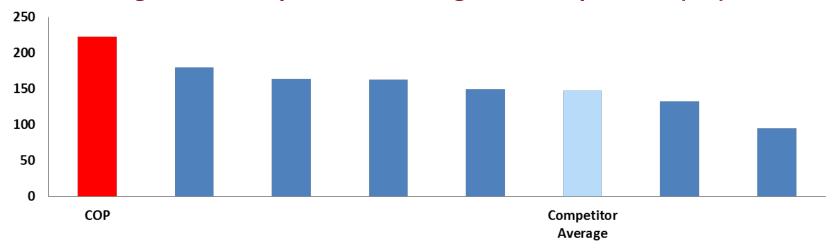
MAJOR PROJECTS

EXPLORATION

#### Early mover in best parts of plays yields best-in-class results

- Multi-disciplinary approach
- Eagle Ford, Bakken and Permian successful outcomes
- Securing additional liquids-rich sweet spots

#### Eagle Ford Competitors – Average Oil Rate per Well (BD)<sup>1</sup>



	Total Production (BOED)	Avg. Well Count	Total Production per Well (BOED)	% Oil	Oil Production per Well (BD)
СОР	118,000	350	337	69%	233
Competitor Average	117,000	473	247	62%	153

<sup>&</sup>lt;sup>1</sup> Source: 1Q13 gross 2-stream data from IHS for APC, BHP, CHK, COP, EOG, MRO and PXD.

#### Oil Sands: Significant Growth from Projects in Execution

BASE

DEVELOPMENT PROGRAMS

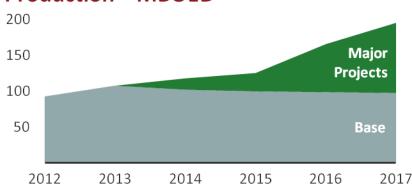
MAJOR PROJECTS

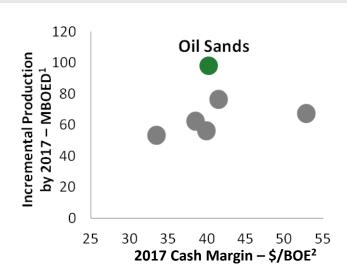
EXPLORATION



- 5-year investment: ~\$5 B<sup>1</sup>
- Full-cycle F&D: ~\$15/BOE
- Surmont Phase 2 first steam in 2015
- FCCL: Executing projects at Foster Creek,
   Christina Lake and Narrows Lake
- Employing new technologies to improve efficiency and cost of supply
- Total oil sands ~16% CAGR







<sup>&</sup>lt;sup>1</sup> Assumes partial sell down of oil sands interests.

<sup>&</sup>lt;sup>2</sup> Based on 2013 real prices of \$100 Brent / \$90 WTI / \$70 WCS / \$3.50 Henry Hub; equity affiliates shown on a proportionally consolidated basis.

#### United Kingdom: Strong Production Growth from Projects

BASE

DEVELOPMENT PROGRAMS

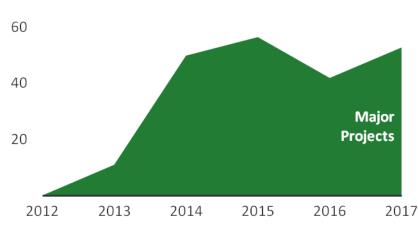
MAJOR PROJECTS

EXPLORATION

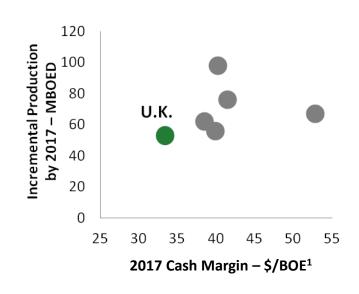


- 5-year investment: ~\$2.5 B
- ► Full-cycle F&D: ~\$20/BOE
- Jasmine: Largest recent discovery in U.K. sector; started production in 4Q13
- High-value exploration opportunities can be tested from Jasmine platform
- Additional projects include: Britannia satellite developments and compression project, East Irish Sea developments and Clair Ridge

