



Goldman Sachs Energy Conference

JAN. 5, 2017



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, operating results or the industries or markets in which we operate or participate in general. 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 may prove to be incorrect and 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). We caution you not to place undue reliance on our forward-looking statements, which are only as of the date of this presentation or as otherwise indicated, and we expressly disclaim any responsibility for updating such information.

Use of non-GAAP financial information – This presentation may include non-GAAP financial measures, which help facilitate comparison of company operating performance across periods and with peer companies. Any non-GAAP measures included herein will be accompanied by a reconciliation to the nearest corresponding GAAP measure on our website at www.conocophillips.com/nongAAP.

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.

Value Proposition for a Disciplined, Returns-Focused E&P

Ryan Lance

Chairman & CEO

Financial Priorities

Don Walette

EVP, Finance, Commercial & CFO

Portfolio Choices

Al Hirshberg

EVP, Production, Drilling & Projects

Strategic Flexibility

Matt Fox

EVP, Strategy, Exploration & Technology

Closing Comments

Ryan Lance

Chairman & CEO

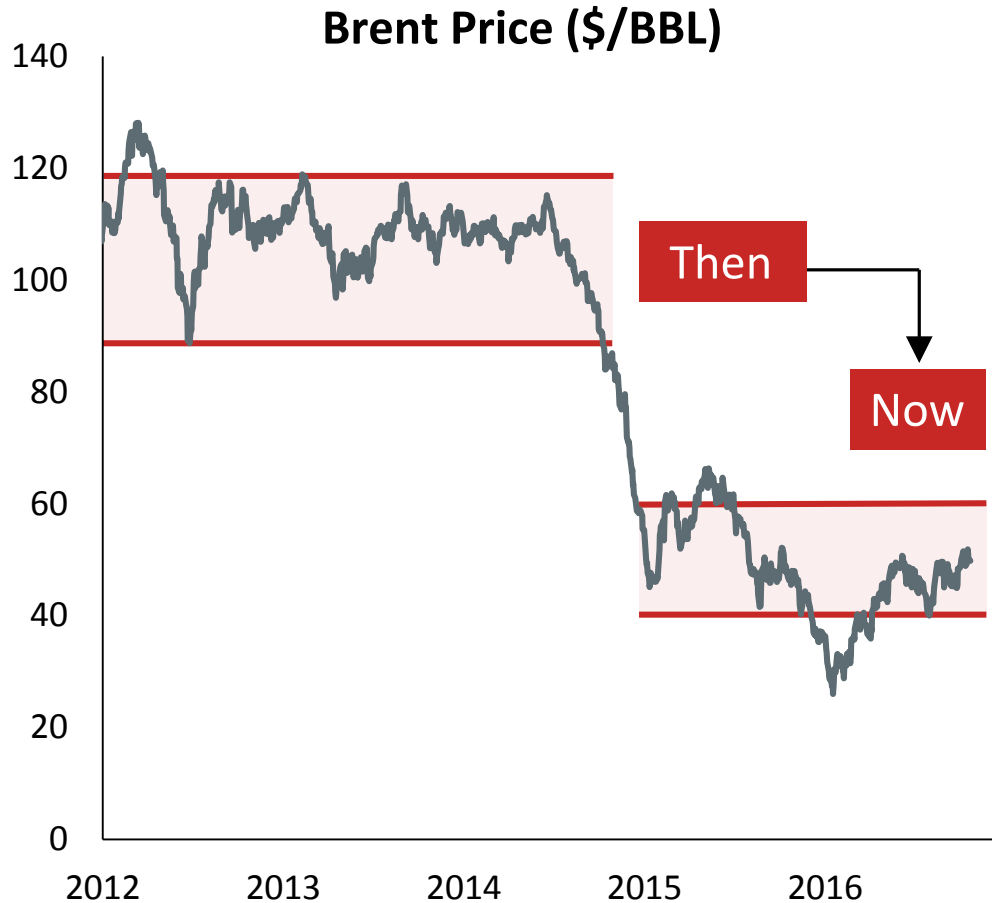
Question & Answer Session

Value Proposition for a Disciplined, Returns-Focused E&P

Ryan Lance
Chairman & CEO



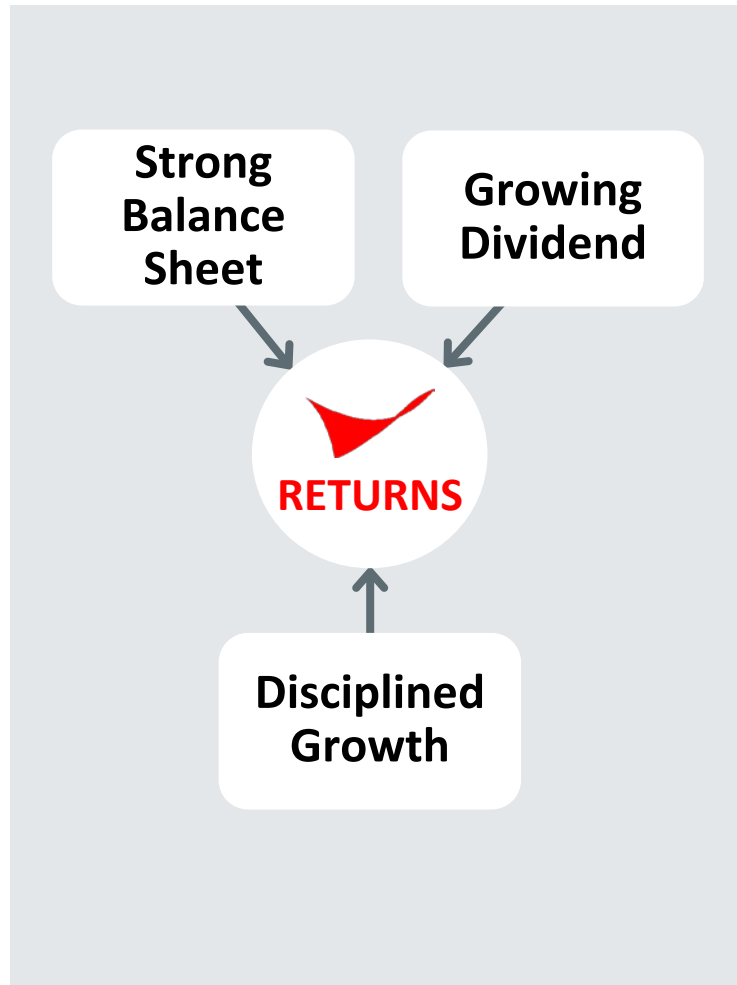
Can an E&P company create value through price cycles with a disciplined, returns-focused value proposition?



Our Answer, Yes.

- Starts with a view that prices will be lower and more volatile
- Requires positioning the business for cycles, but not chasing them up or down
- Mindset shift to manage the business for free cash flow generation
- Must set clear free cash flow allocation priorities that include attractive distributions to shareholders
- Performance driven by strong balance sheet, low cost of supply resource base and strategic flexibility

Value Proposition Principles

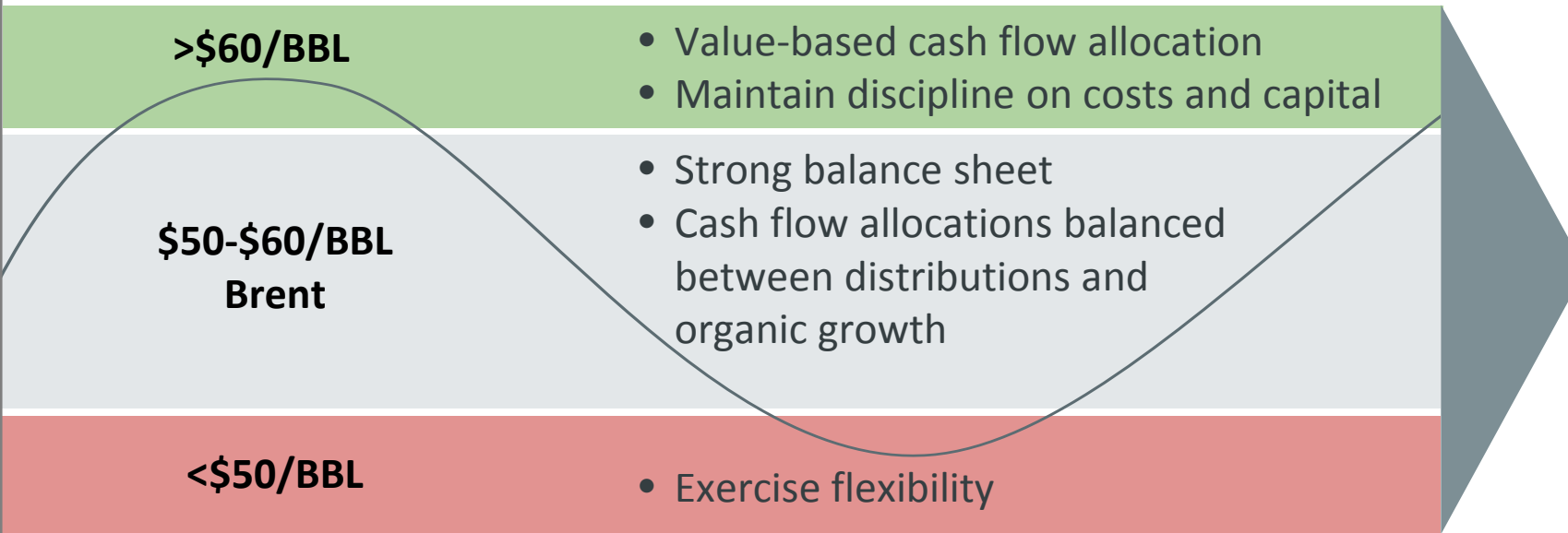


Cash Allocation Priorities

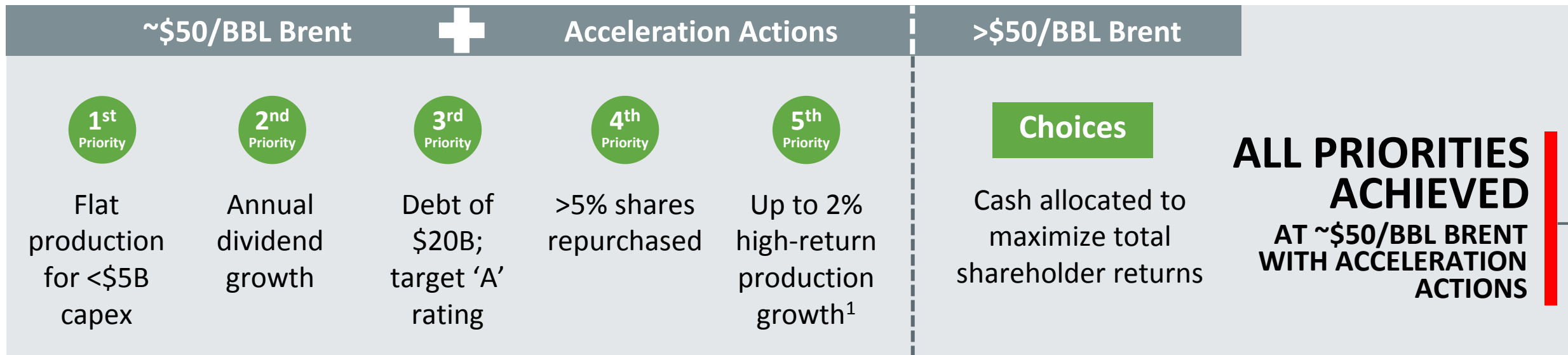
- 1st PRIORITY** Invest capital to maintain production and pay existing dividend
- 2nd PRIORITY** Annual dividend growth
- 3rd PRIORITY** Reduce debt to \$20B and target 'A' credit rating
- 4th PRIORITY** 20-30% of CFO total shareholder payout
- 5th PRIORITY** Disciplined growth capital

Acceleration Actions

- \$3B share repurchase authorization
- \$5-8B asset sale program
- Capital shift to short-cycle unconventional programs
- Announcing 2017 operating plan guidance
 - Capital expenditures: \$5B
 - Adjusted operating costs: \$6B
 - Production range¹: flat to +2%



Our goal is to deliver
double-digit total returns to shareholders annually



¹ Production is normalized for the full-year impact of 2016 expected dispositions.

Transformation

- Reduced breakeven price from $>\$75/\text{BBL}$ to $<\$50/\text{BBL}$
- Lowered capital intensity to stay-flat capital of $<\$5\text{B}$
- Created significant capital flexibility post megaprojects
- Resource base includes 18 BBOE with average cost of supply $<\$40/\text{BBL}$

Acceleration

- $\$5\text{-}8\text{B}$ asset sale program funds debt reduction and buybacks
- Asset sales improve underlying margins
- Expect to initiate share buyback program this quarter
- Peer-leading cash flow upside as prices recover

Differentiation

- Focused on free cash flow generation and returns, not absolute growth
- Top-tier target payout to shareholders via dividend and buybacks
- Unique, low cost of supply portfolio drives double-digit returns with low execution risk



Financial Priorities

Don Wallete

- Low breakeven price drives free cash flow generation
- Advantaged capital intensity versus peers
- Viable plan for debt reduction
- Priority on distributions via dividend and buybacks



Portfolio Choices

Al Hirshberg

- Highly focused investment portfolio aligned with strategy
- Every asset class plays a role in cash flow generation
- Low cost of supply resource base holds decades of investment



Strategic Flexibility

Matt Fox

- High degree of capital flexibility creates advantages through cycles
- Per-share growth competes with absolute growth
- ConocoPhillips' strategy is resilient under a wide range of prices

Financial Priorities

Don Wallette

EVP, Finance, Commercial & CFO



Generate
Free
Cash Flow

Generate free cash flow

- Low breakeven price
- Low capital intensity
- Differential upside as prices recover

Maintain
a Strong
Balance
Sheet

Maintain a strong balance sheet

- Balance sheet a competitive advantage through the cycles; target 'A' credit rating
- Viable plan to reduce debt to \$20B by year-end 2019

Return
Cash to
Shareholders

Return cash to shareholders

- Provide distinctive shareholder distributions
- Target 20-30% total payout of CFO to shareholders

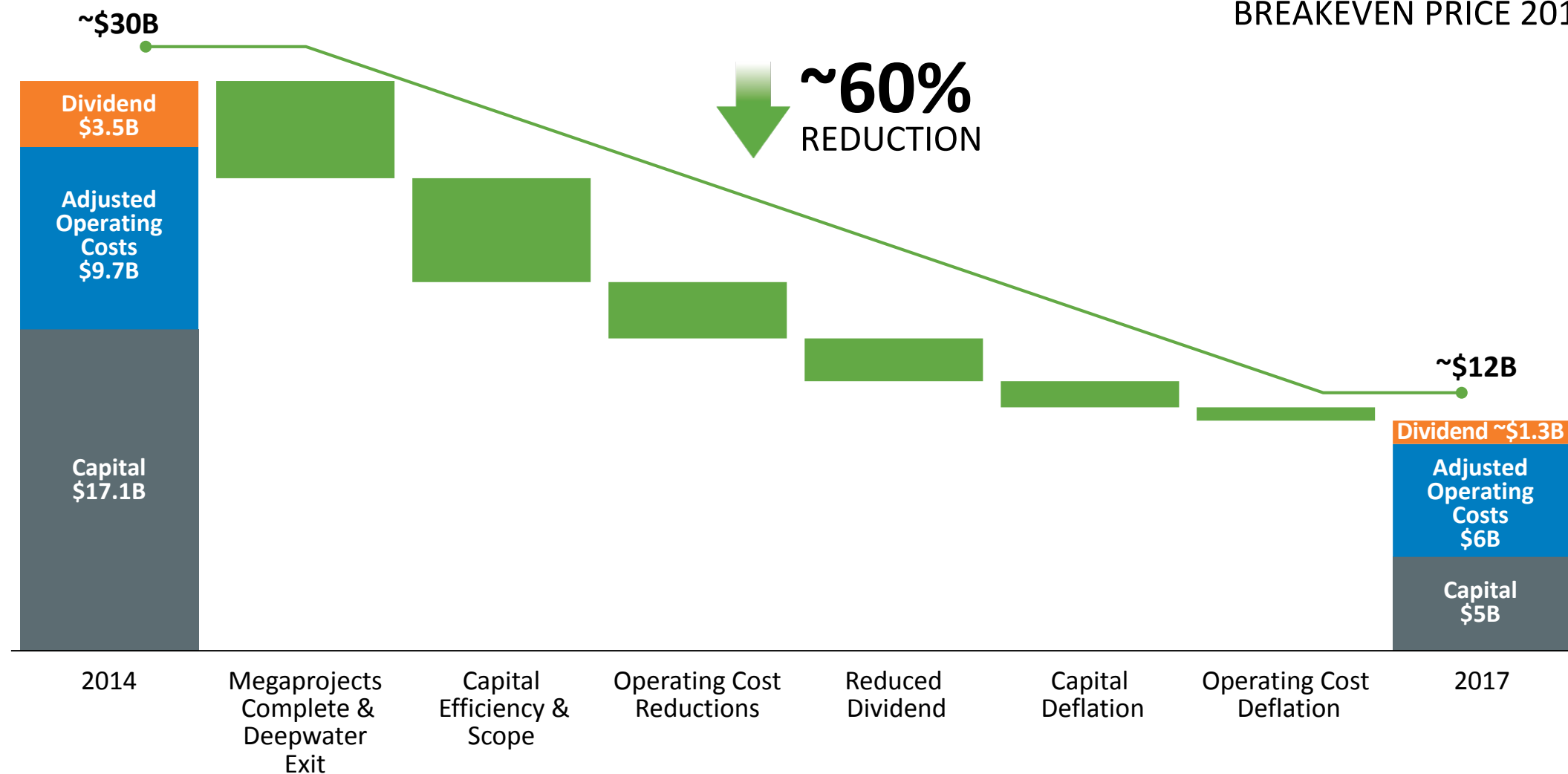
Focus on
Financial
Returns

Focus on financial returns

- Improve absolute and relative return on capital employed (ROCE)

In a Commodity Business, a Low Breakeven Price Wins

<\$50/BBL BRENT
BREAKEVEN PRICE 2017+



Free cash flow and breakeven price are non-GAAP measures, which are defined in the appendix.
Adjusted operating costs is a non-GAAP measure. A non-GAAP reconciliation is available on our website.

Low Capital Intensity is a CFO's Best Friend

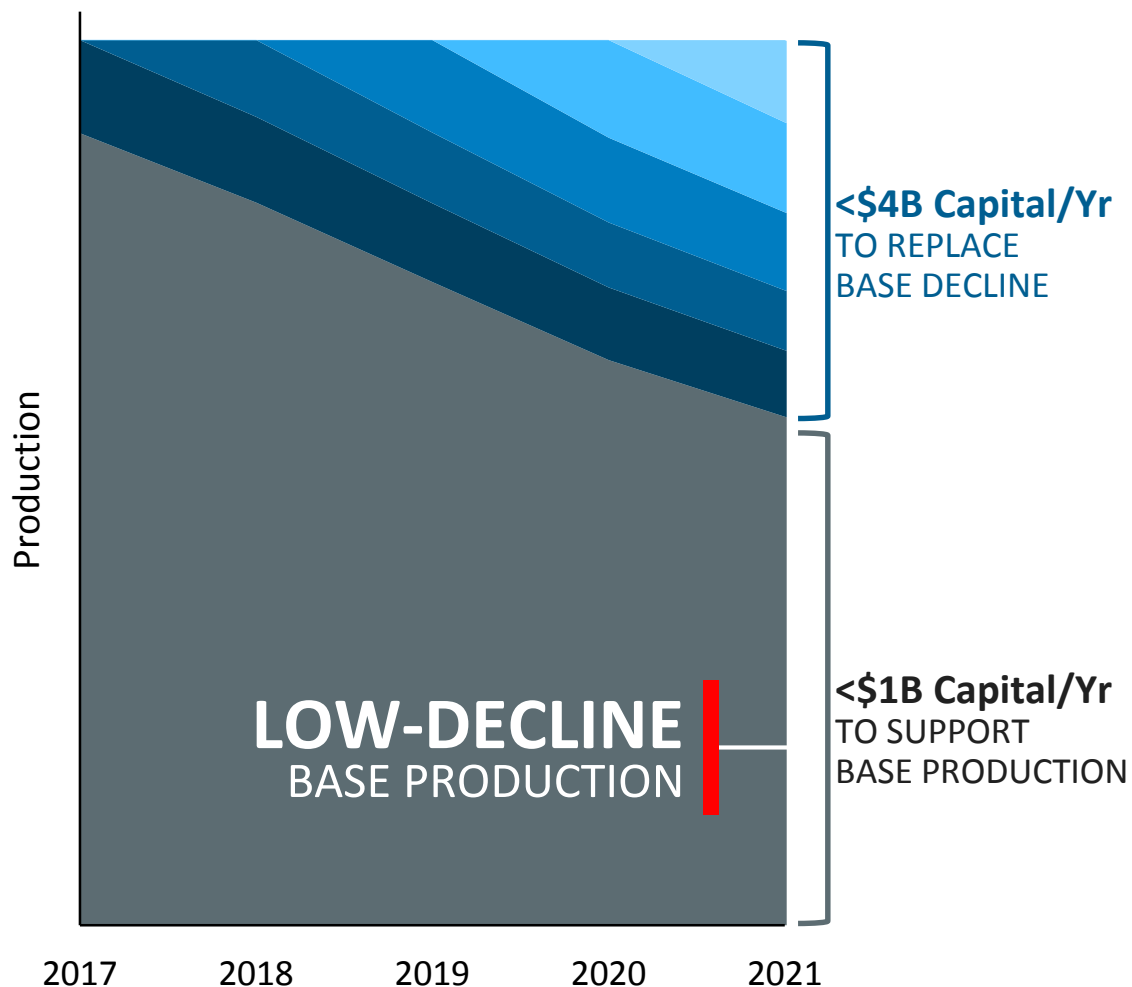
Generate
Free
Cash Flow

Maintain
a Strong
Balance
Sheet

Return
Cash to
Shareholders

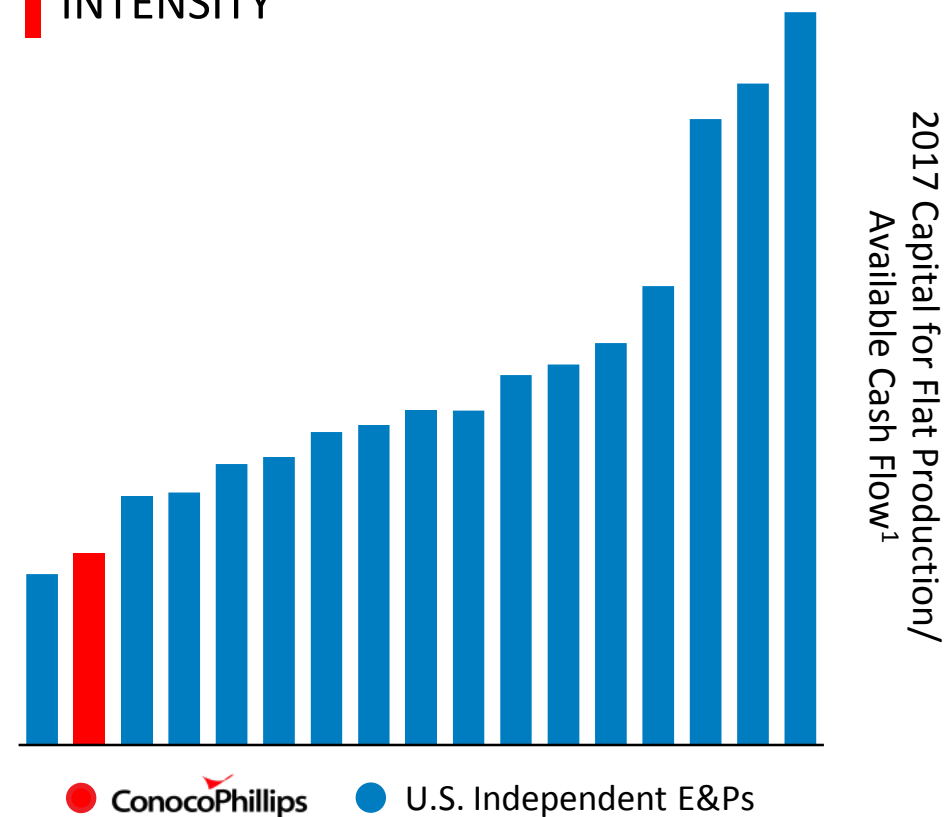
Focus on
Financial
Returns

Replacing Base Decline



Relative Capital Intensity

ADVANTAGE
FROM LOW CAPITAL
INTENSITY



You Call It Torque; We Call It Peer-Leading Upside

Generate
Free
Cash Flow

Maintain
a Strong
Balance
Sheet

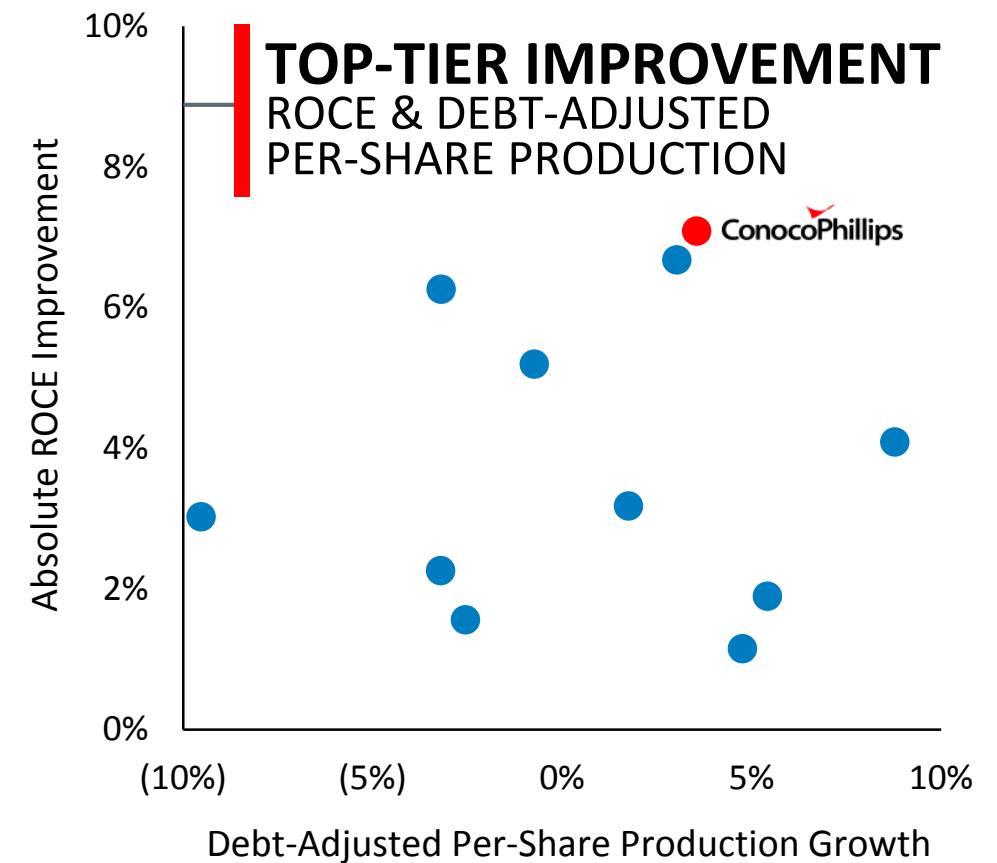
Return
Cash to
Shareholders

Focus on
Financial
Returns

2016E CFO vs. 2017E CFO – Consensus



2016E vs. 2017E – Consensus



● ConocoPhillips ● Peers

Source: Thomson Reuters Eikon as of Sept. 30, 2016.
Peers include: APA, APC, BP, CVX, DVN, MRO, OXY, RDS, TOT and XOM.
Free cash flow is a non-GAAP measure, which is defined in the appendix.