# Major Projects Incremental Production – MBOED







#### Norway: Major Projects Drive Another 40 Years of Production

BASE

DEVELOPMENT PROGRAMS

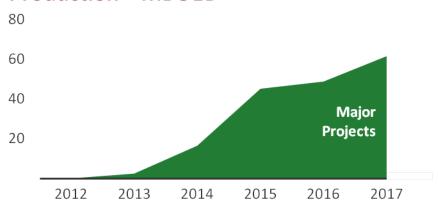
MAJOR PROJECTS

EXPLORATION

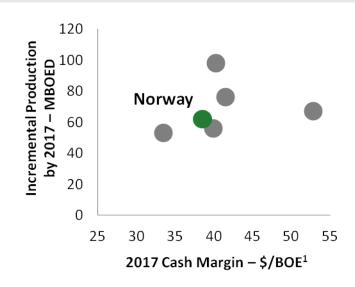


- 5-year investment: ~\$4 B
- ► Full-cycle F&D: ~\$25/BOE
- Ekofisk South and Eldfisk II will continue to improve oil recovery from the Greater Ekofisk Area
- Additional projects include: Tor Redevelopment, Tommeliten Alpha and Aasta Hansteen

# Major Projects Incremental Production – MBOED







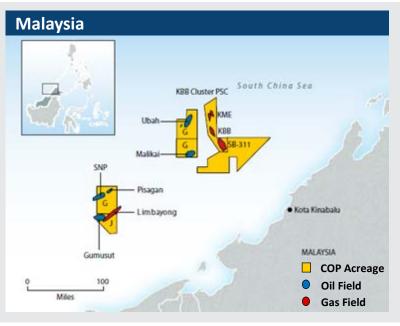
#### Malaysia: Projects Ramping Up, with Upside

BASE

DEVELOPMENT PROGRAMS

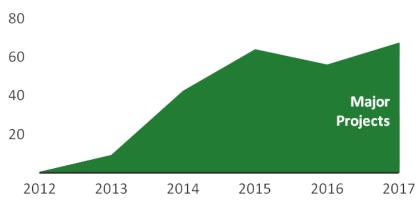
MAJOR PROJECTS

EXPLORATION

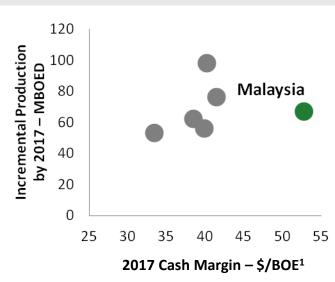


- 5-year investment: ~\$2.5 B
- Full-cycle F&D: ~\$15/BOE
- 4 developments in execution: Gumusut, SNP,
   KBB and Malikai
- SNP first oil achieved in 1Q14; Gumusut FPS startup expected in 2Q14
- Additional growth potential in Pisagan, Ubah, Limbayong, KME discoveries and SB 311 exploration

# Major Projects Incremental Production – MBOED







#### **APLNG: Project Progressing On Schedule**

BASE

DEVELOPMENT PROGRAMS

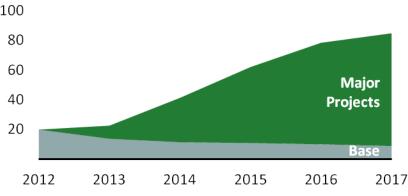
MAJOR PROJECTS

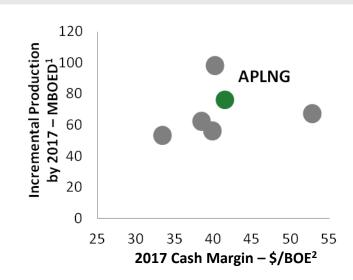
EXPLORATION



- 5-year investment: ~\$2.5 B<sup>1</sup>
- ► Full-cycle F&D: ~\$25/BOE
- Initial focus on two 4.5 MTPA LNG trains
- Project on schedule for first cargo mid-2015
- Permitted for two additional trains
- Phase 1 capital ~7% increase on AUD basis as of February 2013

## Base and Major Projects Production – MBOED<sup>1</sup>





<sup>&</sup>lt;sup>1</sup> Assumes partial sell down.

<sup>&</sup>lt;sup>2</sup> Based on 2013 real prices of \$100 Brent / \$90 WTI / \$70 WCS / \$3.50 Henry Hub; equity affiliates shown on a proportionally consolidated basis.

#### **Permian Unconventional: Emerging Growth**

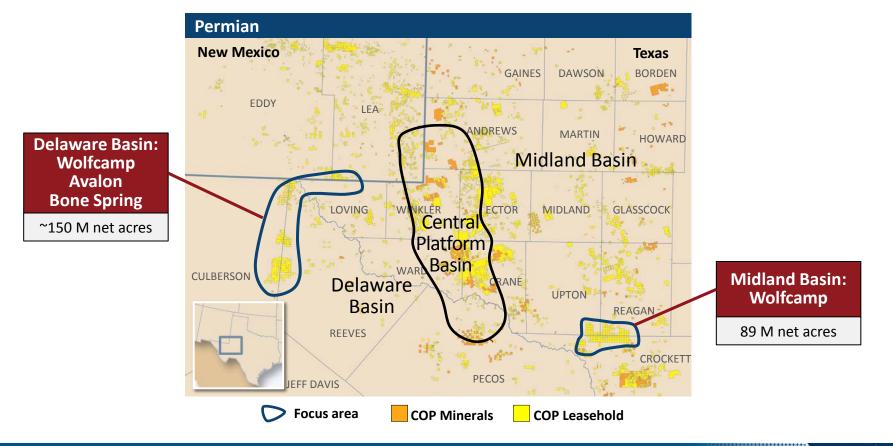
BASE

DEVELOPMENT PROGRAMS

MAJOR PROJECTS

EXPLORATION

- Active exploration across Permian Basin that leverages existing ~1 MM net acre position
- High-grading positions around and within core legacy producing area
- Measured approach as infrastructure is developed
- Encouraging results consistent with expectations







# **Appendix**

#### **Annualized Net Income Sensitivities**

#### Crude

- Brent/ANS: \$75-85 MM change for \$1/BBL change
- WTI: \$30-40 MM change for \$1/BBL change
- WCS<sup>1</sup>: \$20-25 MM change for \$1/BBL change
- North American NGL
  - Representative blend: \$10-15 MM change for \$1/BBL change
- Natural Gas
  - **HH**: \$115-125 MM change for \$0.25/MCF change
  - International gas: \$10-15 MM change for \$0.25/MCF change

<sup>&</sup>lt;sup>1</sup> WCS price used for the sensitivity should reflect a one-month lag.

<sup>\*</sup> 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 the current range of commodity price fluctuations, but may not apply to significant and unexpected increases or decreases.

#### Unconventional Reservoirs: Optimizing Full Field Development

BASE

DEVELOPMENT PROGRAMS

MAJOR PROJECTS

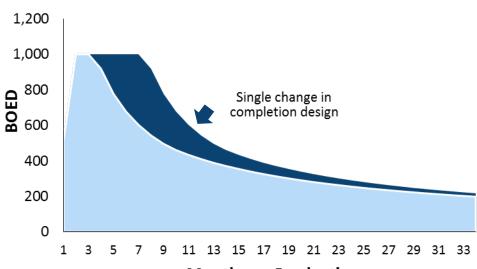
EXPLORATION

#### Science-based experimentation to optimize unconventional recovery

- Rapid experimentation with disciplined science
- Eagle Ford EUR growth more than 100% since 2010
- Bakken EUR growth more than 50% since 2010
- Pursuing a multitude of promising technologies



#### **Example: Eagle Ford Completion Design**



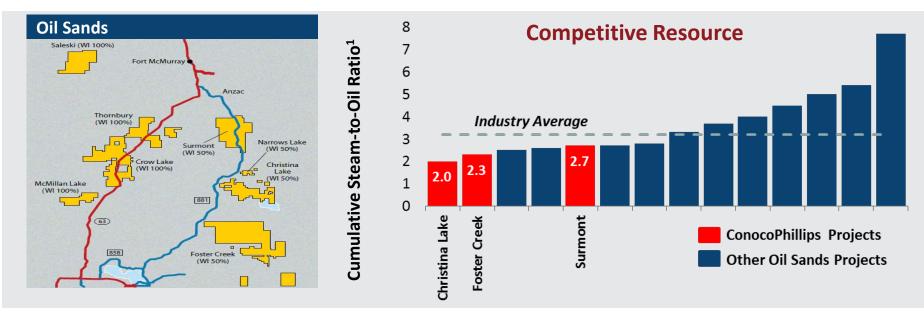
#### **Top-Tier Oil Sands Position with Massive Resource Base**

BASE

DEVELOPMENT PROGRAMS

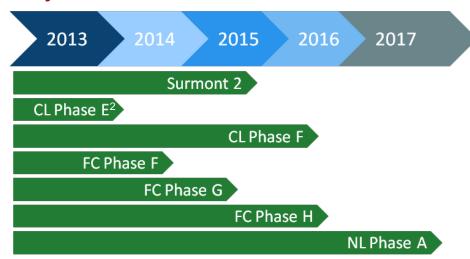
MAJOR PROJECTS

EXPLORATION



- More than 1 MM net acres
- Top-quartile average steam-to-oil ratio
- Resource: ~15 BBOE
- 2<sup>nd</sup> largest steam-assisted gravity drainage (SAGD) producer
- 6 major project phases in execution

#### **Project Schedule**



<sup>&</sup>lt;sup>1</sup> Source: First Energy Capital Corp. <sup>2</sup> Christina Lake Phase E first steam in July 2013.