A Strong Balance Sheet is NOT Optional

Generate
Free
Cash Flow

Maintain
a Strong
Balance
Sheet

Return
Cash to
Shareholders

Focus on
Financial
Returns



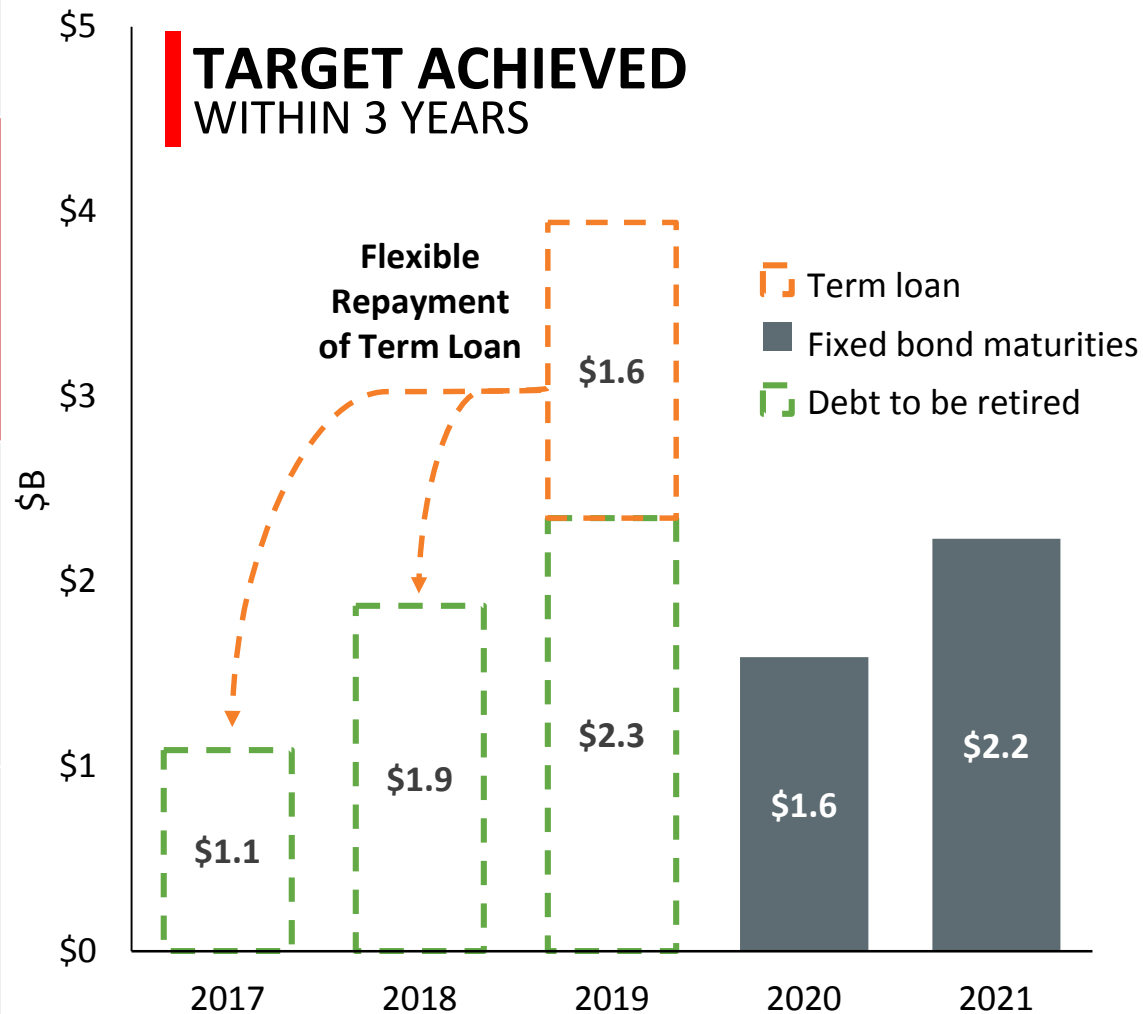
- Strong balance sheet is a competitive advantage in a cyclical business
 - Target 'A' credit rating provides sufficient debt capacity for delivering strategy through cycles
 - Continuous low-cost access to capital markets
 - Low-cost liquidity¹ via undrawn ~\$7B credit facility with no financial covenants
- \$20B debt target by year-end 2019 achievable with CFO at <\$50/BBL Brent and planned asset disposition proceeds

¹ Liquidity includes available borrowing capacity under our revolving credit facility, ending cash and cash equivalents, and short-term investments less cash required for operations.

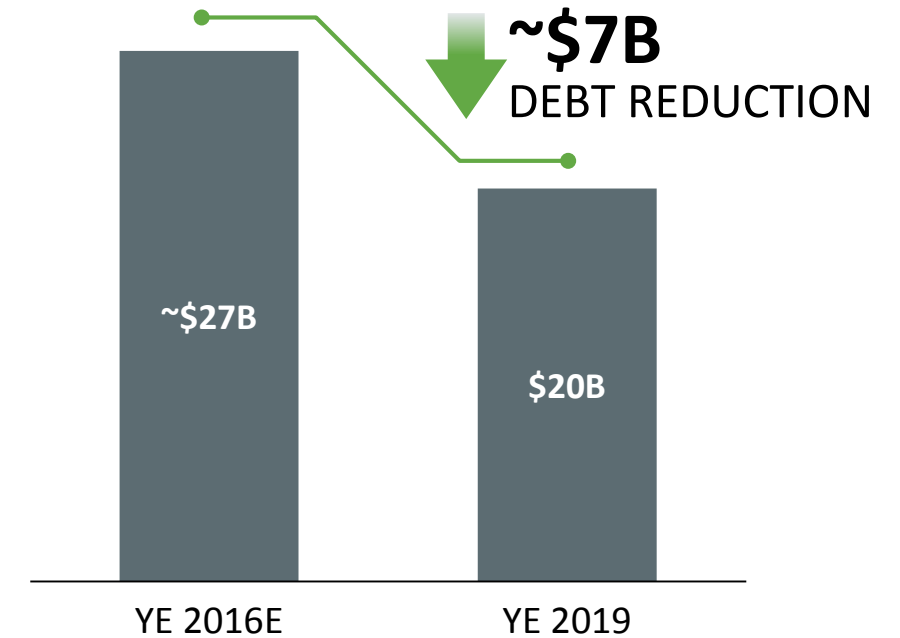
We Have a Sensible, Executable Plan to Achieve Debt Target

5-Year Maturity Schedule

**TARGET ACHIEVED
WITHIN 3 YEARS**



Total Balance Sheet Debt



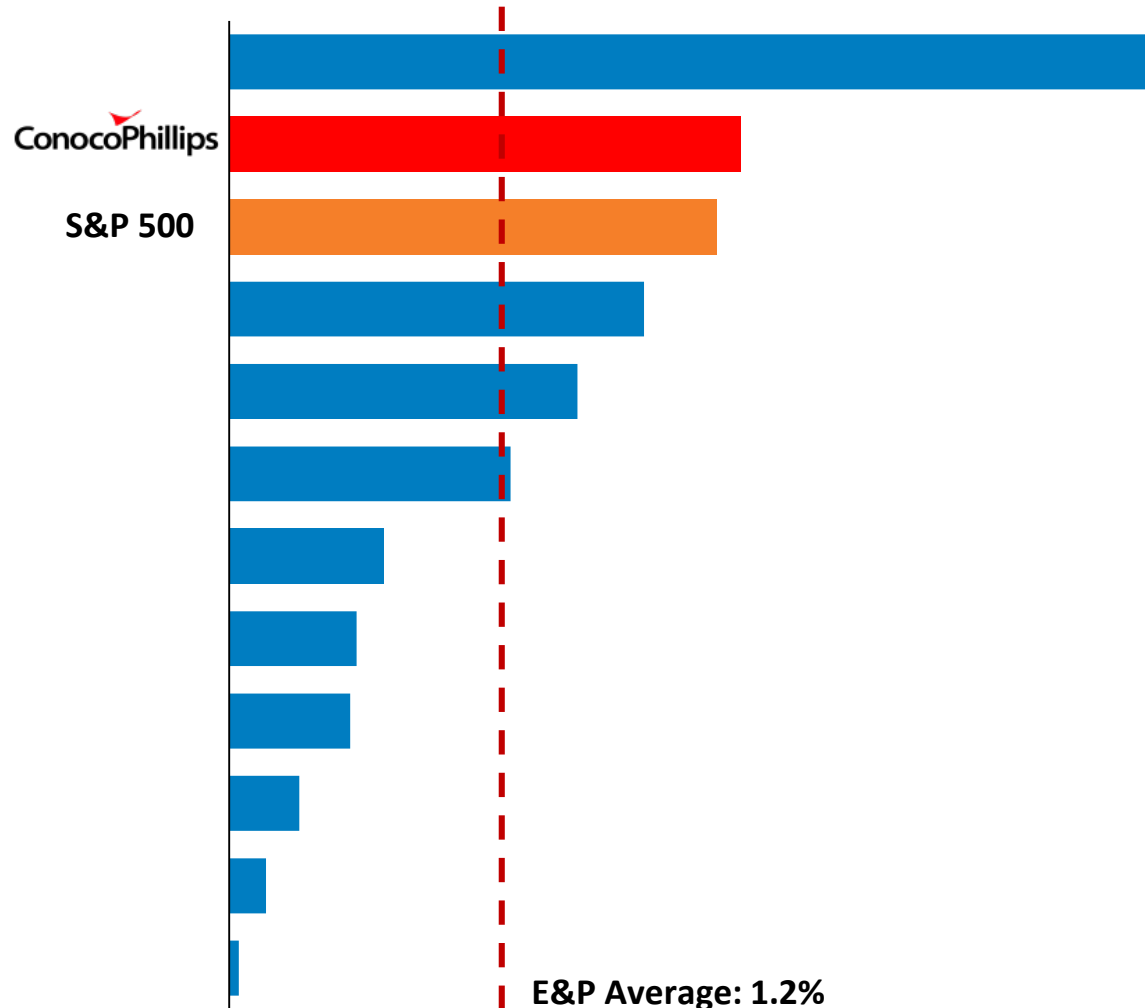
Credit Metrics by YE 2019

Debt/2019E CFO @ \$60/BBL Brent	~2x
Annual Interest Cost ¹	~\$1B
Average Cost of Debt	~5%

¹ Includes amounts capitalized.

Our Dividend is Set at a Competitive Level That Can Grow

Yield of Dividend-Paying U.S. E&Ps



- Current dividend can withstand low prices, with room for annual increases
- Targeting annual growth in per-share dividend rate
- Dividend competitive compared to E&P average and S&P 500
- Plan to supplement dividend with share repurchases to achieve payout target

Dividend yield as of Sept. 30, 2016.

Dividend-paying U.S. E&P companies with market capitalization >\$10B: APA, APC, COP, DVN, ECA, EOG, EQT, HES, MRO, OXY and PXD.

Generate
Free
Cash Flow

Maintain
a Strong
Balance
Sheet

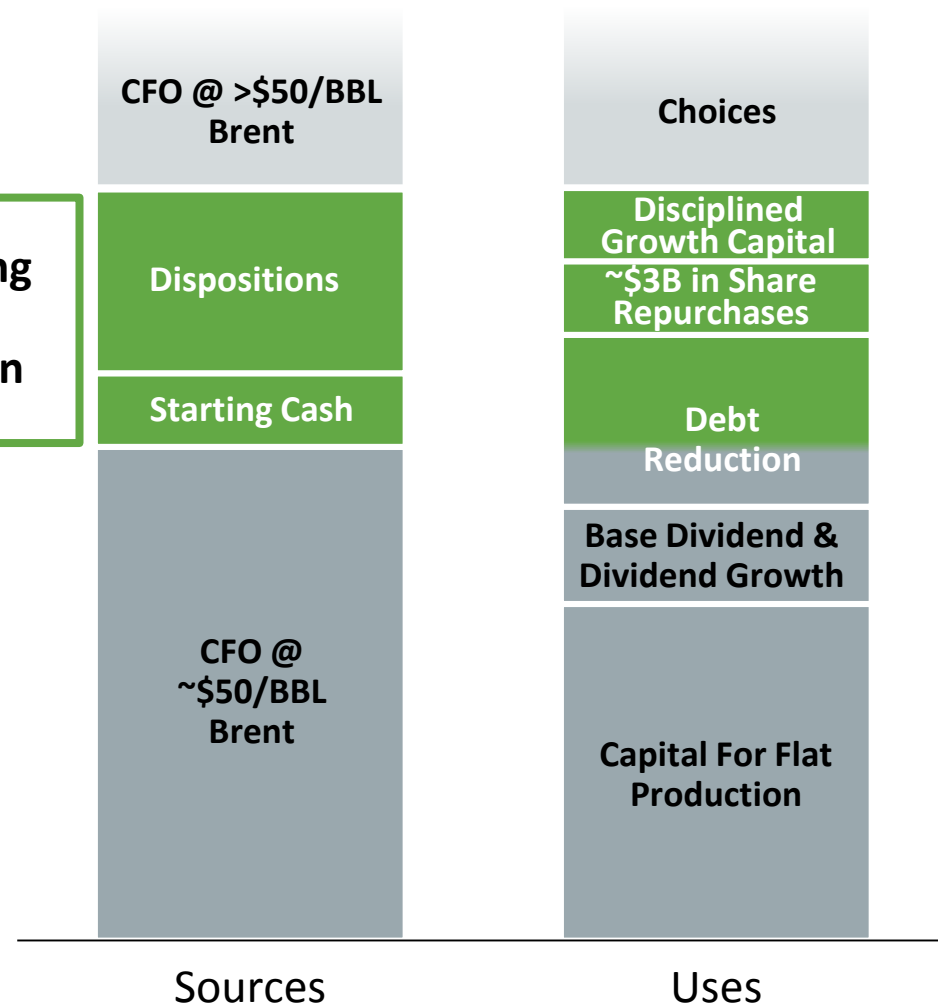
Return
Cash to
Shareholders

Focus on
Financial
Returns

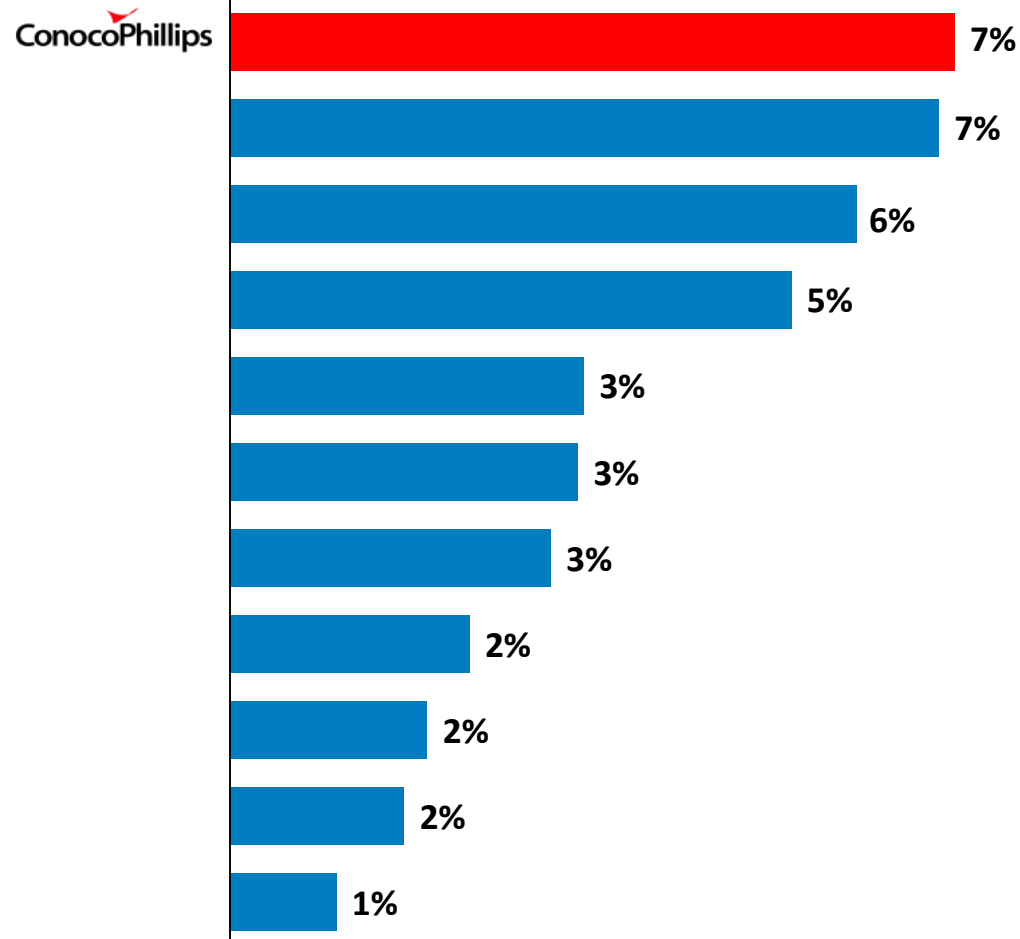
- Demonstrates a commitment to distinctive distributions
- Boosts current distribution by ~80%
- Expect to commence this quarter
- Willing to accelerate repurchases when additional cash flow is available
- 20-30% payout is a “through cycle” target

**Accelerating
Value
Proposition**

2017-2019 Cash Sources and Uses



Absolute Improvement in ROCE Consensus 2016 to 2017



- Differential improvement in returns as prices recover
- Significant, sustainable cost reductions mitigate impact of lower prices
- Returns grow even at flat prices
 - Major project completions improve capital productivity
 - Dispositions expected to be accretive to ROCE
- Focus on returns is core to strategy

Financial Priorities Make ConocoPhillips Truly Distinctive



- Managing the business to generate free cash flow
 - Low breakeven price
 - Low capital intensity
 - Significant upside as prices recover
- Viable plan to strengthen balance sheet
 - Achieve target debt of \$20B by year-end 2019
- Top-tier payout to shareholders compared to E&Ps
 - 20-30% payout achievable through dividend and repurchases
- Focused on improving absolute and relative returns, not just growth

Portfolio Choices

Al Hirshberg

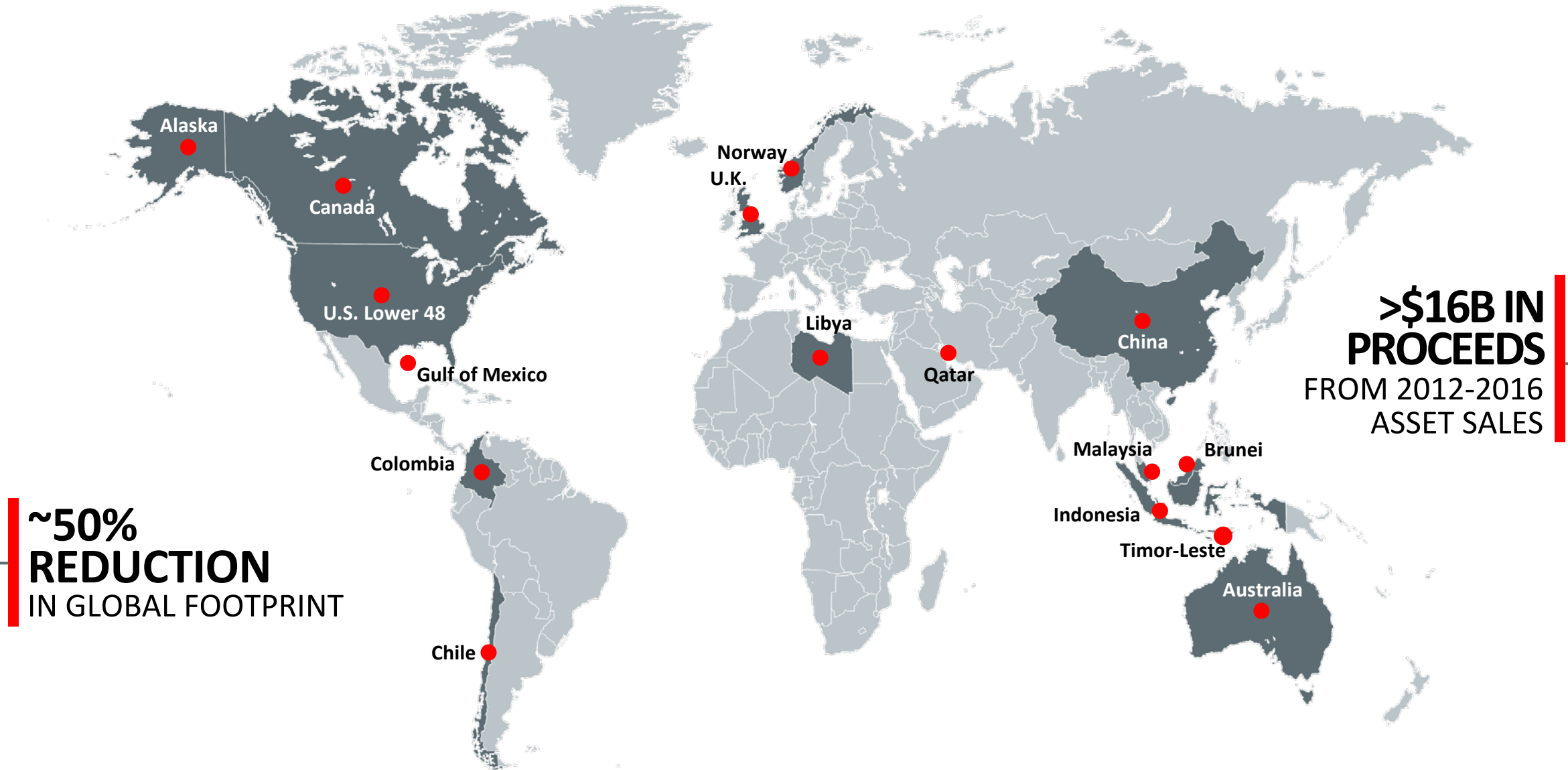
EVP, Production, Drilling & Projects



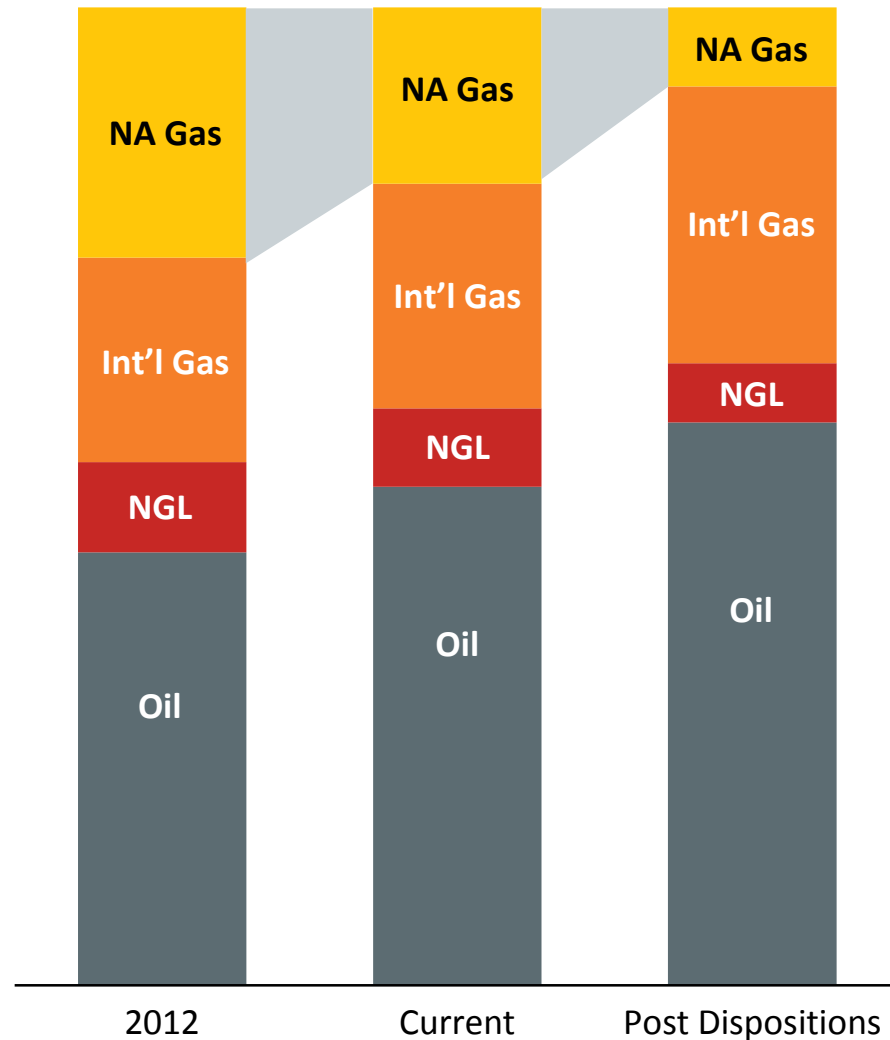
Not That Long Ago We Were in 28 Places



Now We Are in About Half the Places



Portfolio Product Mix



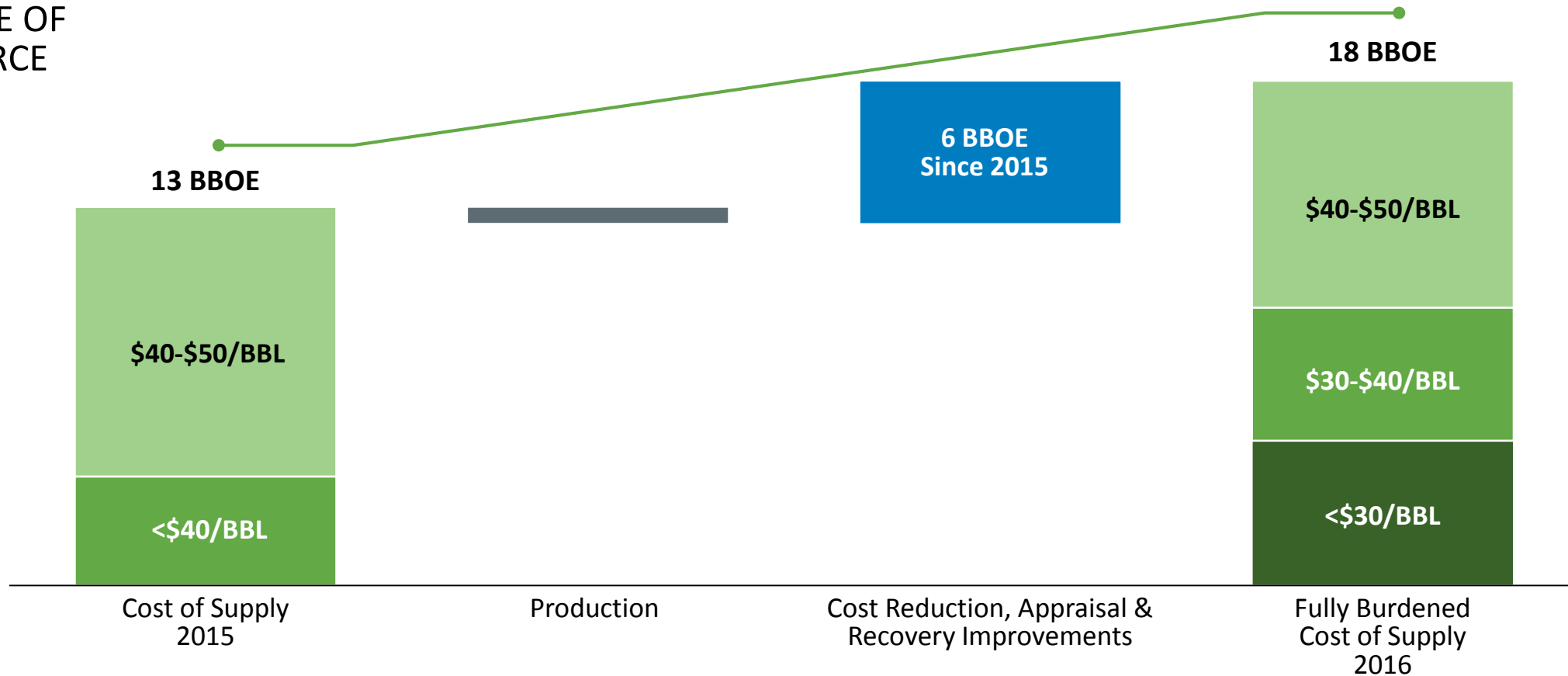
- Accelerating annual \$1-2B of asset sales
- Strategic decision to drive returns improvement through product mix shift
- Targeting areas with active A&D markets
- Selected assets not attracting development capital in current plan
- Possible asset sale candidates could include: San Juan Basin, Mid-Continent gas assets, western Canadian gas assets and Gulf of Mexico producing assets

\$5-8B
EXPECTED DISPOSITION
PROCEEDS 2017-2018

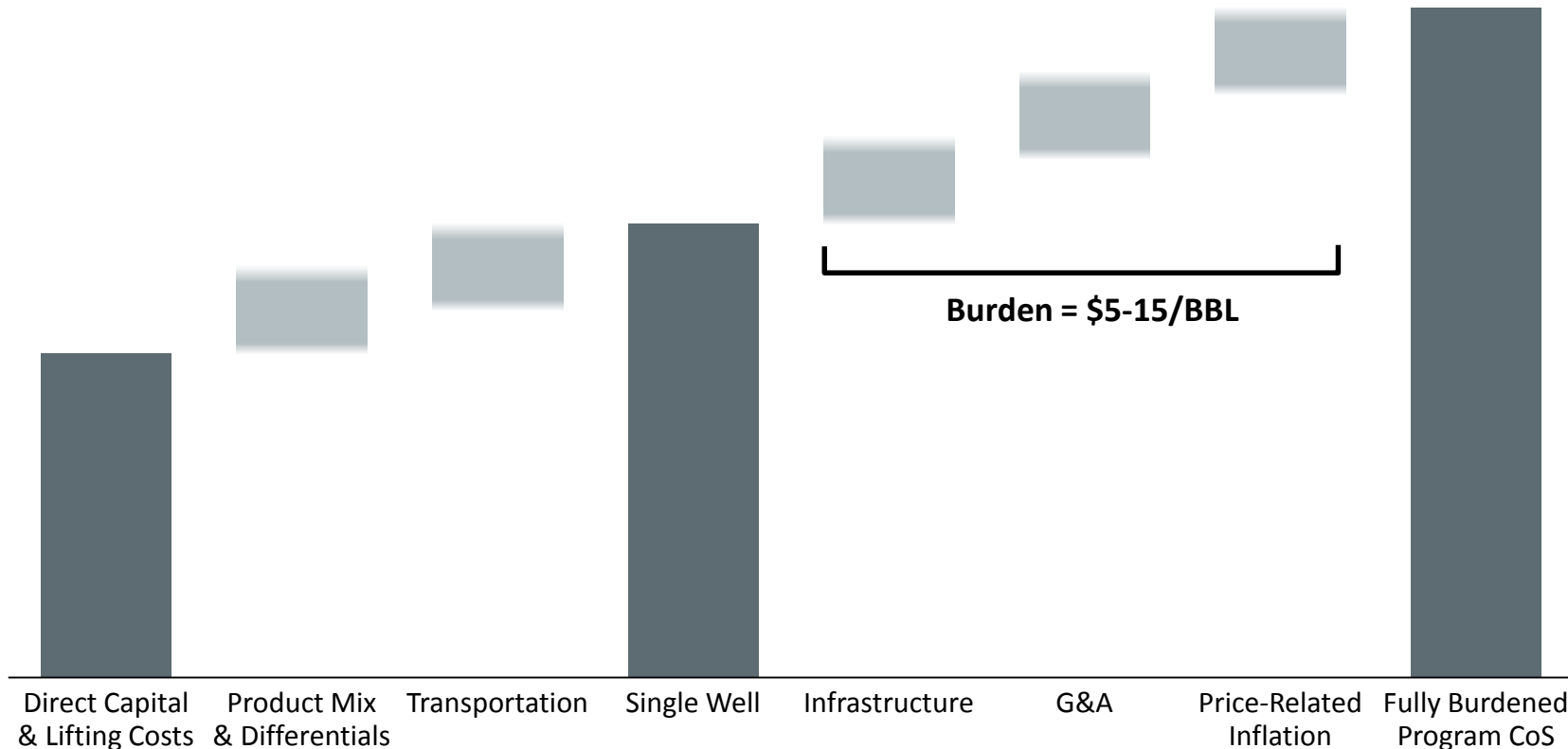
2015 vs. 2016 Resources <\$50/BBL Brent

<\$40/BBL

AVERAGE CoS
18 BBOE OF
RESOURCE



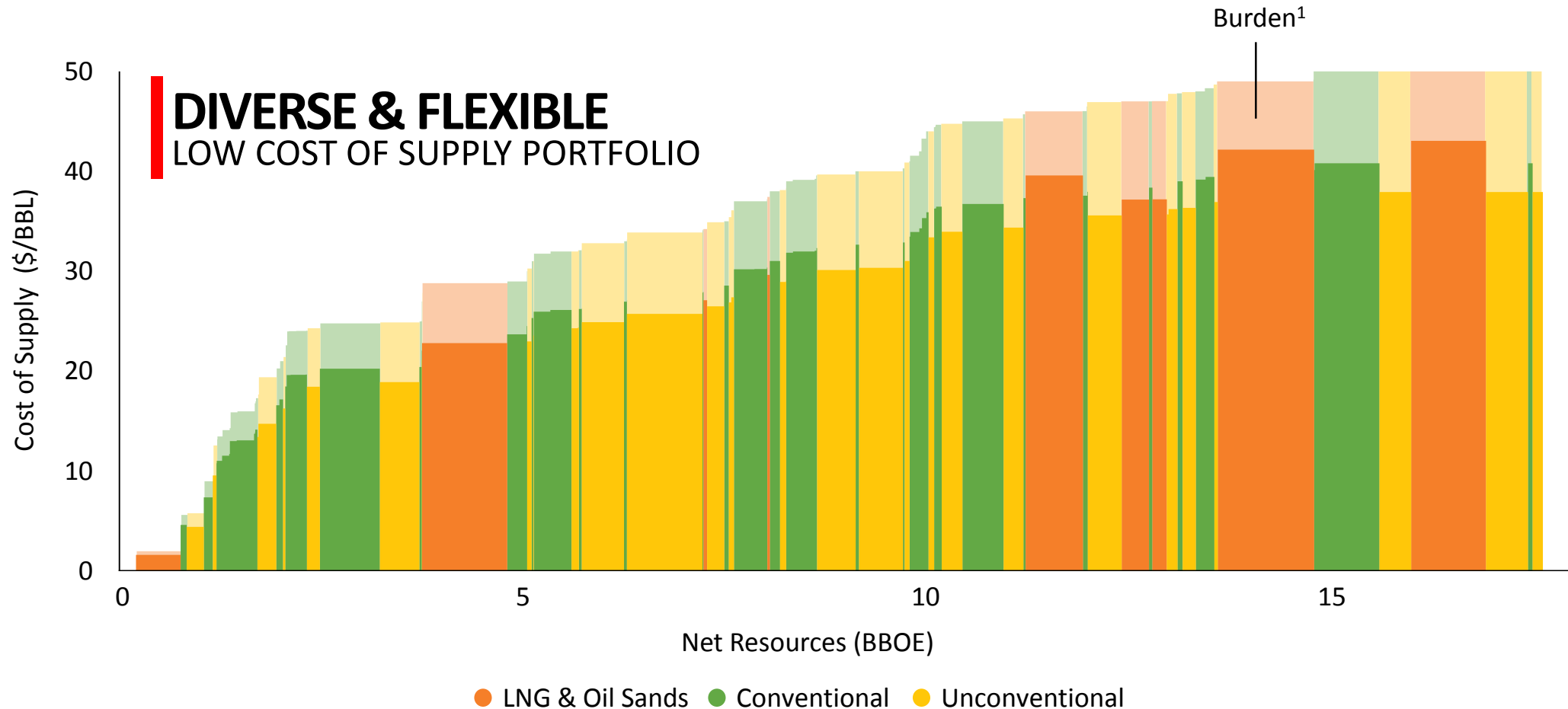
Fully Burdened Cost of Supply by Component (\$/BBL)



- Cost of supply represents the flat, real commodity price that yields an after-tax return of 10% on a point-forward and fully burdened basis
- A fully burdened cost of supply includes all direct and indirect costs
- Price-related inflation to \$65/BBL Brent and foreign exchange impacts
- Fully burdened cost of supply provides a clearer representation of impacts to corporate returns

Match This: 18 BBOE Resource, <\$40/BBL Brent Average CoS

<\$50/BBL Cost of Supply Resource (Fully Burdened)



¹ Burden = capital infrastructure + foreign exchange + price-related inflation + G&A.

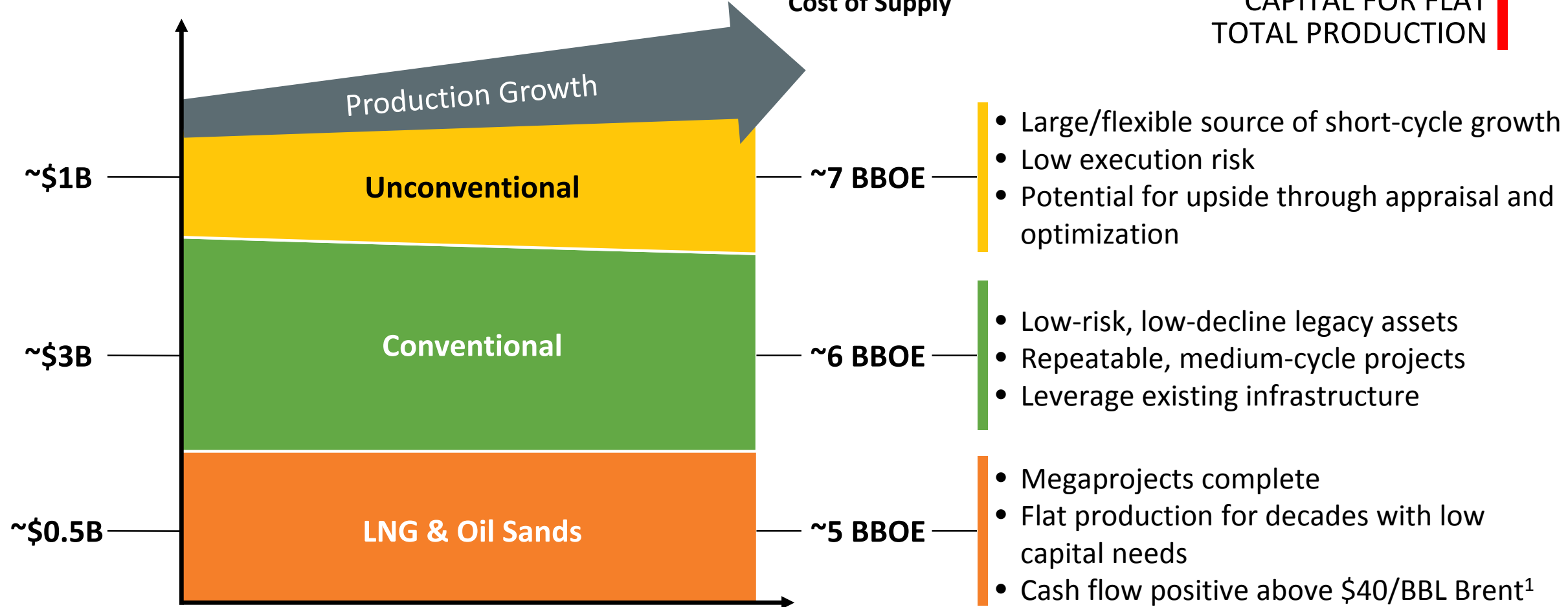
Power of Diversification: Three Asset Classes, Each Serves a Role

Stay-Flat Capital
Per Year

Production Over Time

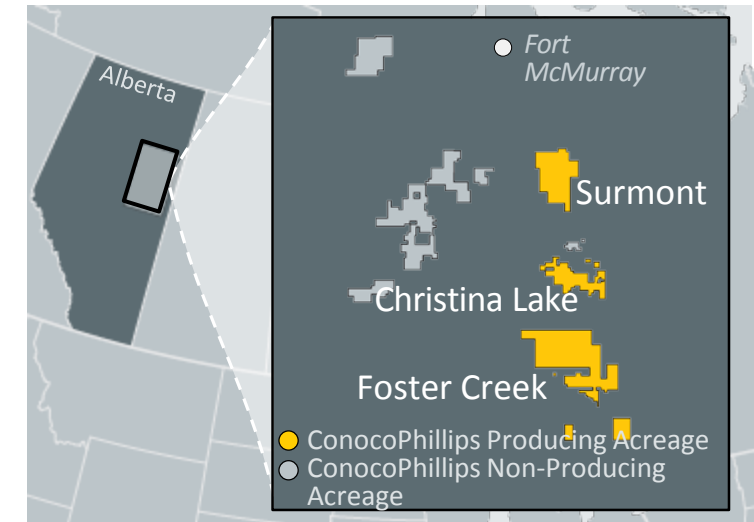
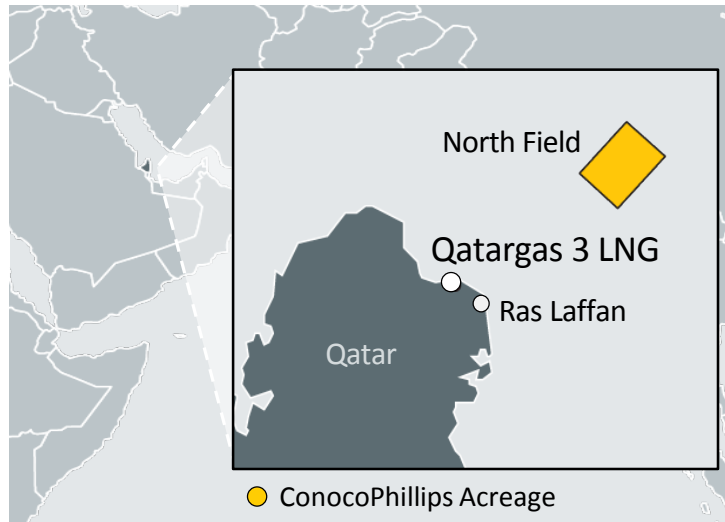
18 BBOE Resources
<\$40/BBL Average
Cost of Supply

~\$4.5B
CAPITAL FOR FLAT
TOTAL PRODUCTION

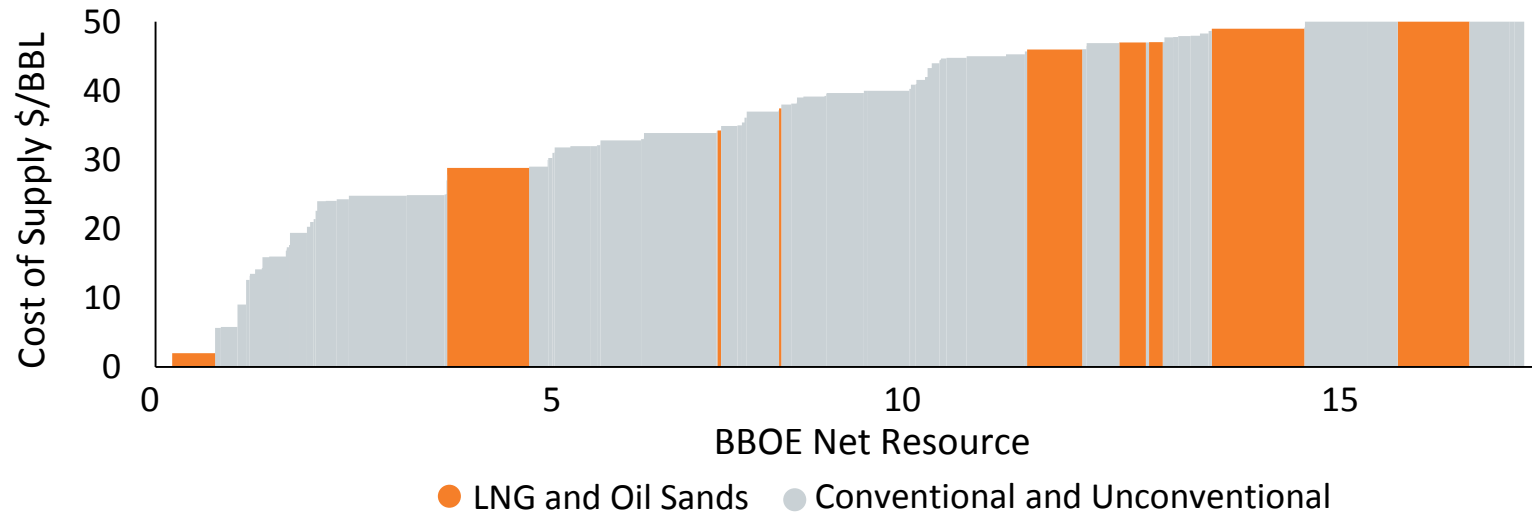


¹ Includes equity affiliates.

LNG and Oil Sands: Big and Stable with Price and Technology Upside

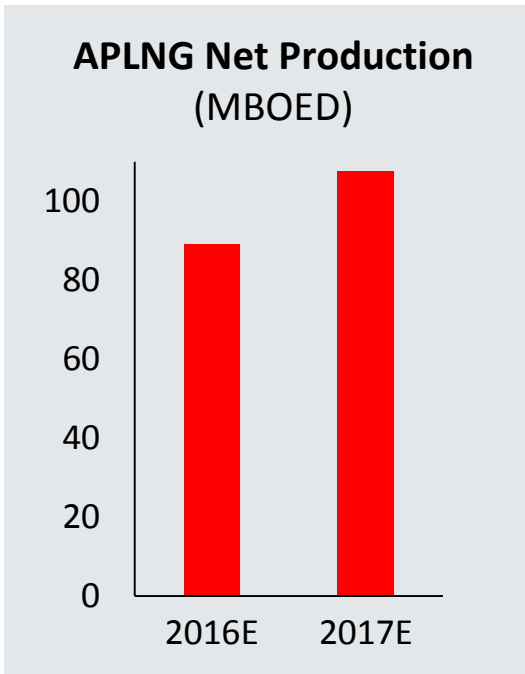
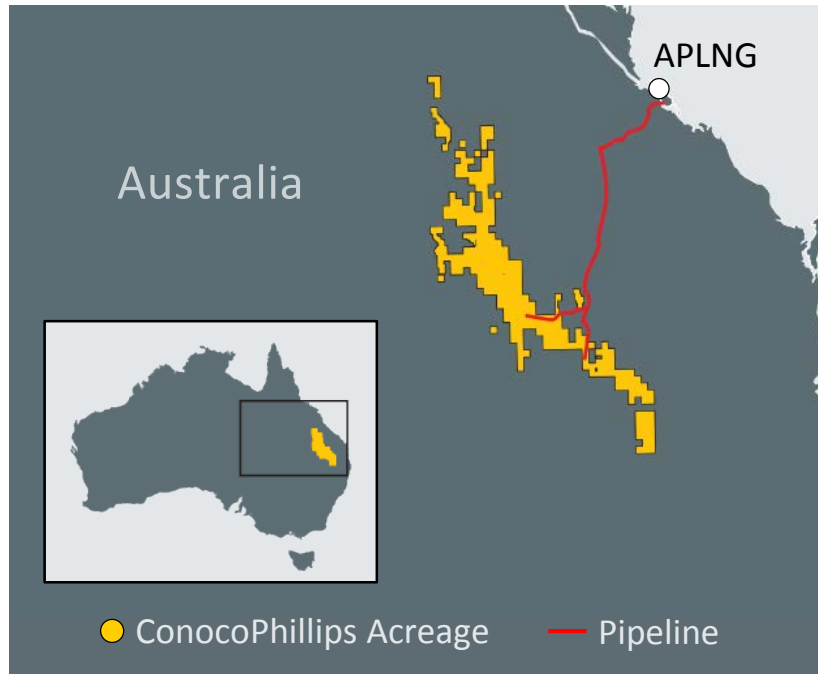