#### Oil Sands: Unlocking the Value in Major Projects

BASE

DEVELOPMENT PROGRAMS

MAJOR PROJECTS

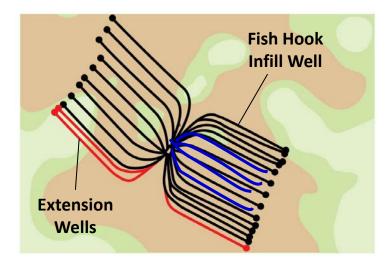
EXPLORATION

#### Game-changing technology to reduce oil sands cost of supply

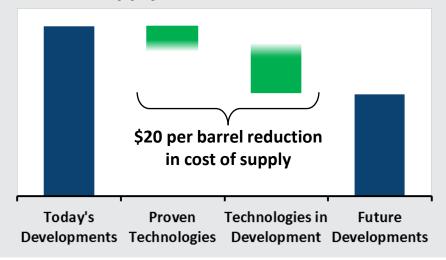
- Advances based on modeling, lab and field work
- Better returns with lower emissions
  - Fish hook and extension wells
  - Flow control devices
  - Solvent injection
  - Vacuum insulated tubing

#### **Example: Value Creation in Oil Sands**

- Targeting \$20+ per barrel reduction in cost of supply
- Improved economics on 15 BBOE oil sands resource



#### **Cost of Supply**



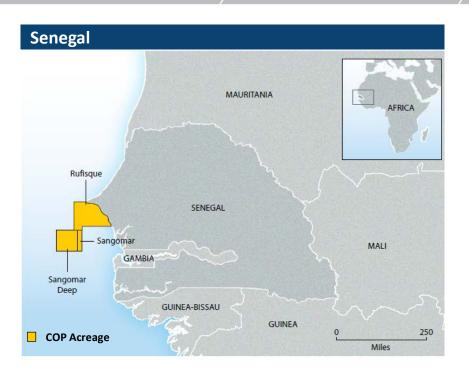
#### **International Conventionals: Offshore Senegal**

BASE

DEVELOPMENT PROGRAMS

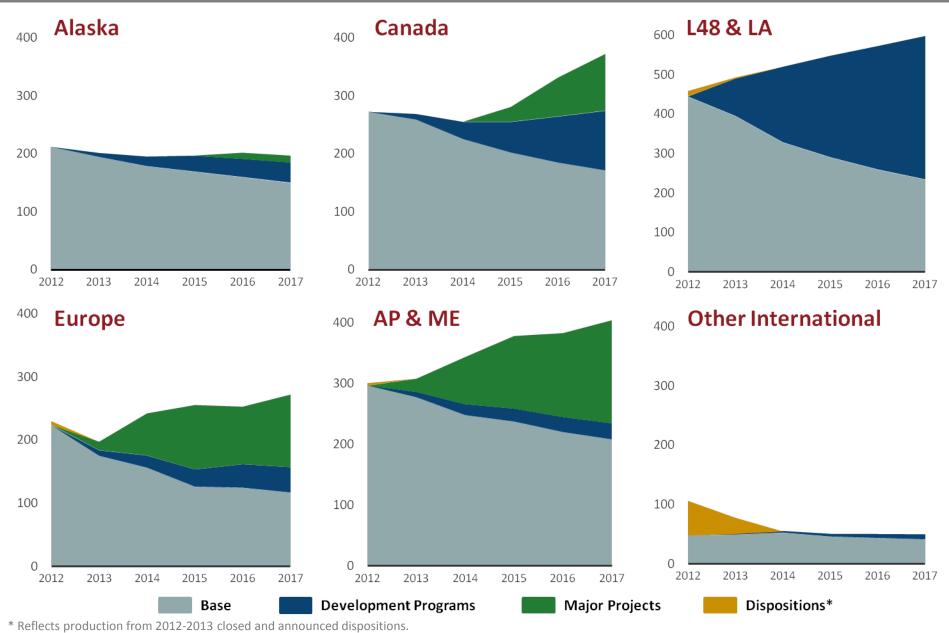
MAJOR PROJECTS

EXPLORATION



- Farmed in to the Rufisque, Sangomar and Sangomar Deep blocks in the Mauritania-Senegal-Guinea-Bissau Basin in July 2013
- Approximately 600,000 net acres
- Acreage covered by 3-D seismic survey, prospects identified
- Drilling expected to begin 1H14