LNG and Oil Sands Resources



~5 BBOE RESOURCE
~\$40/BBL AVERAGE
COST OF SUPPLY

APLNG: Project Exceeding Expectations; All Aboard Train 2

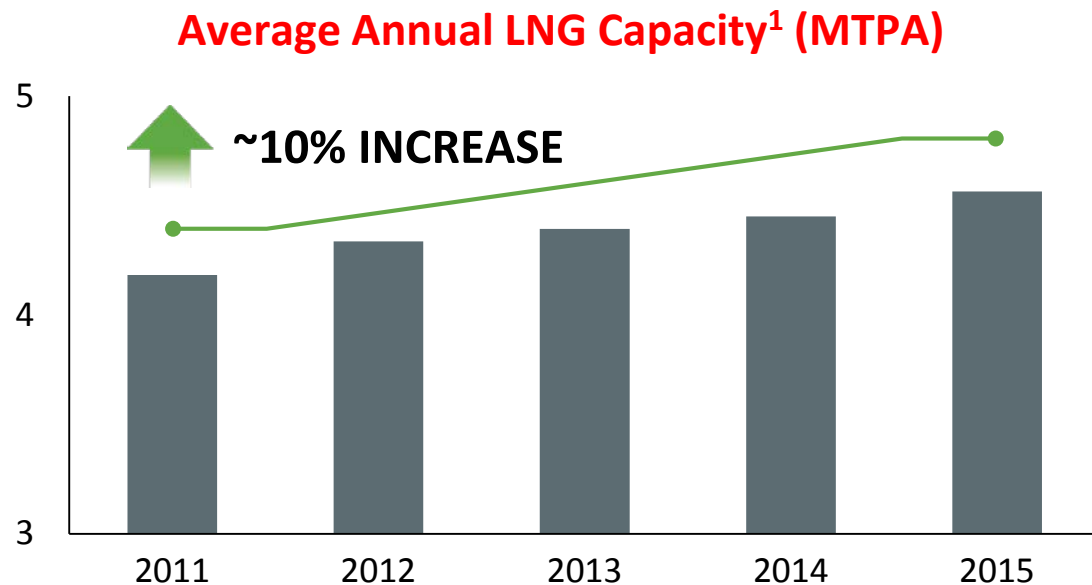


- Train 1 performance exceeding design nameplate capacity
- Train 2 first production achieved in September 2016
- 20-year LNG offtake contracts for 8.6 MTPA
- >1 BBOE net resource
- Point-forward cost of supply <\$30/BBL

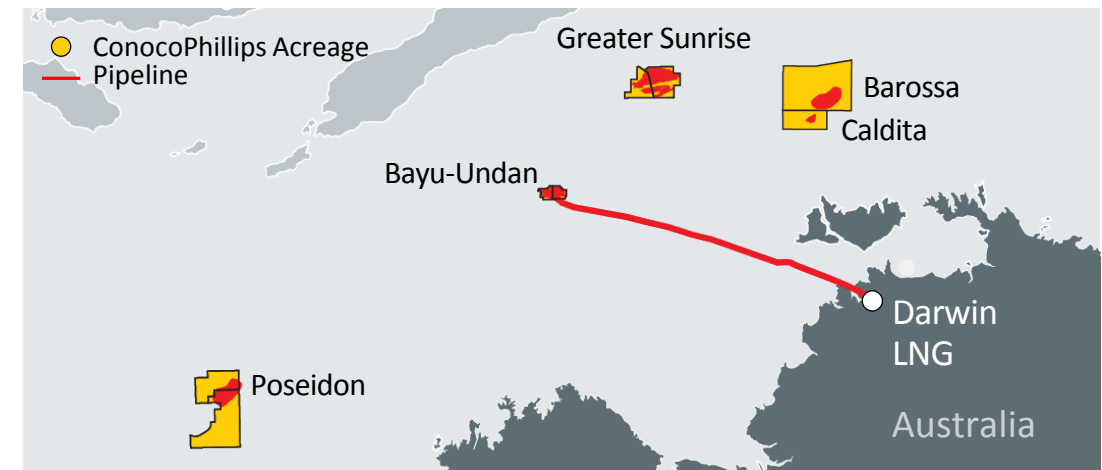
- Multiyear improvement in production capacity through optimization and minor debottlenecking
- Improved uptime with no additional capital expense
- Maximizing capacity utilization by drilling 3 Bayu-Undan infill wells in 2017
- Drilling Barossa appraisal wells in 1H17 to test backfill viability

DARWIN LNG BACKFILL

MULTIPLE LOW COST
OF SUPPLY OPTIONS



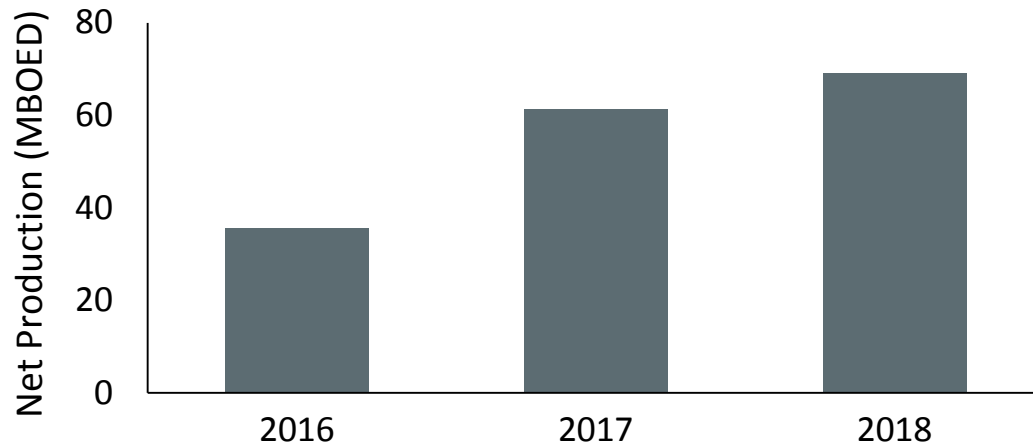
Darwin LNG Backfill Options



¹ Capacity = average of highest 20 days of gross production.

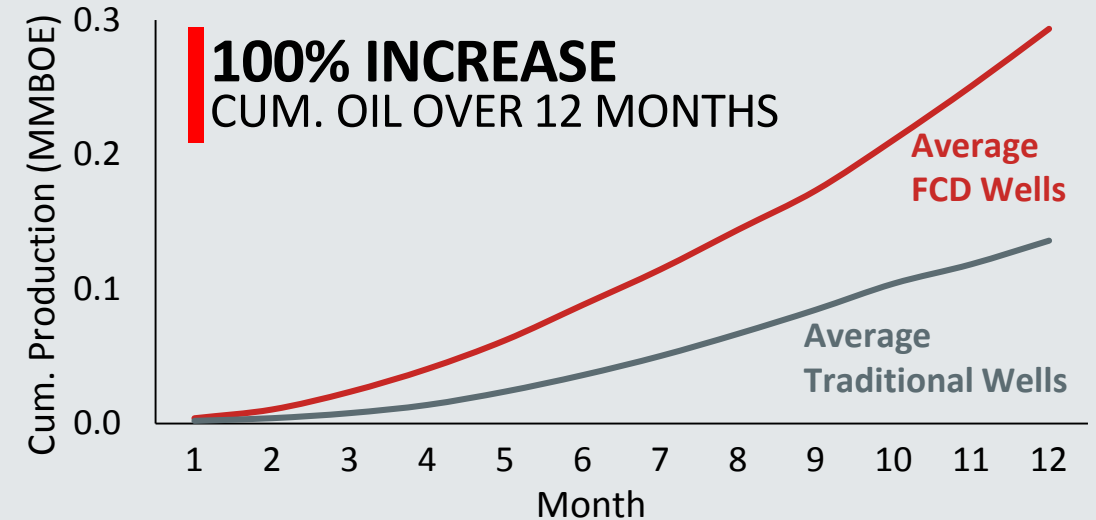
Surmont: Tomorrow's Legacy Asset is Now Ramping Up

Megaproject Complete – Ramping Up Production

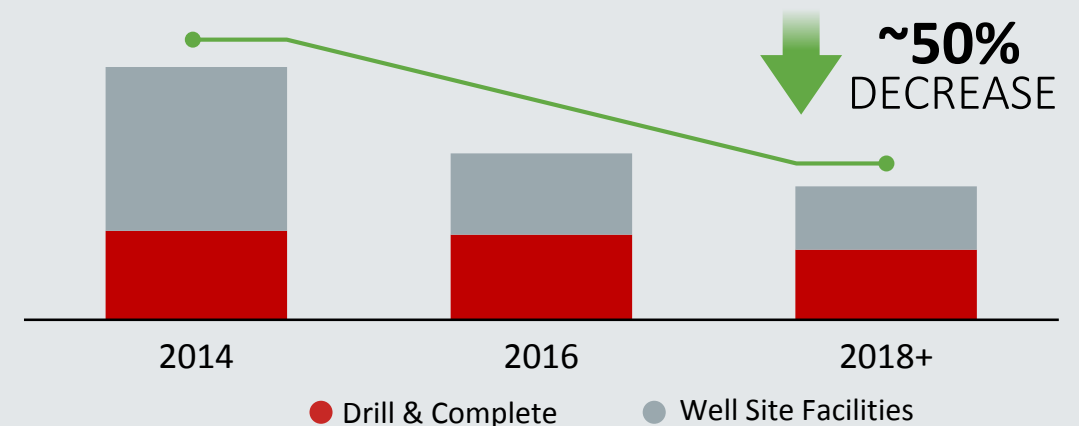


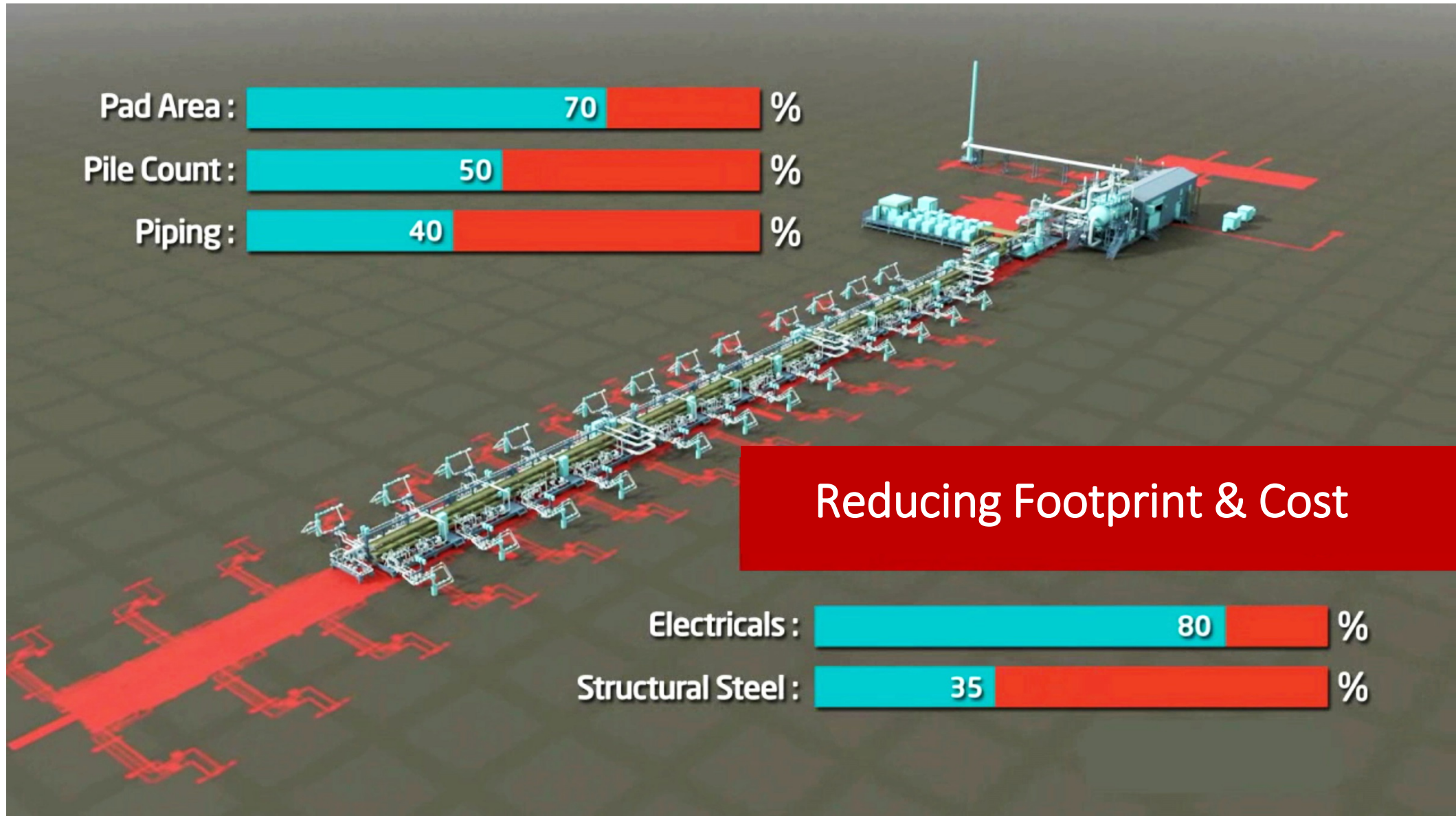
- FCD technology accelerating production and reducing GHG intensity
- Standardizing pad/well design to lower costs
- Debottlenecking projects with <\$40/BBL cost of supply can contribute ~25% capacity increase after 2018
- Brownfield projects can contribute an additional ~25% capacity increase after 2018

Flow Control Devices (FCD) Accelerating Production



Structurally Lowering Costs (\$MM/well)





Efficient Steam Generation and Distribution

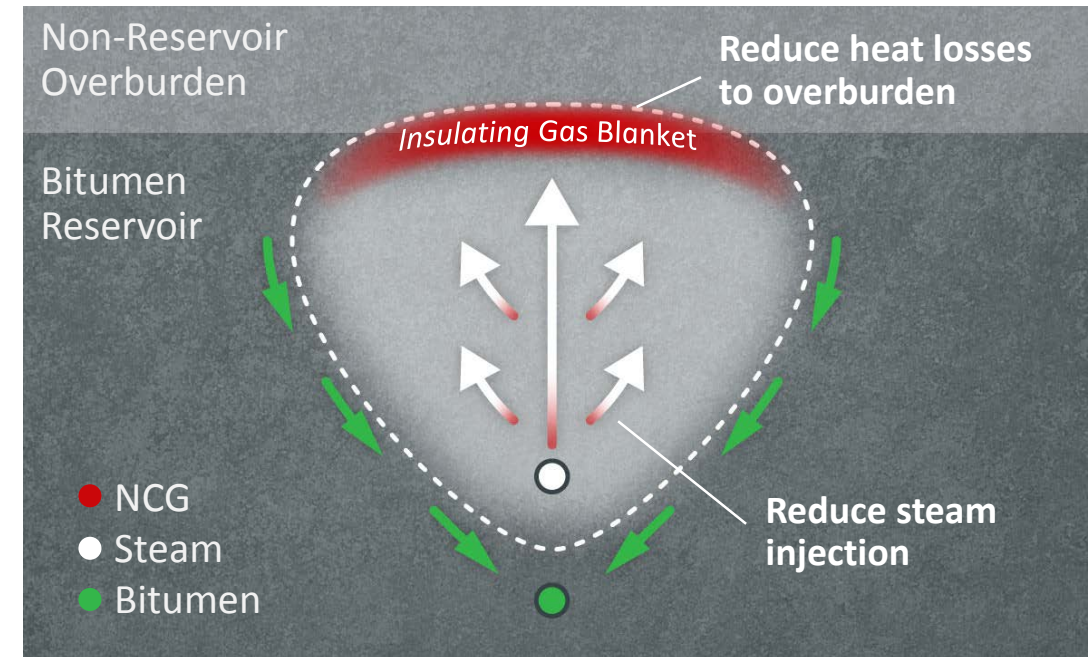
- Steam generation optimization
- Flow control device

Reducing Steam Requirements per Barrel

- Enhanced SAGD with solvent injection
- Non-Condensable Gas Co-Injection
- Steam additives

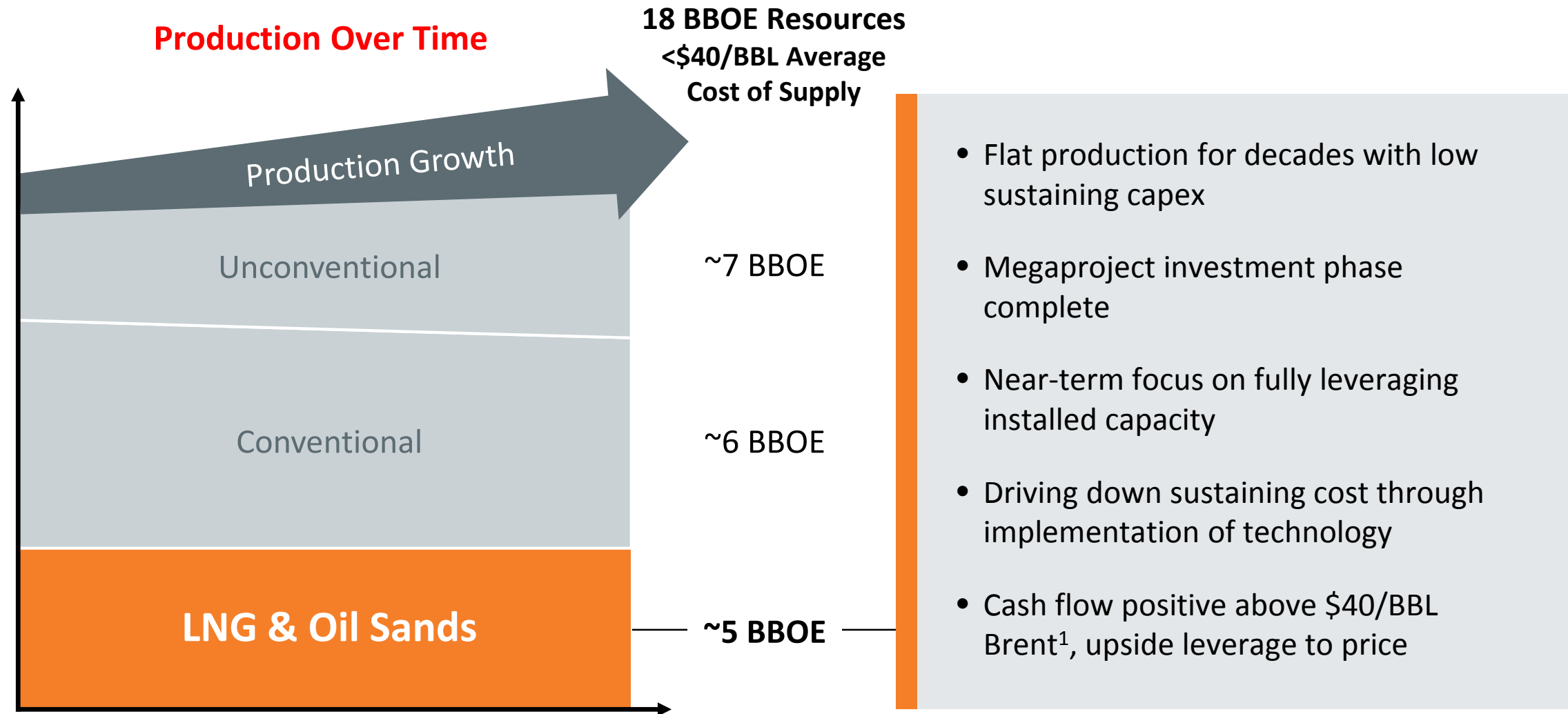
- >90% cost of supply reduction target captured
- Anticipate additional ~\$10/BBL reduction over time

2016 - 2017 Non-Condensable Gas (NCG) Co-Injection Pilot



- Trial to begin 4Q16; results expected in 2017
- Potential SOR & GHG reduction of up to 20%

GHG INTENSITY REDUCTION
A TECHNOLOGY FOCUS AREA

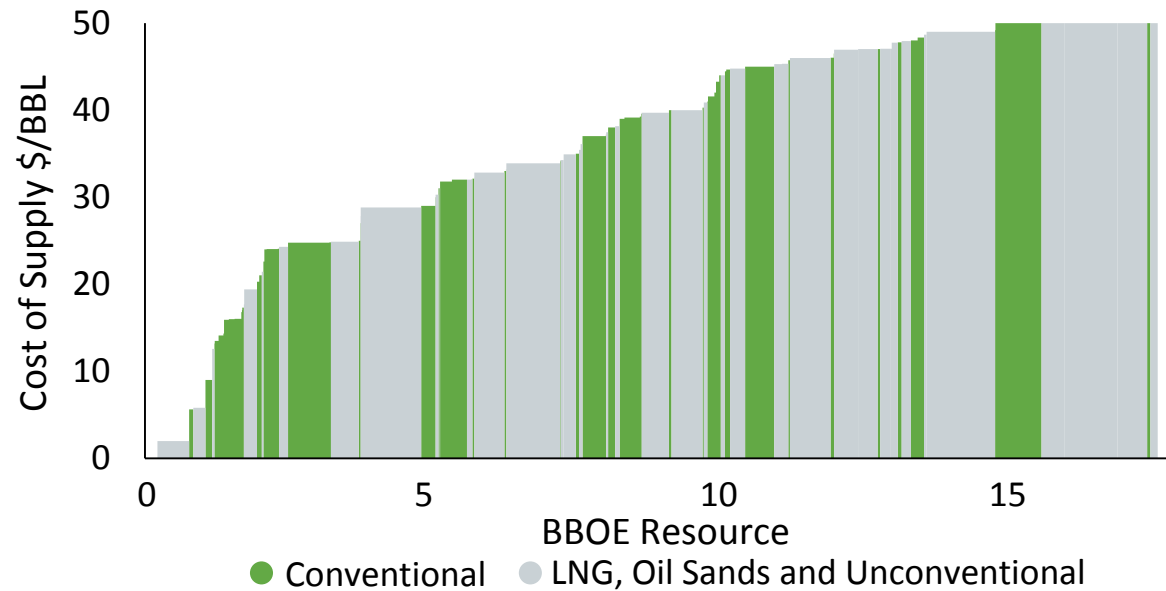


¹ Includes equity affiliates.

Conventional: The Good Great Stuff No One Asks About



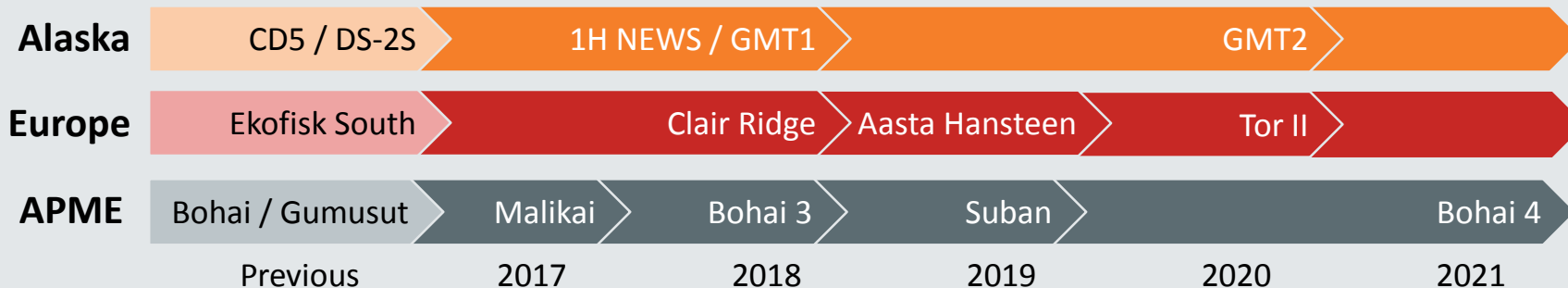
Conventional Resources



~6 BBOE RESOURCE
<\$35/BBL AVERAGE COST OF SUPPLY

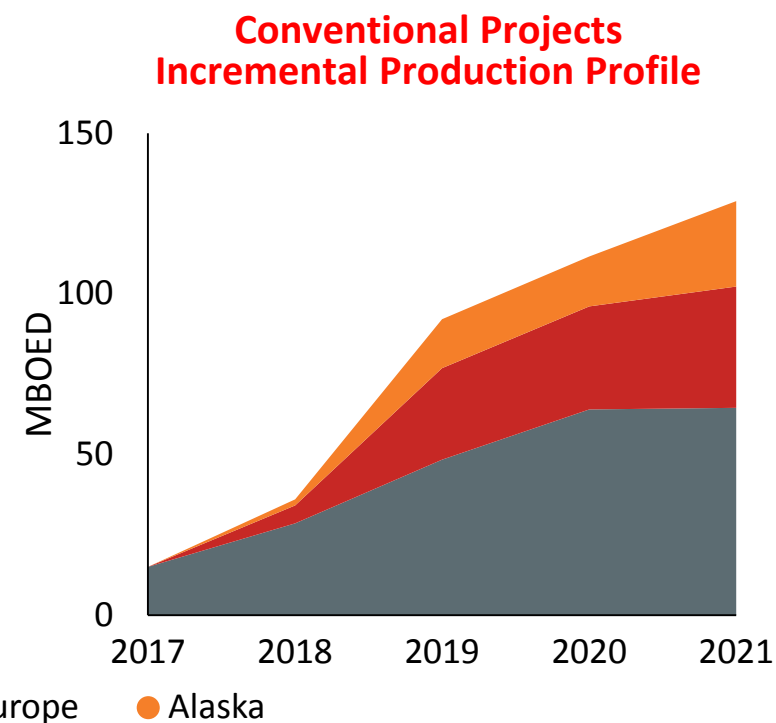
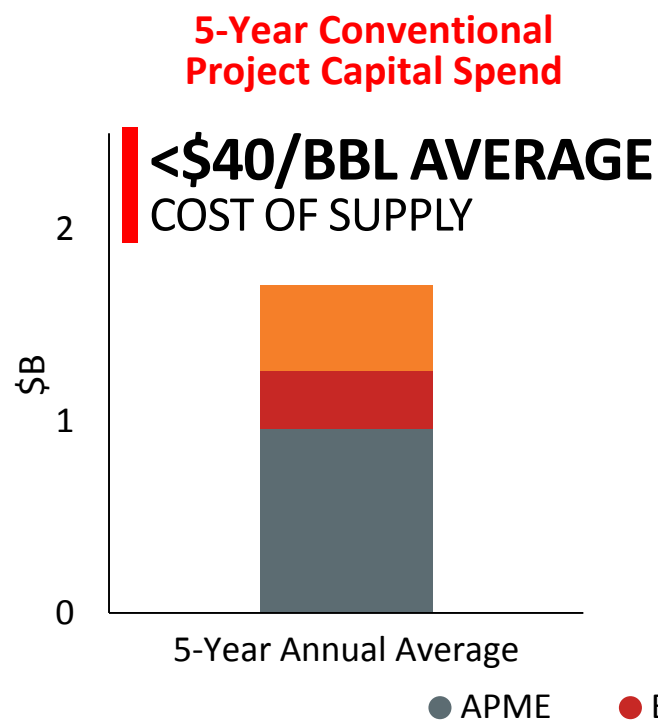
- Continuing to lower costs; ~40% decrease since 2014
- Conventional drilling expected to add ~150 MBOED over next 5 years
- High-quality inventory of conventional projects expected to add ~130 MBOED over next 5 years

New Conventional Projects: Low-Risk, High-Value, We've Got It



~130 MBOED
INCREMENTAL
PRODUCTION
BY 2021

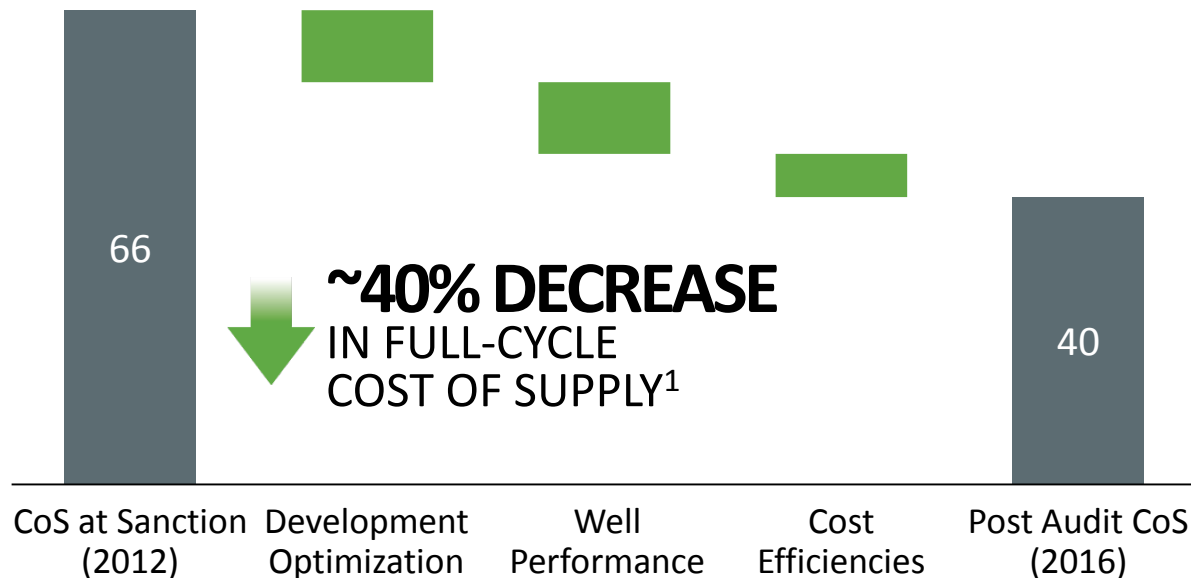
- ~\$5B of projects executed in last 3 years; below budget and ahead of schedule
- Low-risk and repeatable mid-sized projects
- Lowering cost of supply through facility standardization
- Maximizing value from existing infrastructure
- Projects deliver high-margin production



Alaska: 40% Cost of Supply Reduction Spurs New Activity



CD5 Project Cost of Supply¹ (\$/BBL)



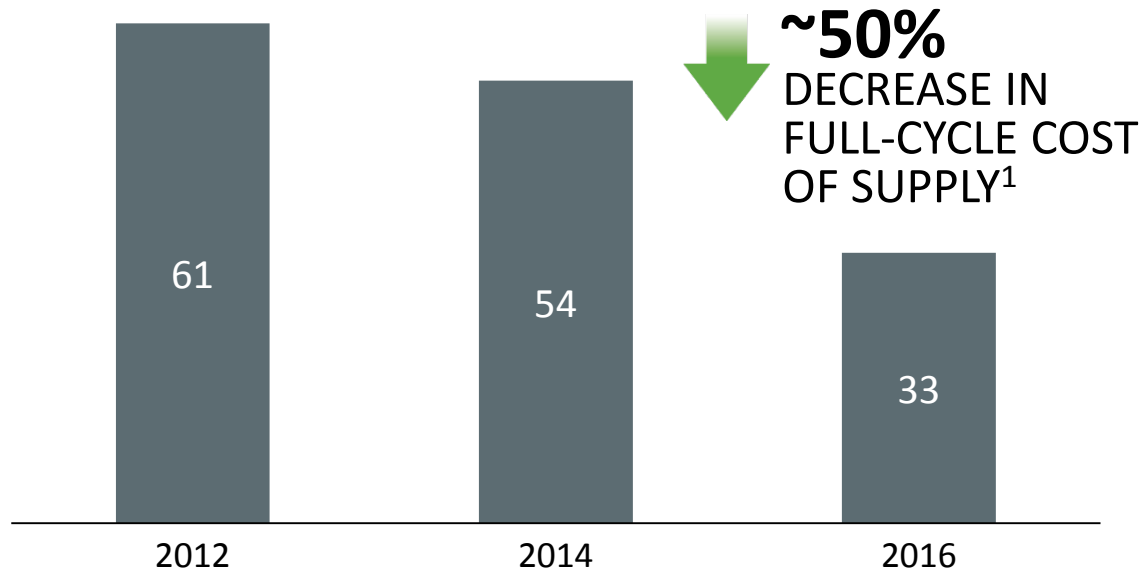
- Shifting to performance-based contracts
- Improving operating efficiency through integrated planning and execution
- Collaborating with other operators to maximize utilization of shared resources
- Drilling multi-lateral wells to lower cost and unlock additional resource

¹ Full-cycle cost of supply is the Brent equivalent price that generates a 10% return on a full-cycle and fully burdened basis.

Norway: 50% Cost of Supply Reduction on Future Projects



Future Projects Cost of Supply¹ (\$/BBL)



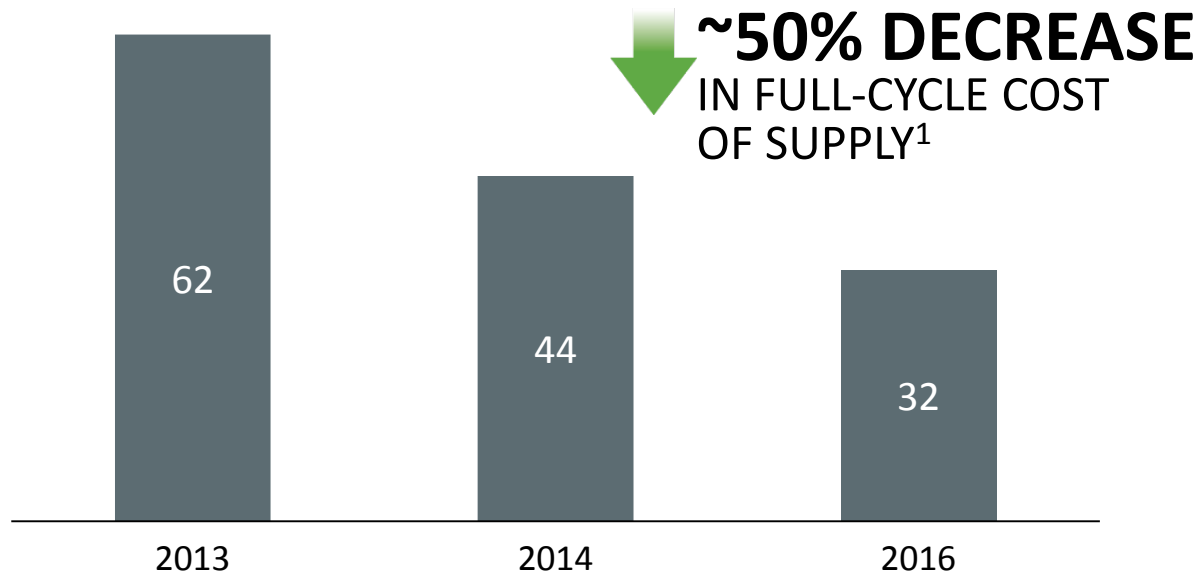
- Minimum facility concept significantly reduces cost and improves project economics
- Standardizing design and functionality
- Leveraging current infrastructure to reduce costs and improve efficiencies
- Developing repeatable short-cycle opportunities with greater flexibility and control

¹ Full-cycle cost of supply is the Brent equivalent price that generates a 10% return on a full-cycle and fully burdened basis. Projects included in full-cycle weighted average cost of supply are Tommeliten Alpha, Tor II and Eldfisk North.

China: 50% Cost of Supply Reduction Through Continuous Improvement

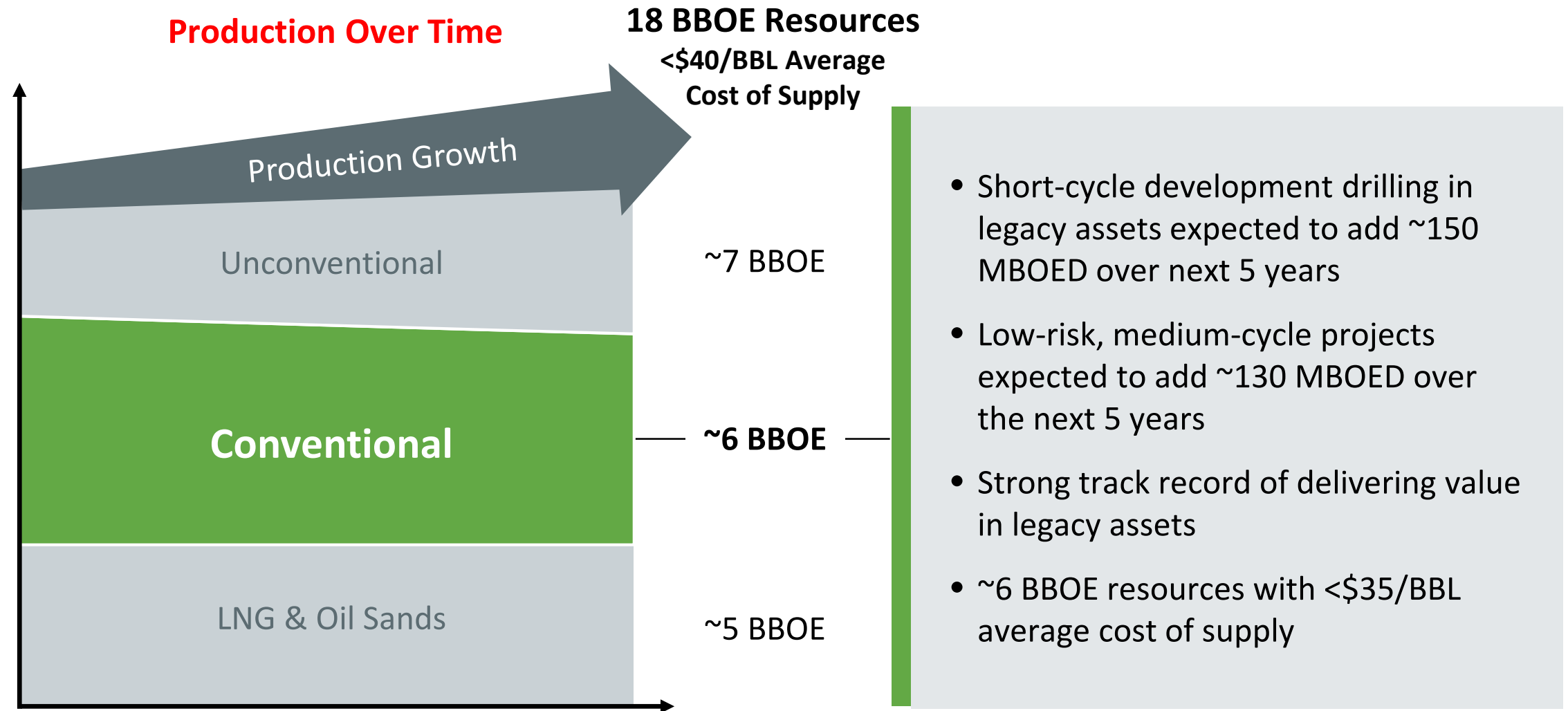


Bohai WHP-J Project Cost of Supply¹ (\$/BBL)

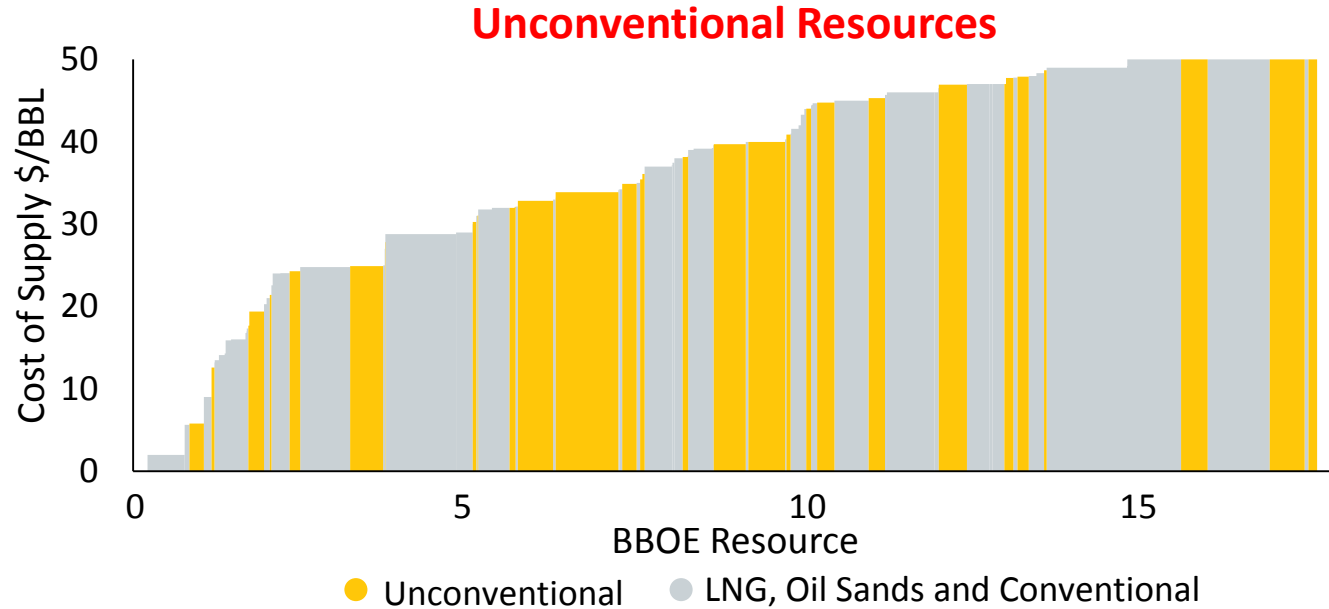


- Capturing structural and cyclical cost savings
- Fit-for-purpose project design
- Optimizing facility construction plans
- \$150MM net savings at Bohai by improving well design

¹ Full-cycle cost of supply is the Brent equivalent price that generates a 10% return on a full-cycle and fully burdened basis.



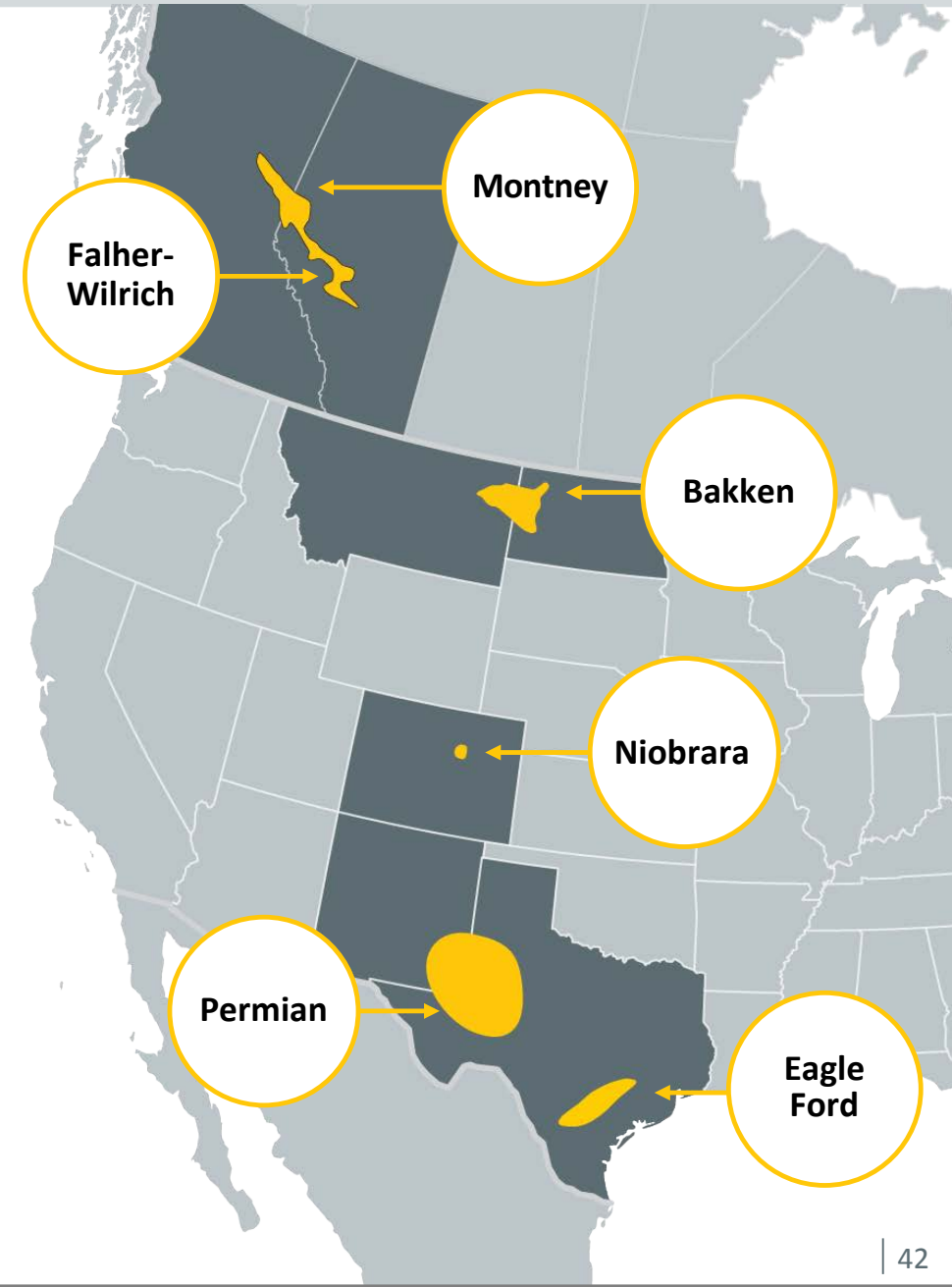
Unconventional: Top-Tier Resource Base and Growing



- Flexible, short-cycle investments with low execution risk
- High-margin production drives cash flow growth
- Prudent development pace maximizes value

~7 BBOE RESOURCE

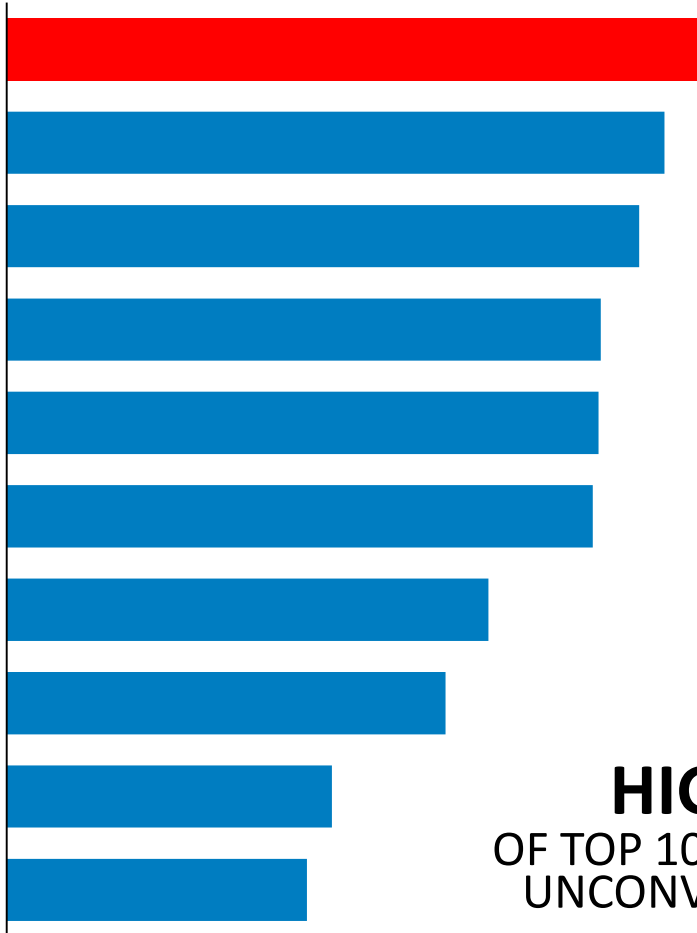
~\$35/BBL AVERAGE COST OF SUPPLY



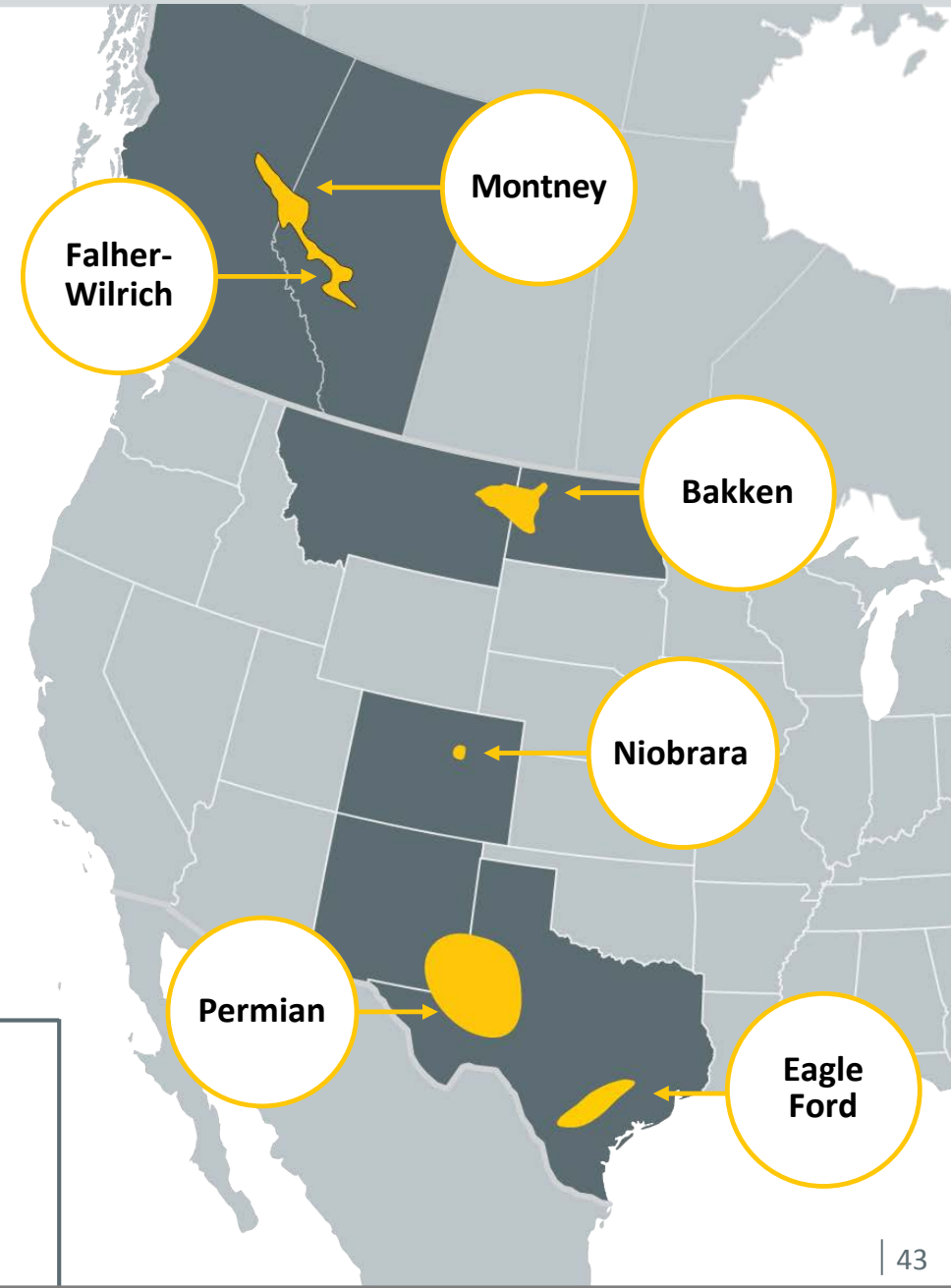
Unconventional: This Will Surprise You!