#### **Segment Production (MBOED)**



#### A Diverse Portfolio Delivering Production and Margin Growth

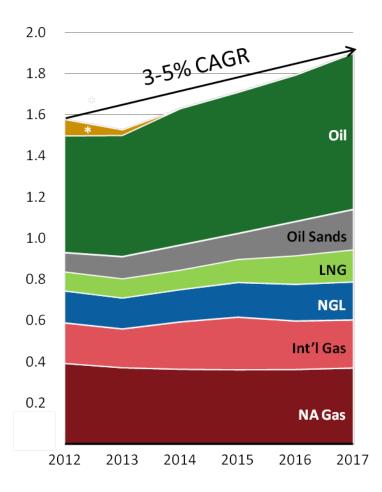
RASE

DEVELOPMENT PROGRAMS

MAJOR PROJECTS

**EXPLORATION** 

#### **Production – MMBOED**





- Diverse, resource-rich global portfolio
- High-quality legacy base
- Profitable worldwide development programs
- Major projects in execution
- Compelling exploration opportunities
- Positioned to deliver high-margin organic growth and reserve replacement >100%

42 ConocoPhillips

<sup>\*</sup> Reflects production from 2012-2013 closed and announced dispositions.

#### **Non-GAAP Reconciliations**

# Cash Margin per BOE Operating Segments

Cash Margin \$ / BOE

#### 2013 2012 FY FΥ \$ Millions, except per BOE amounts Net Income Attributable to ConocoPhillips 8.428 9,156 (1,694)Adjustment to exclude special items (2,095)**Adjusted Earnings** 6,734 7,061 Exclude adjusted earnings for Corporate and Other 813 781 Depreciation, depletion & amortization 6,494 7,338 Impairments<sup>1</sup> (23)27 Dry holes and leasehold impairment<sup>1</sup> 310 443 15,650 14,328 **Cash Margin Production from Continuing Operations (MBOED)** 1,527 1,502

# Price Normalized Cash Margin per BOE <sup>2</sup> Operating Segments

	2012	2013
	FY	FY
Cash Margin	14,328	15,650
Price adjustment (using published sensitivities)		(305)
Price Normalized Cash Margin		15,345
Production from Continuing Operations (MBOED)	1,527	1,502
Price Normalized Cash Margin \$ / BOE	25.64	27.99

25.64

28.55

<sup>&</sup>lt;sup>1</sup> Impairments and dry holes and leasehold impairment represent items that were not included as special items.

<sup>&</sup>lt;sup>2</sup> The price normalized cash margin represents cash margin adjusted for the impact of changes in commodity prices using full-year 2012 as the base price. This measure relies on certain assumptions regarding the impact of commodity price changes on earnings. The estimated annualized earnings sensitivities are based on the sensitivities published in our 2013 Analyst Meeting as seen on slide 37.

#### Abbreviations and Glossary

- 3-D: three dimensional
- ANS: Alaska North Slope
- **B:** billion
- Base Production: production from existing infrastructure
- BBL: barrel
- **BBOE:** billions of barrels of oil equivalent
- BD: barrels of oil
- **BOE:** barrels of oil equivalent
- CAGR: compound annual growth rate
- **CFO:** cash from operations
- CSOR: cumulative steam-to-oil ratio
- **CTD:** coiled tubing drilling
- Development Programs: drilling and optimization activity
- **EUR:** estimated ultimate recovery
- F&D: finding and development
- GAAP: generally accepted accounting principles
- GOM: Gulf of Mexico
- HBP: held by production
- HH: Henry Hub

- Liquid Yield: liquid-to-gas ratio
- LNG: liquefied natural gas
- M: thousand
- MM: million
- MBOED: thousands of barrels of oil equivalent per day
- MMBOE: millions of barrels of oil equivalent
- **MMBOED:** millions of barrels of oil equivalent per day
- MTPA: millions of tonnes per annum
- **NOC:** national oil company
- OECD: Organisation for Economic Co-operation and Development
- ROCE: return on capital employed
- SAGD: steam-assisted gravity drainage
- SDL: steerable drilling liner
- TSR: total shareholder return
- WCS: Western Canada Select
- WI: working interest
- **WTI:** West Texas Intermediate

#### **Investor Information**

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**NYSE: COP** 

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