ConocoPhillips

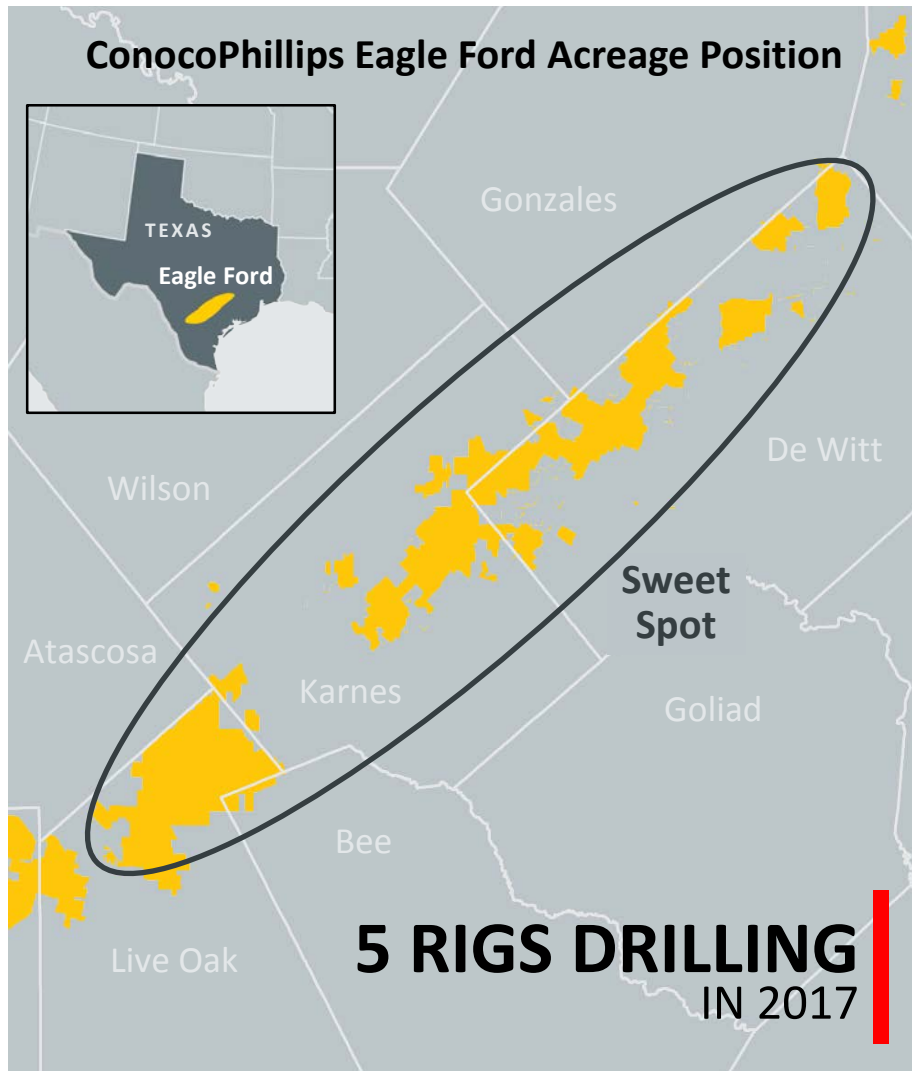
NPV of Unconventional Plays vs. Competitors¹



HIGHEST VALUE
OF TOP 10 NORTH AMERICAN
UNCONVENTIONAL PLAYERS



Eagle Ford: Match and Raise – Our Eagle Ford is Best in Class



Significant Remaining Resource with Low Cost of Supply

Optimal
Spacing &
Stacking



Optimal
Completions



3 BBOE
Total EUR²

20%
INCREASE
IN EUR³

~40%
Reduction
in Capital¹



~30%
Reduction in
Lifting
Cost/BOE¹



2.4 BBOE
Resource
<\$40/BBL CoS

40%
INCREASE
RESOURCE
<\$40/BBL CoS³

- 213 M net acres in the heart of the play
- Reduced completed well costs by ~40% 2016 vs. 2014
- 3,500 net undrilled locations <\$40/BBL cost of supply
- ~25% of remaining resources <\$25/BBL cost of supply
- Initial results from Austin Chalk encouraging

¹ 2016 vs. 2014.

² Includes produced volumes.

³ 2016 vs. 2015.

Integrated Operations



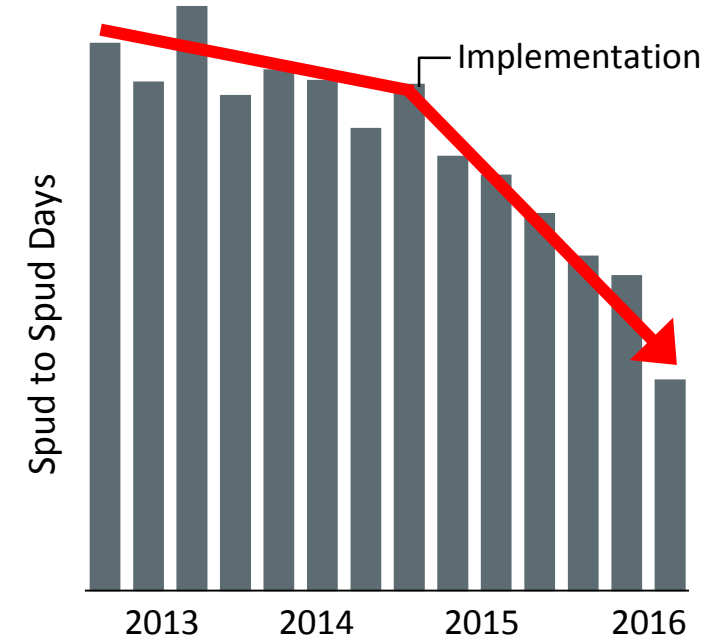
- Increasing workforce productivity with technology integration
- Smart field enables “operate by exception”
- Real-time insight accelerates optimization
- Data-driven defect elimination



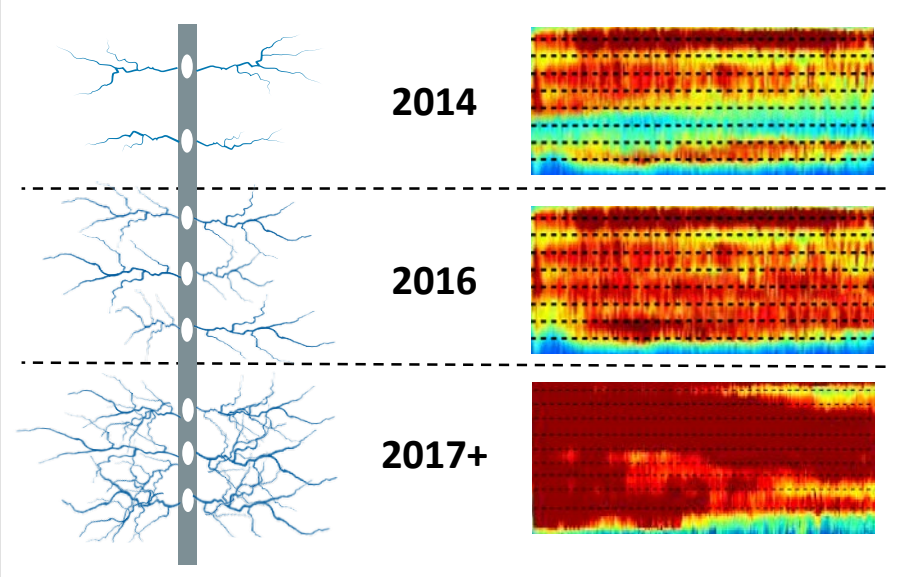
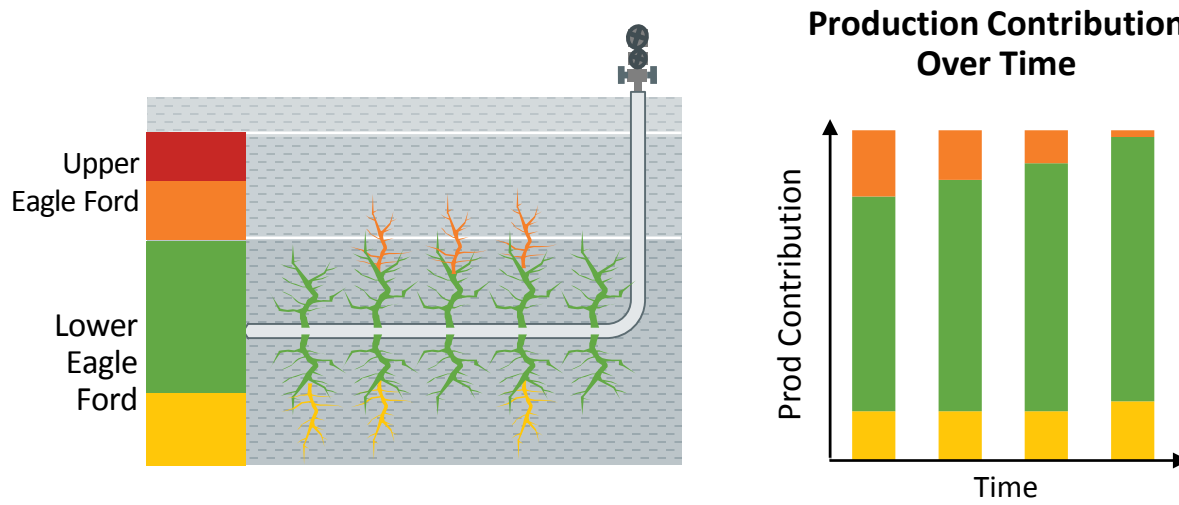



<\$2.0/BOE LIFTING COST

Faster Drilling with Advanced Analytics

50% REDUCTION
DRILLING DAYS

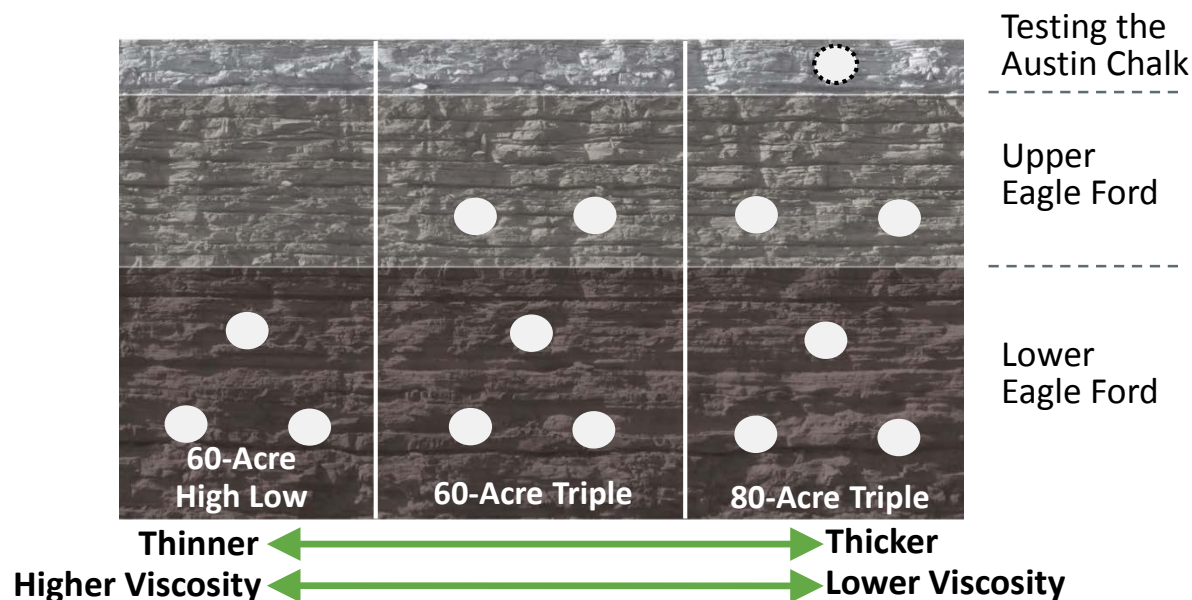


Eagle Ford: Advanced Technical Analysis Increases EUR and Returns

Pilot	Stimulated Rock Volume (SRV)	Time-Lapse Geochemistry
What We Did	Utilized cores, image logs, in-well and cross-well monitoring to gain insights on fracture complexity and geometry	Gathered extensive database of oil samples over past 5 years; analyzed cores to tie biomarker fingerprints to stratigraphy
What We Learned	 <p>The diagram illustrates the evolution of fracture complexity and Stimulated Rock Volume (SRV) over time. On the left, a vertical wellbore is shown with blue branching fractures extending from it. To the right, three horizontal SRV maps are displayed, corresponding to the years 2014, 2016, and 2017+. The 2014 map shows a relatively simple, linear fracture pattern. The 2016 map shows more complex, branching fractures. The 2017+ map shows the most complex and extensive fracture network. The SRV maps use a color scale from blue (low) to red (high) to indicate the volume of stimulated rock.</p>	 <p>The diagram illustrates the production contribution over time from different layers. On the left, a cross-section of the reservoir is shown with three layers: Upper Eagle Ford (red), Lower Eagle Ford (green), and a base layer (yellow). A wellbore is shown intersecting these layers. To the right, a stacked bar chart titled 'Production Contribution Over Time' shows the contribution of each layer to total production over four time periods. The y-axis is labeled 'Prod Contribution' and the x-axis is labeled 'Time'. The bars show that the Lower Eagle Ford layer (green) is the primary contributor to production, with the Upper Eagle Ford layer (red) and the base layer (yellow) also contributing.</p>
How the rock fractures  How to optimize completion design		 What layers contribute to production  How that changes over time

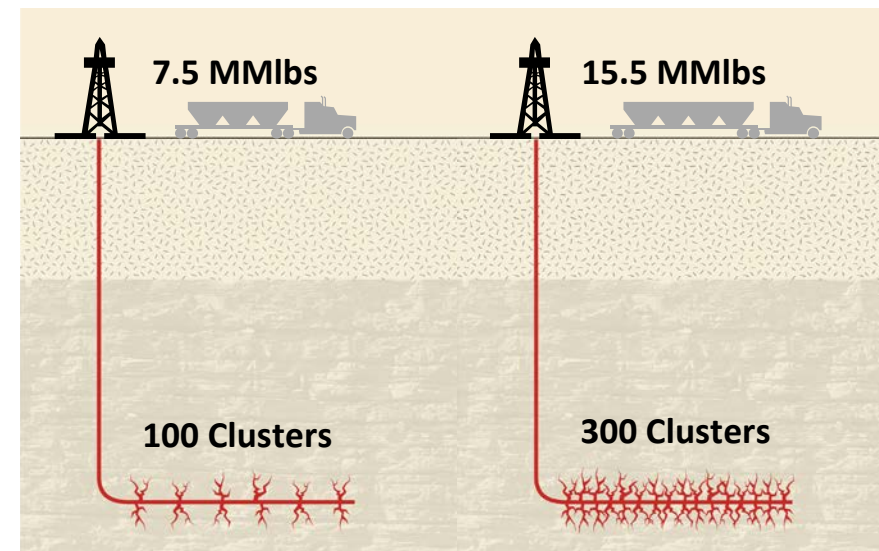
Increased EUR & Lowered CoS

Customized Spacing and Stacking to Geology



- Optimal spacing and stacking pattern developed through reservoir understanding
- Different well configurations depending on location and geology

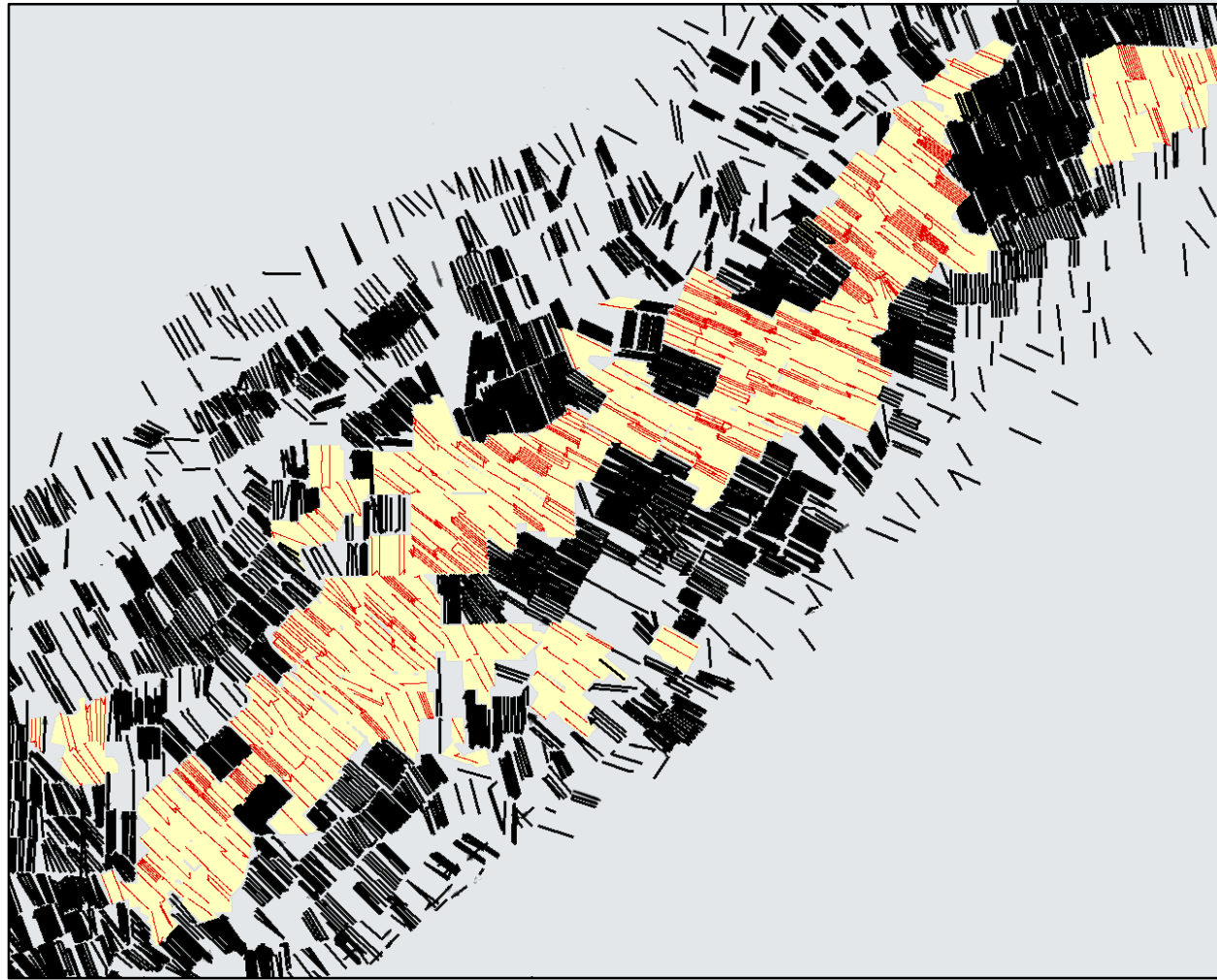
2014 vs. 2016 Completion Design



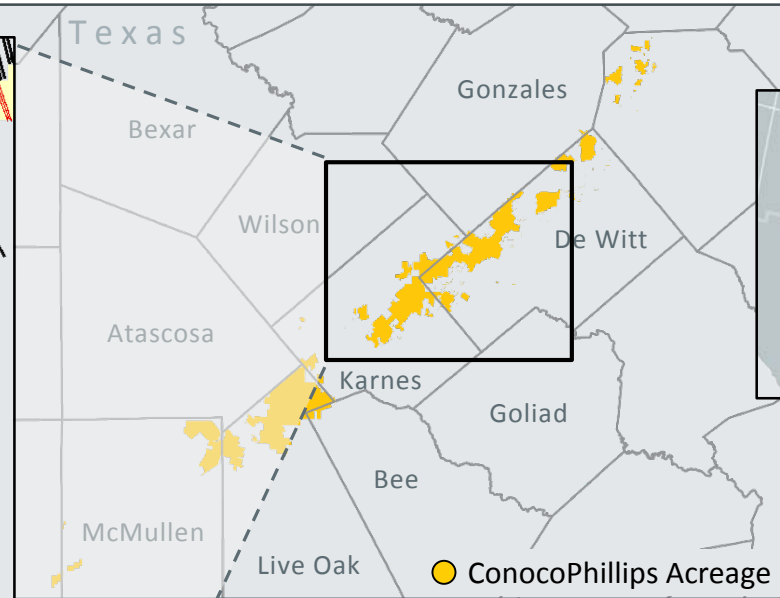
- Data acquisition and modeling supports tighter cluster spacing and higher proppant loading
- Completion efficiencies resulting in 50% cost reduction vs. 2014, despite larger design

0.5 BBOE
RESOURCE ADDED
VS. 2015

Eagle Ford: Measured Pace Pays Off



○ ConocoPhillips Acreage — ConocoPhillips Wells — Competitor Wells

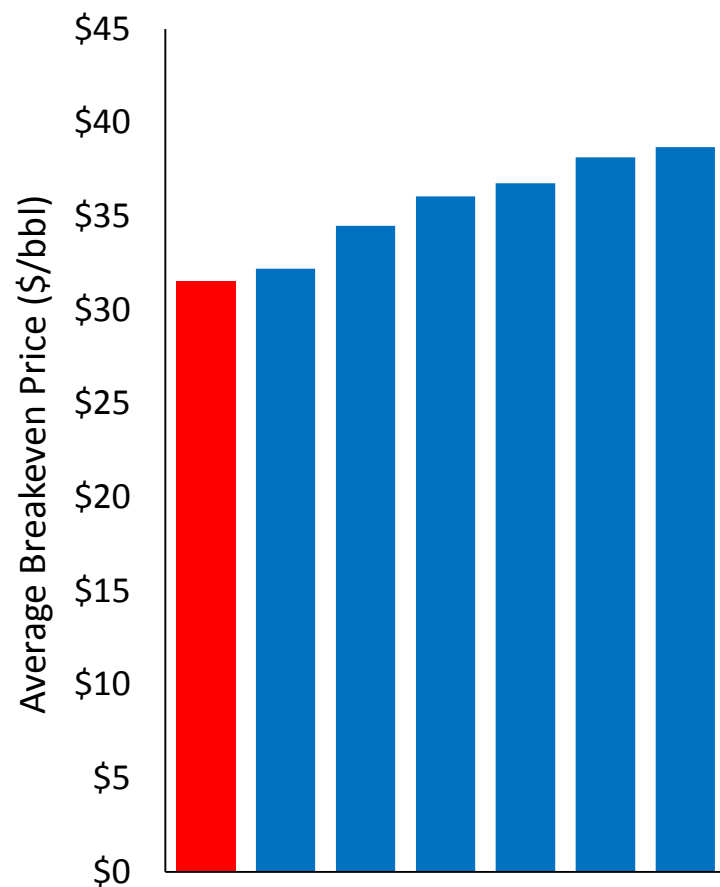


3,500 REMAINING LOCATIONS
<\$40/BBL COST OF SUPPLY

- Maximizing ultimate recovery through improved understanding
- Continuing to refine models; further opportunities to add value through optimization

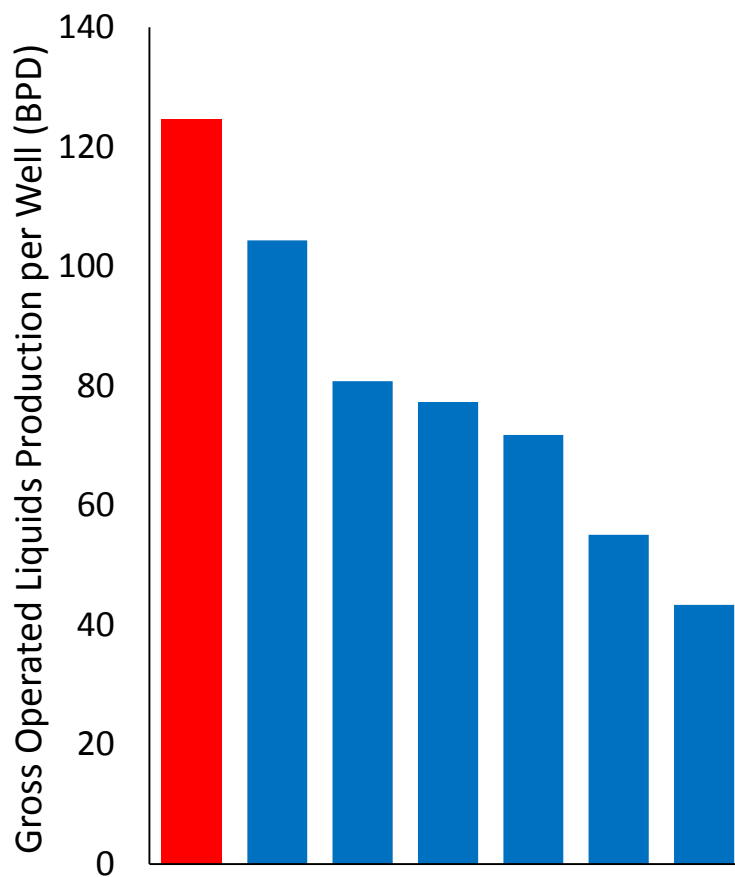
Eagle Ford: ConocoPhillips is Perennial Champ

Lowest Cost of Supply



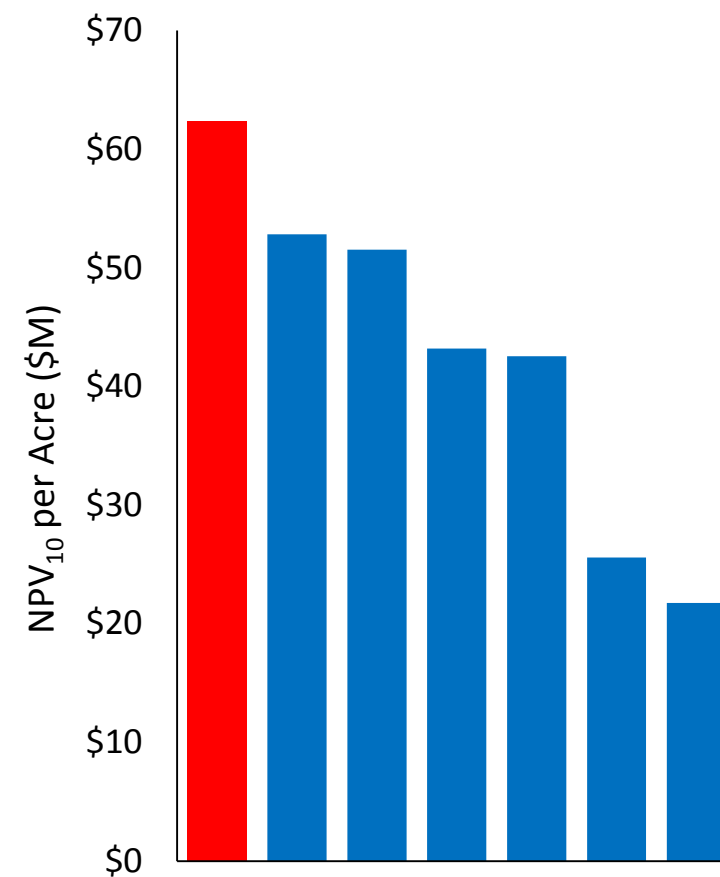
Source: Wood Mackenzie Global Economic Model.

Highest Liquid Rates per Well



Source: Texas Railroad Commission (2016).

Highest NPV per Acre

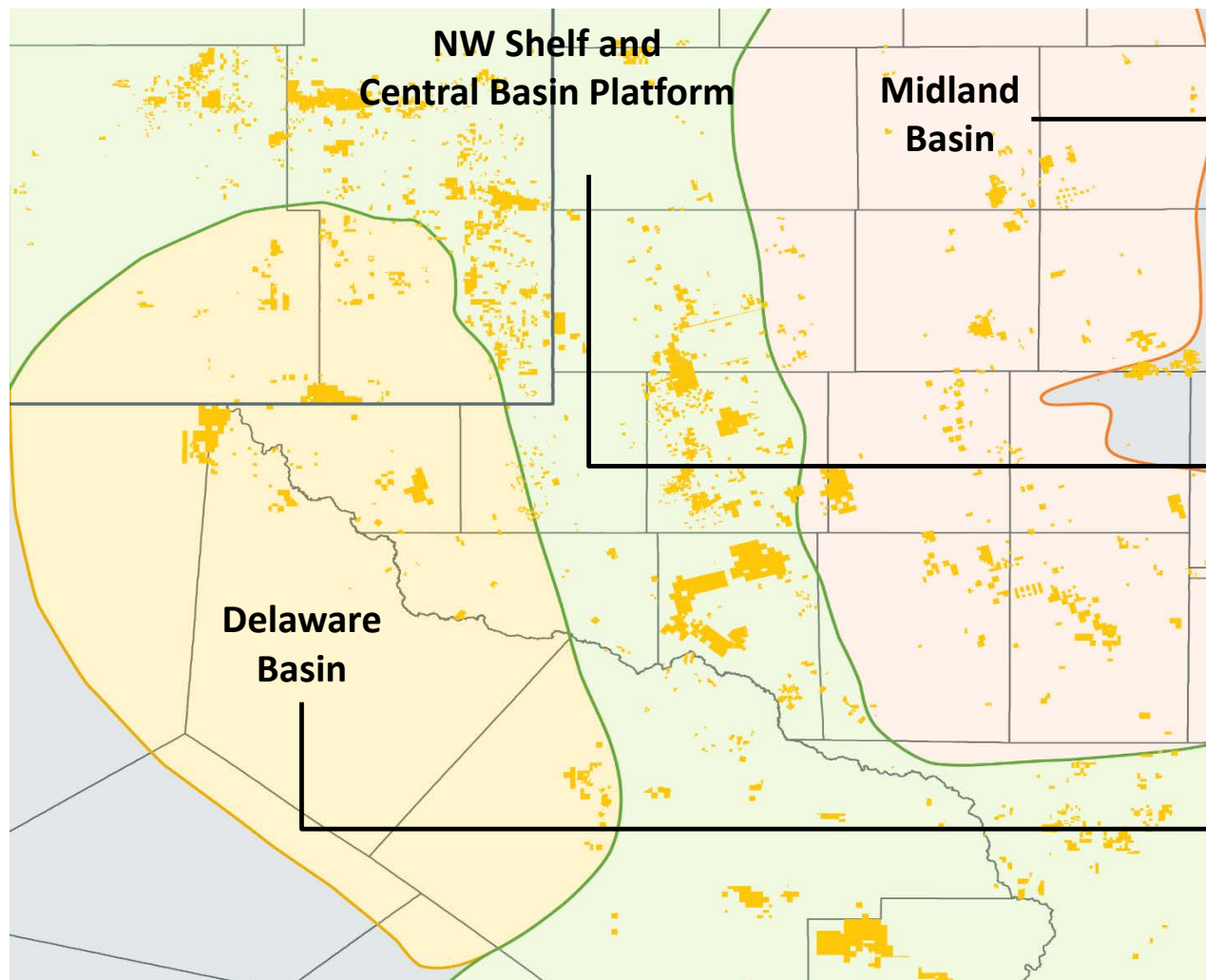


Source: Rystad NasCube (Oct. 2016)

● ConocoPhillips ● Competitors¹

¹ Operators with >100M acres.

Competitive Permian Basin Position with 1 MM Acres



● ConocoPhillips Acreage

Midland Basin

- 163 M net acres; 9 MBOED net production²
- Legacy conventional position and emerging unconventional potential

NW Shelf and Central Basin Platform¹

- 762 M net acres; 40 MBOED net production²
- Legacy conventional position
- Evaluating unconventional potential
- Utilizing unconventional technology to develop untapped conventional reservoirs

Delaware Basin

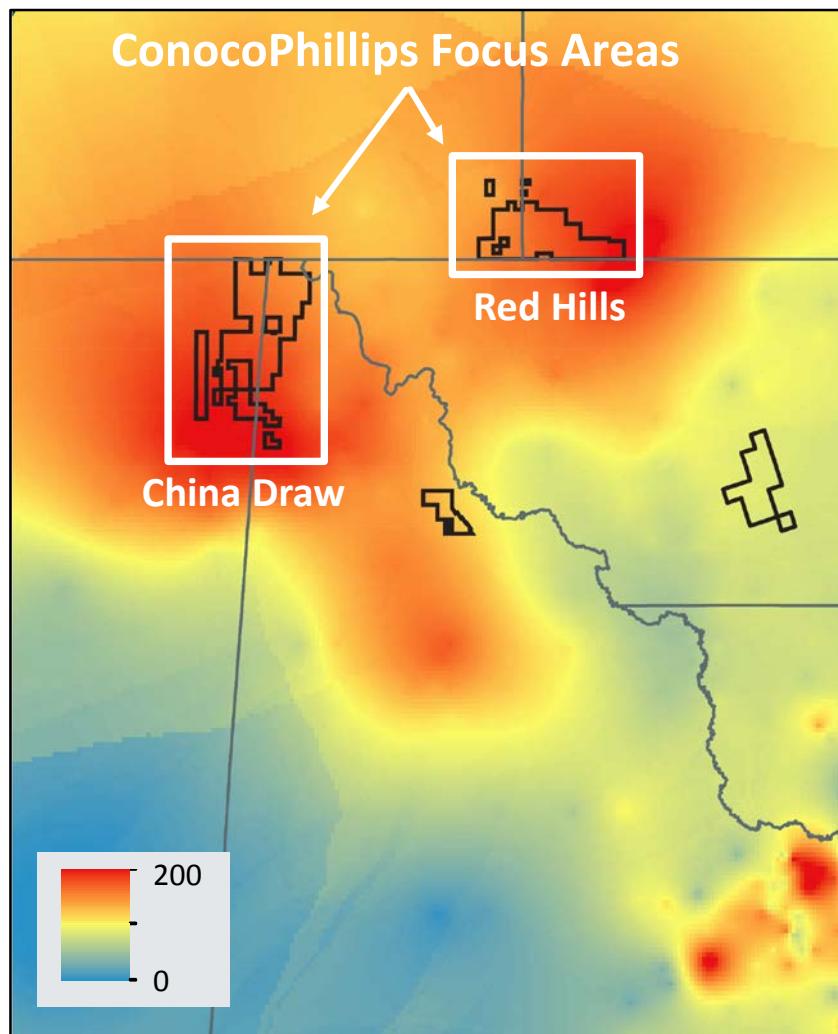
- 75 M net acres; 21 MBOED net production²
- Top-tier unconventional acreage position
- Contiguous acreage provides development opportunities for 10,000' laterals

¹ NW Shelf and Central Basin Platform group includes ConocoPhillips acreage in Val Verde, Eastern Shelf and Maverick sub-basins.

² 3Q16 production.

Delaware: 1.8 BBOE Resource and Just Getting Started

'Wolfcamp 1' -- 6 Month Cum. (MBOE)



Coring Up
Acreage for
10,000' laterals

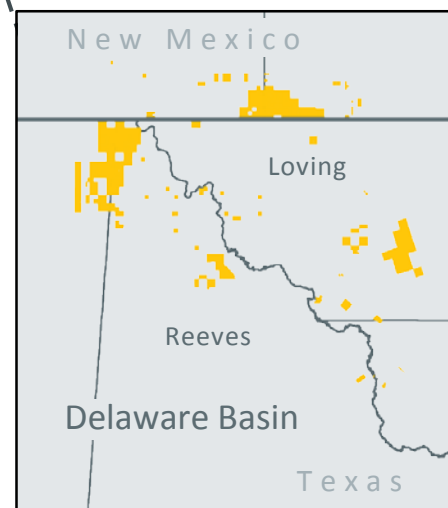


**Multi-
Zone**
Development



1.8 BBOE
Net Resource
<\$50/BBL CoS

~80%
INCREASE IN
RESOURCE
SINCE 2015



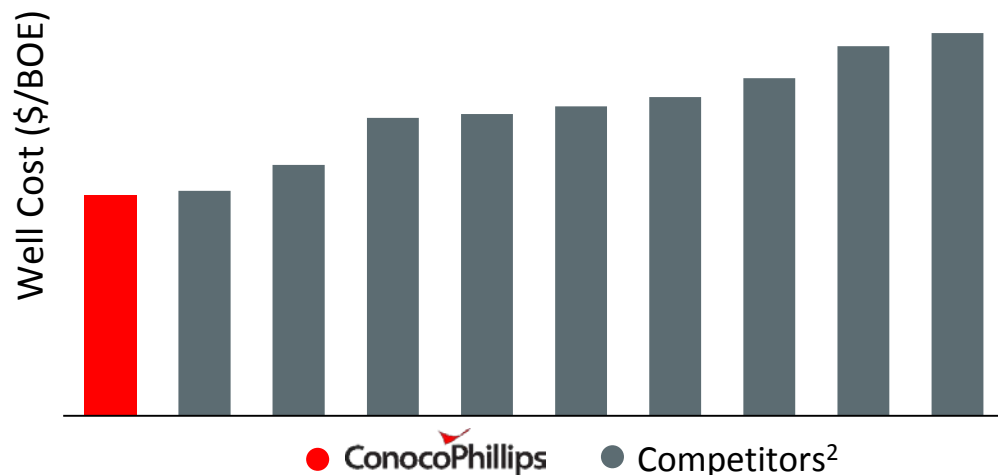
● ConocoPhillips Acreage

- 75 M net unconventional acres
- 1.8 BBOE net resource <\$50/BBL cost of supply; 1,400 locations in inventory
- Coring up acreage for 10,000' laterals, increases value by >30%
- Reduced completed well cost by ~50% since 2014
- Stacking to maximize NPV per acre

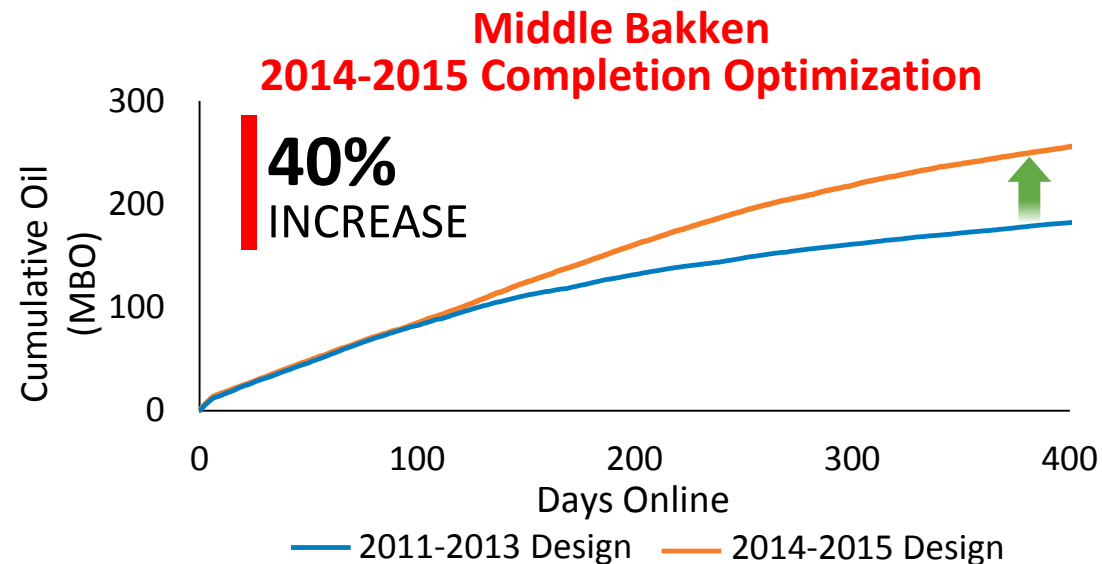
Source: IHS Enerdeq and ConocoPhillips.

Bakken: Increasing EUR While Driving Down Costs

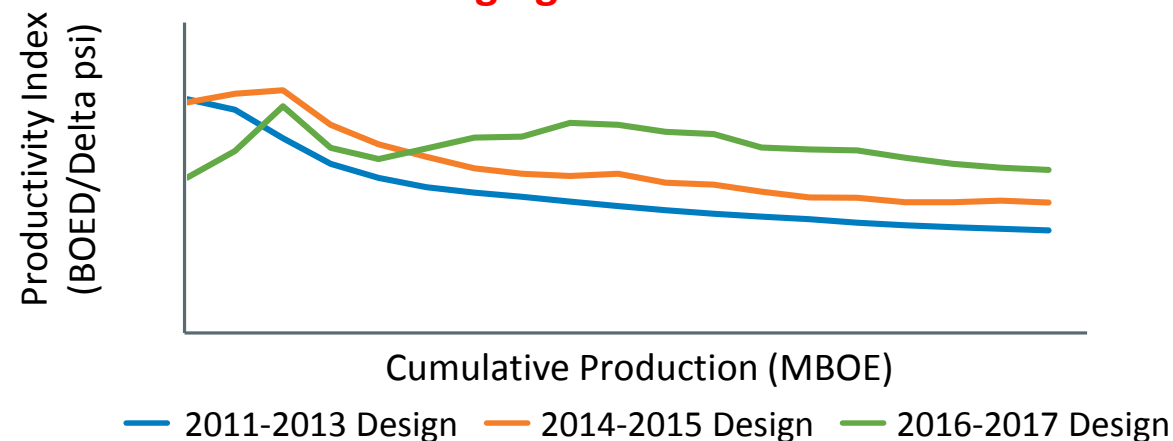
Lowest Well Cost/BOE¹



- ~620 M net acres; 0.7 BBOE resource <\$35/BBL average CoS
- Optimizing recovery through improved completion design
- Pilot program confirmed spacing and infill potential of Middle Three Forks
- Reduced completed well costs by ~45% 2016 vs. 2014



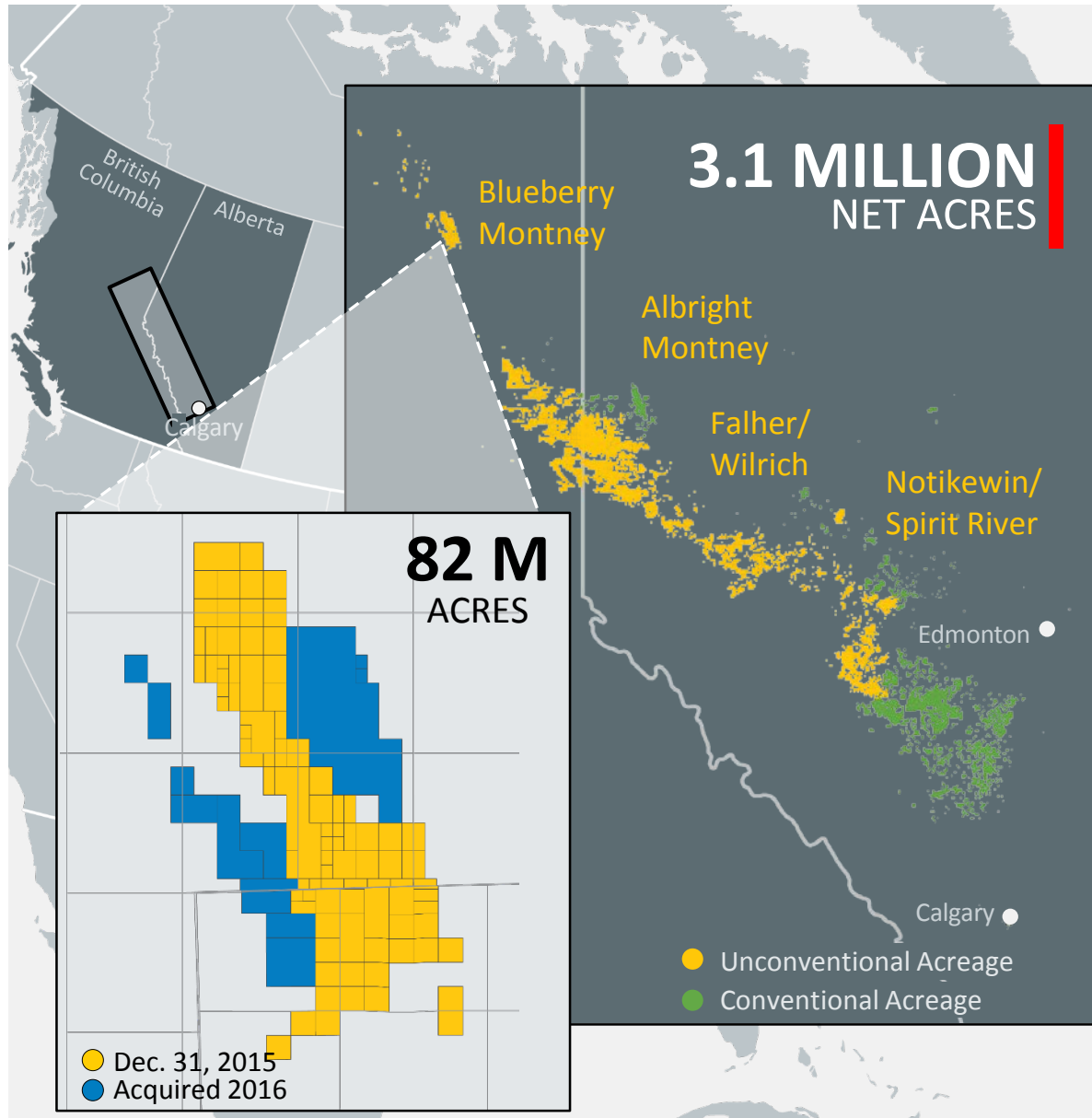
2016-2017 Completion Optimization Provides Encouraging Results in Middle Bakken



¹ Source: Wood Mackenzie North America Well Analysis Tool.

² Competitors include: CLR, EOG, HES, HK, MRO, OAS, STO, WLL and XOM.

Western Canada: 1 BBOE Today, But Watch This Resource Grow



- 1 BBOE unconventional resource <\$50/BBL cost of supply
- ~100 MBOED production expected in 2017
- Reduced production and operating expense per BOE by ~30% since 2014
- Midstream infrastructure with >1 BCFD net capacity in proximity to key plays
- Expanding position in liquids-rich plays through non-cash land swaps
- Appraising Montney potential in 2016 and 2017

POTENTIAL TO DOUBLE
RESOURCE <\$50/BBL CoS
THROUGH ONGOING APPRAISAL



Niobrara

- ~100 M net acres
- Sustained performance from longer laterals
- Continue drilling and piloting in 2017

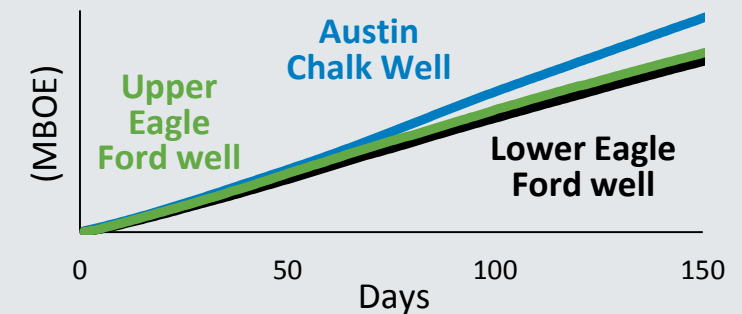
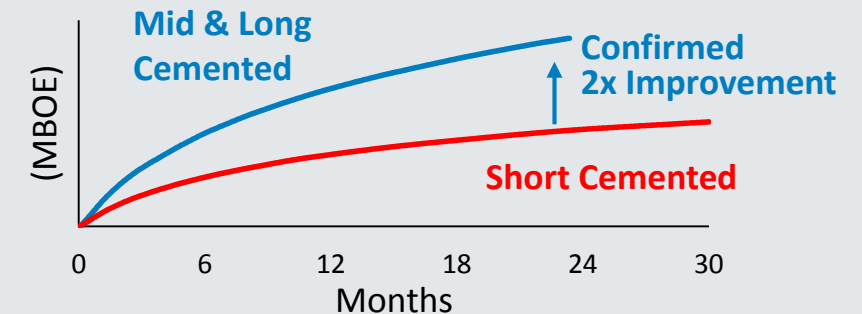
Eagle Ford – Austin Chalk

- Encouraging well results
- Resource potential not yet assessed
- Continue drilling and piloting in 2017

Colombia

- ~70 M net acres
- Picoplata #1 well test late 2016/early 2017
- Additional drilling opportunities 2017+

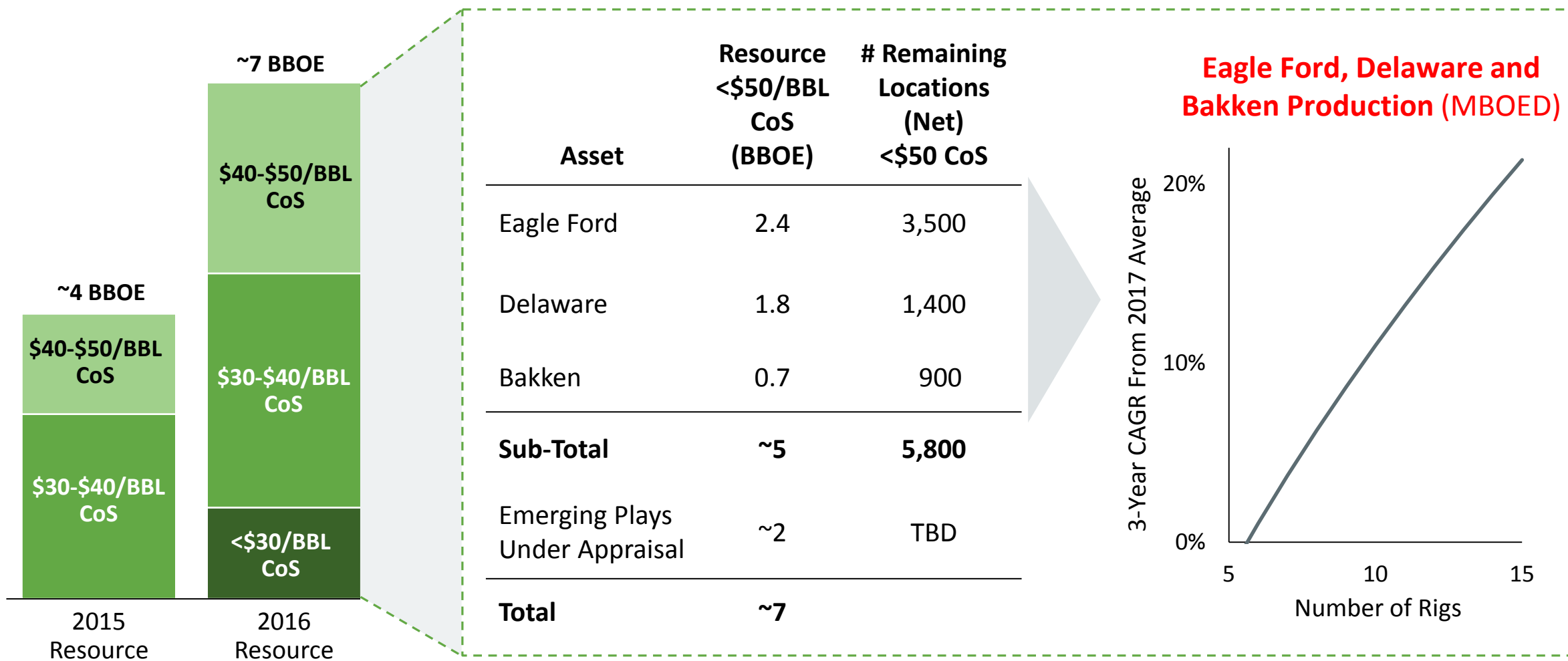
Cumulative Production vs. Time

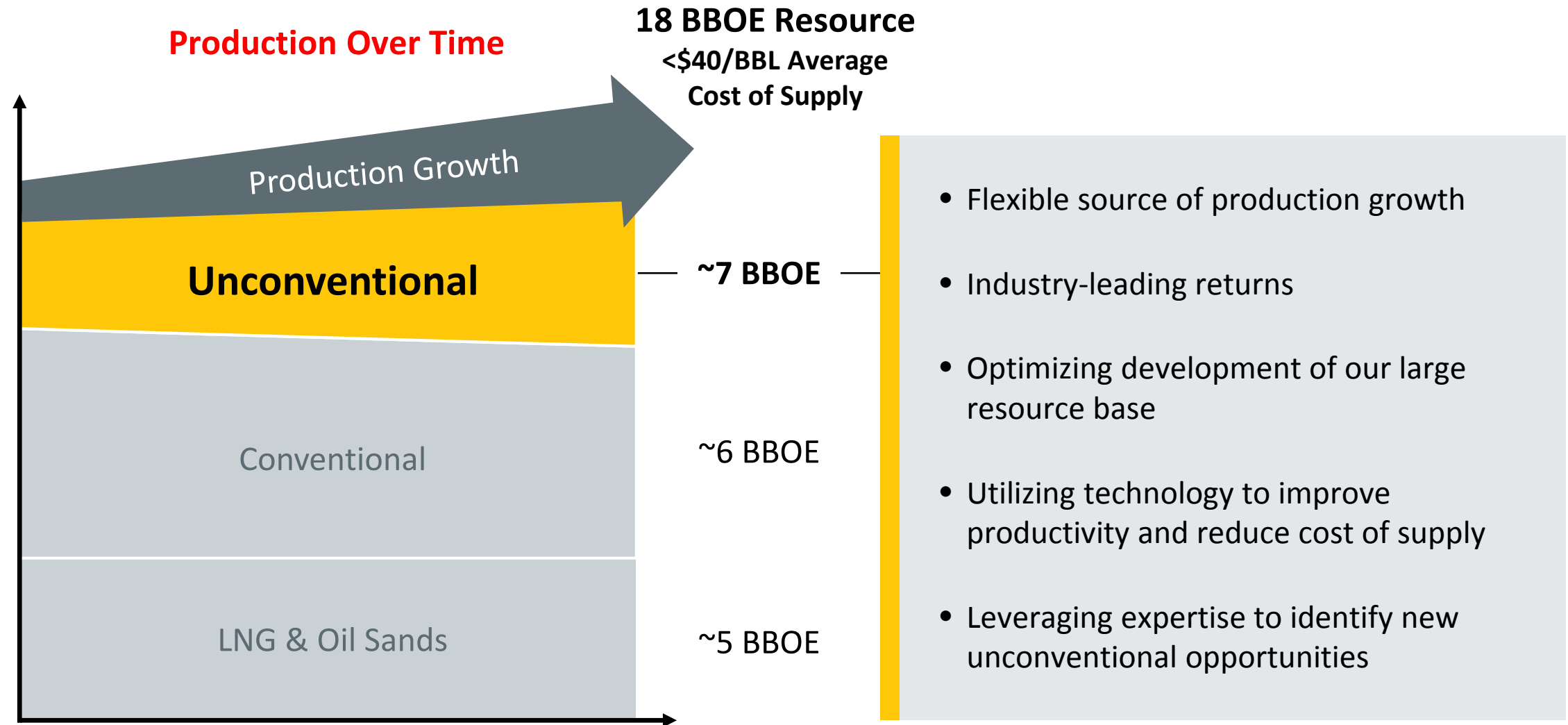


Chile

- ~200 M net acres
- Significant running room with stacked pay potential
- Opportunity to leverage existing infrastructure

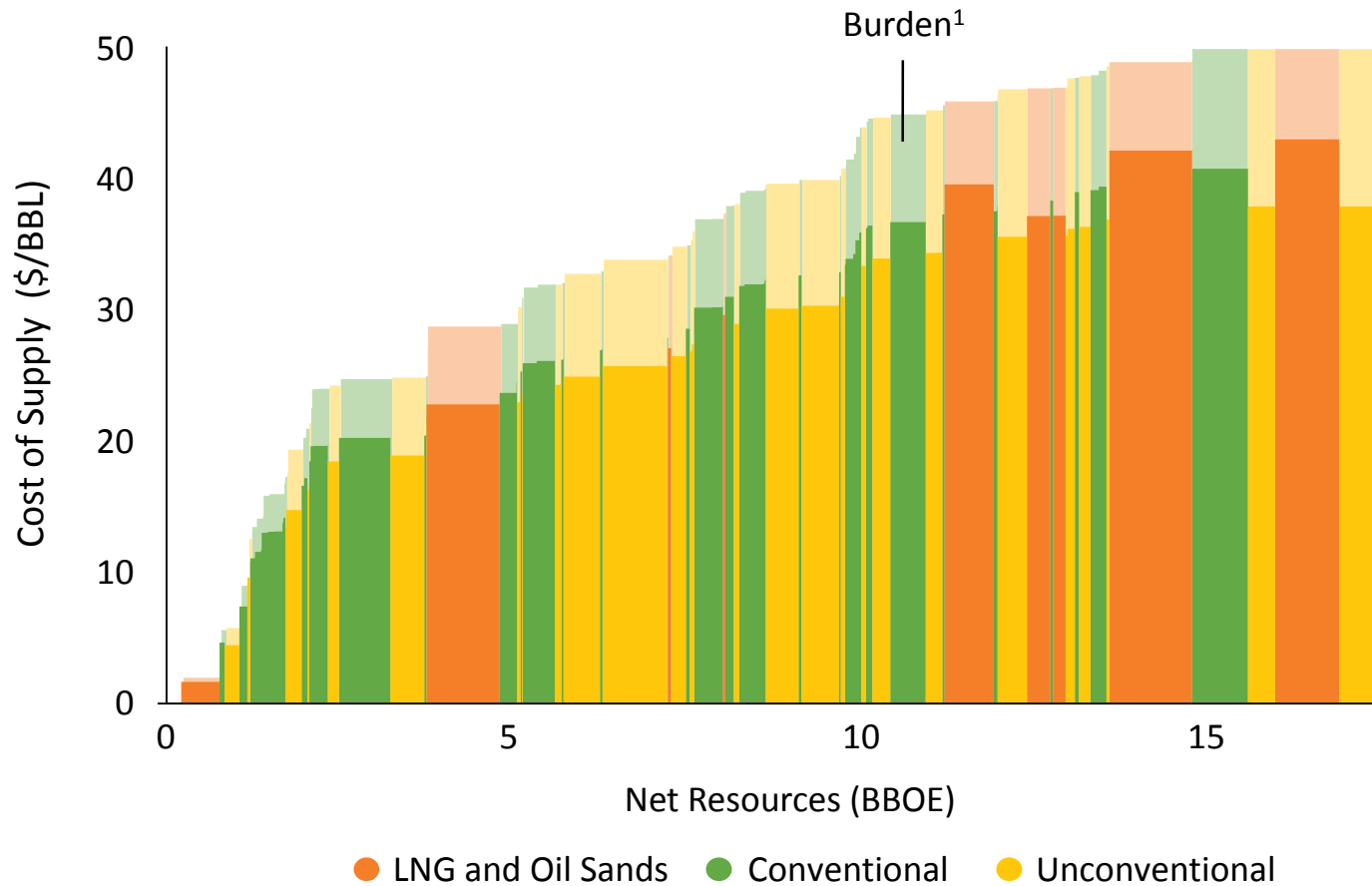
Unconventionals: Massive Flexible Growth





Match This: 18 BBOE Resource, <\$40/BBL Brent Average CoS

<\$50/BBL Cost of Supply Resource (Fully Burdened)



- Large, low cost of supply resource base
- Diverse, low-decline base production
- Flexible, short-cycle investment options
- Decades of drilling inventory
- Repeatable low-risk, mid-sized conventional projects
- Technology utilization to enhance production and lower costs

¹ Burden = capital infrastructure + foreign exchange + price-related inflation + G&A.

Strategic Flexibility

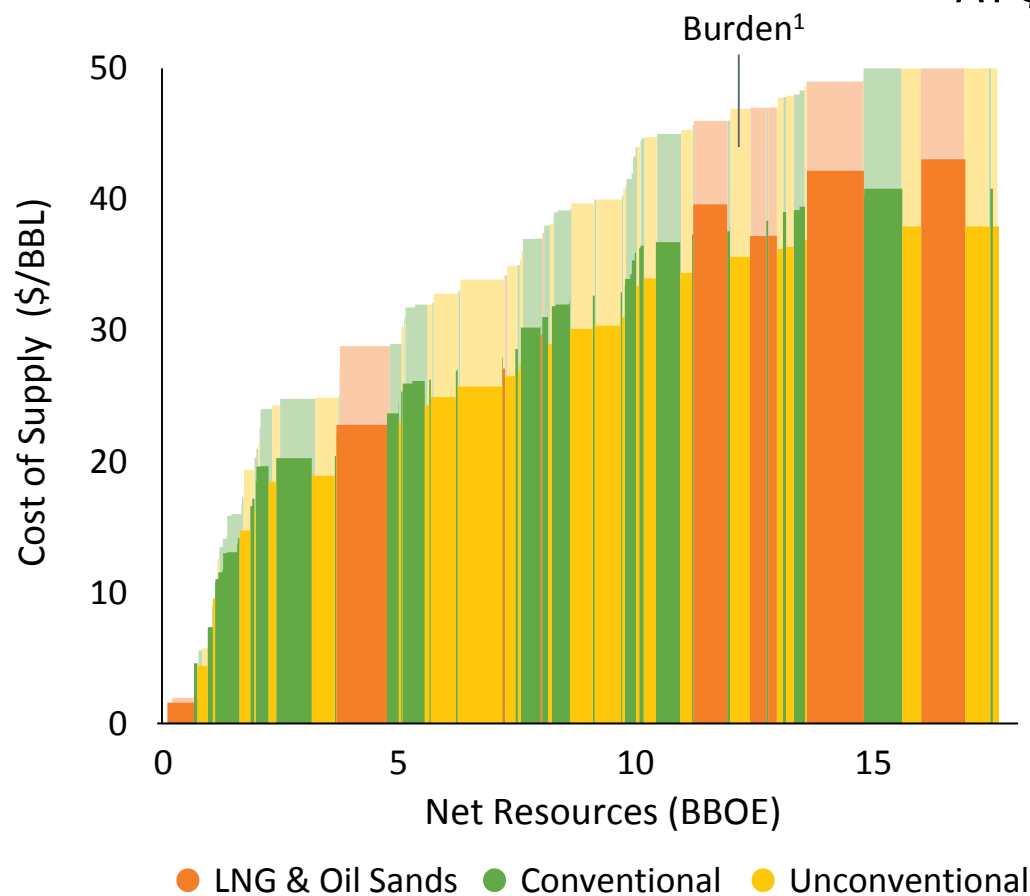
Matt Fox

EVP, Strategy, Exploration & Technology

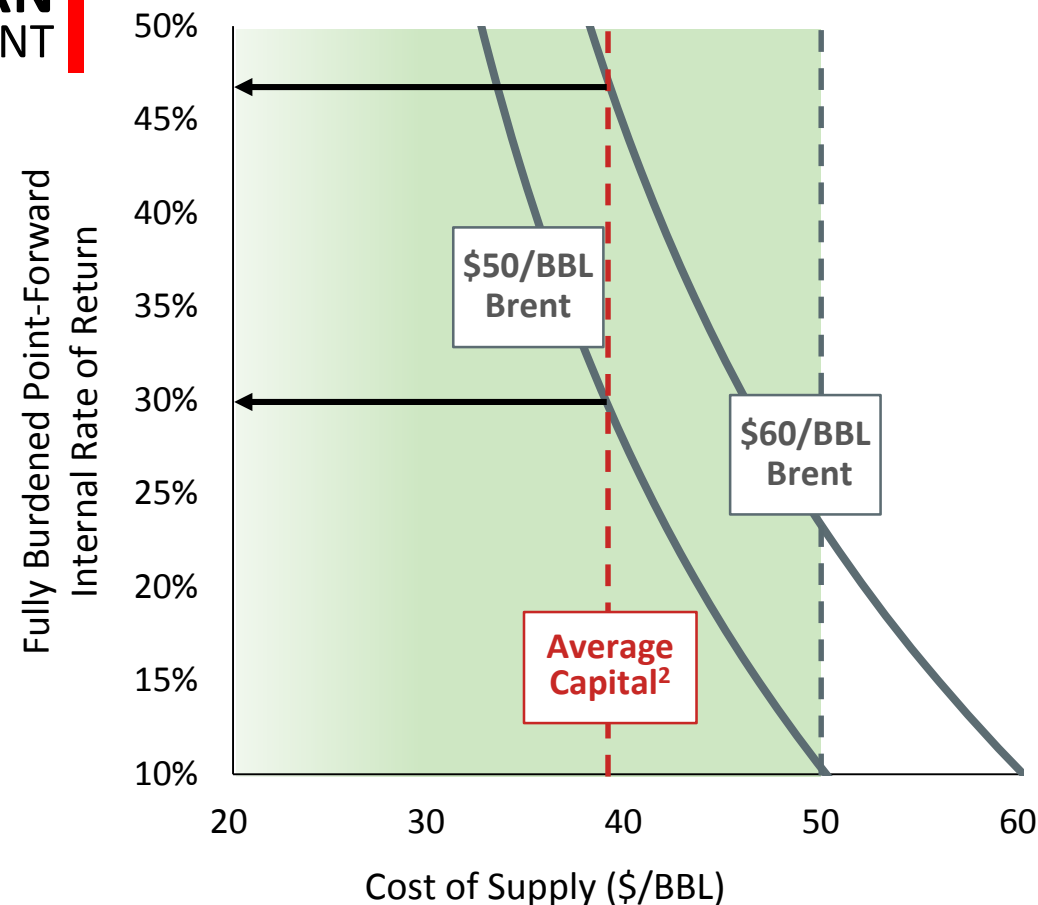


<\$50/BBL Cost of Supply Resource (Fully Burdened)

**~30% RETURN
AT \$50/BBL BRENT**



Returns vs. Cost of Supply as a Function of Price

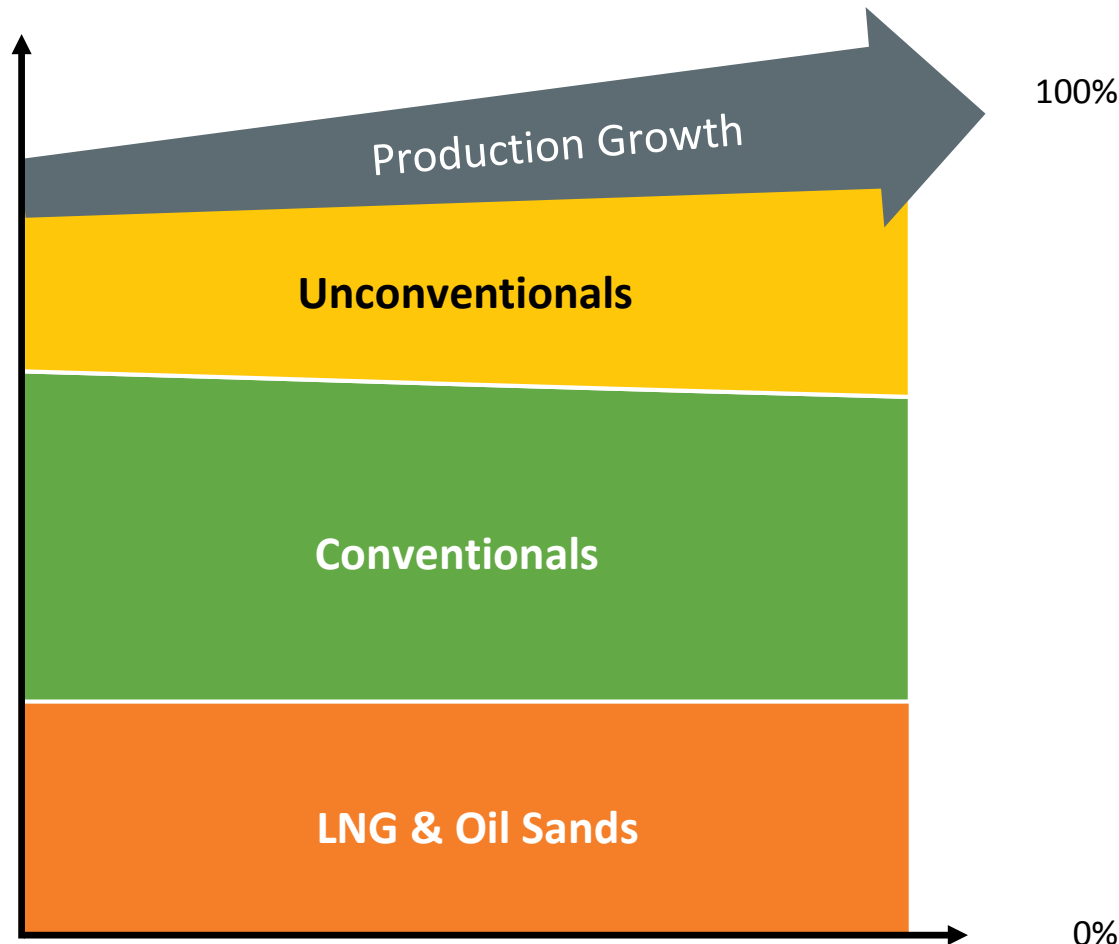


¹ Burden = capital infrastructure + foreign exchange + price-related inflation + G&A.

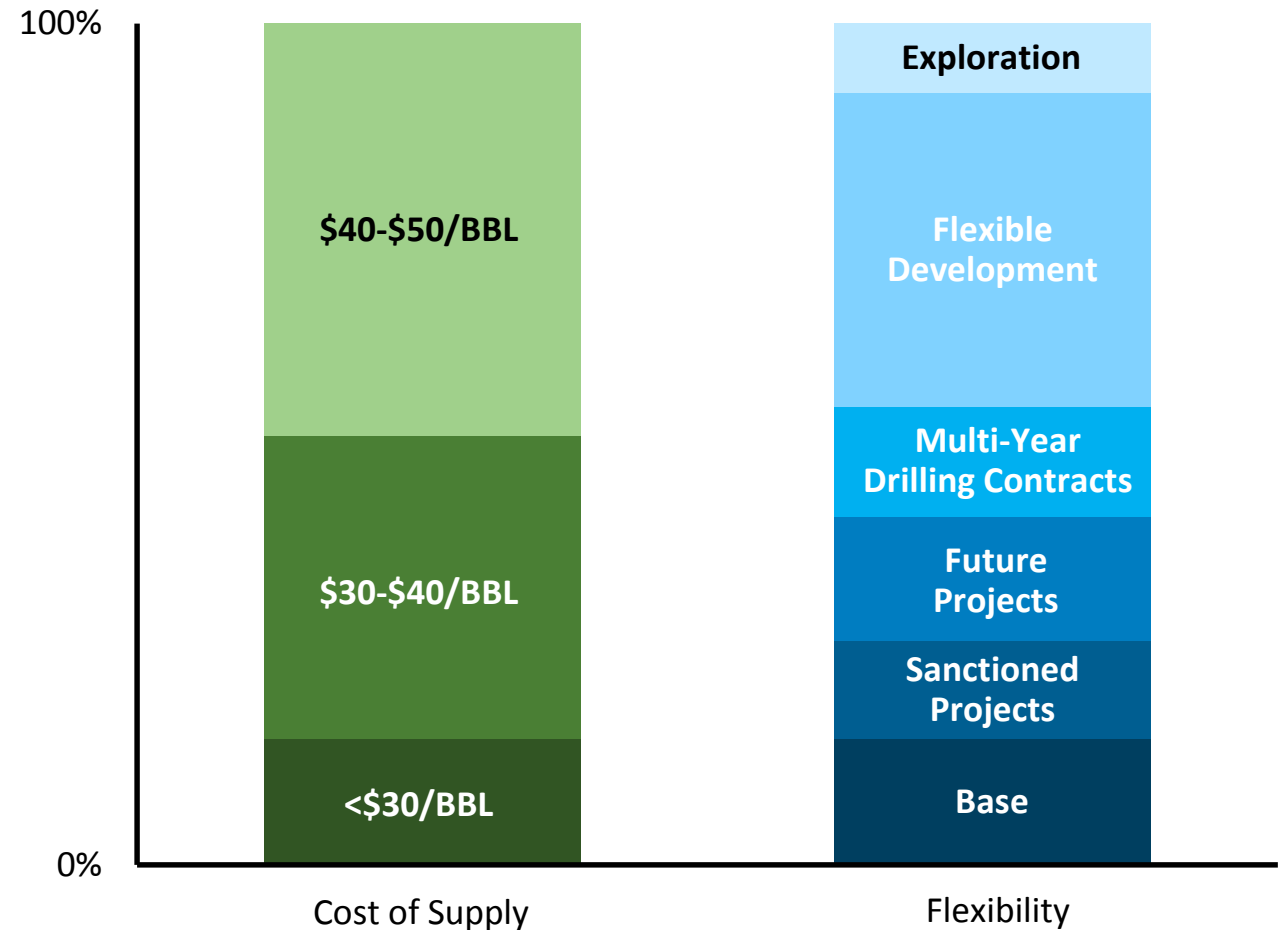
² Represents 5-year capital weighted cost of supply.

Our Portfolio is Designed to Create Strategic Flexibility...

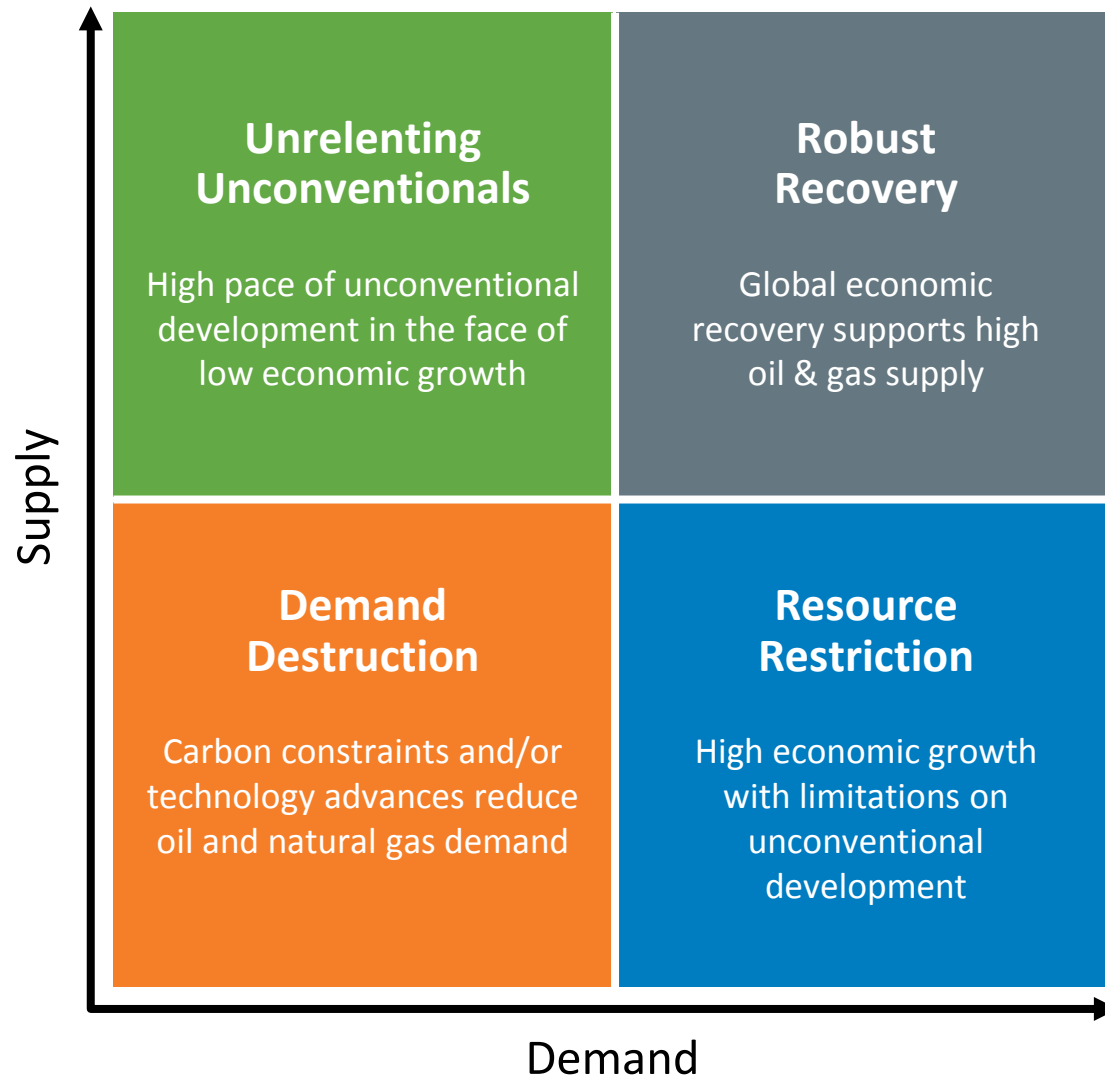
Production Over Time



5-Year Capital Flexibility

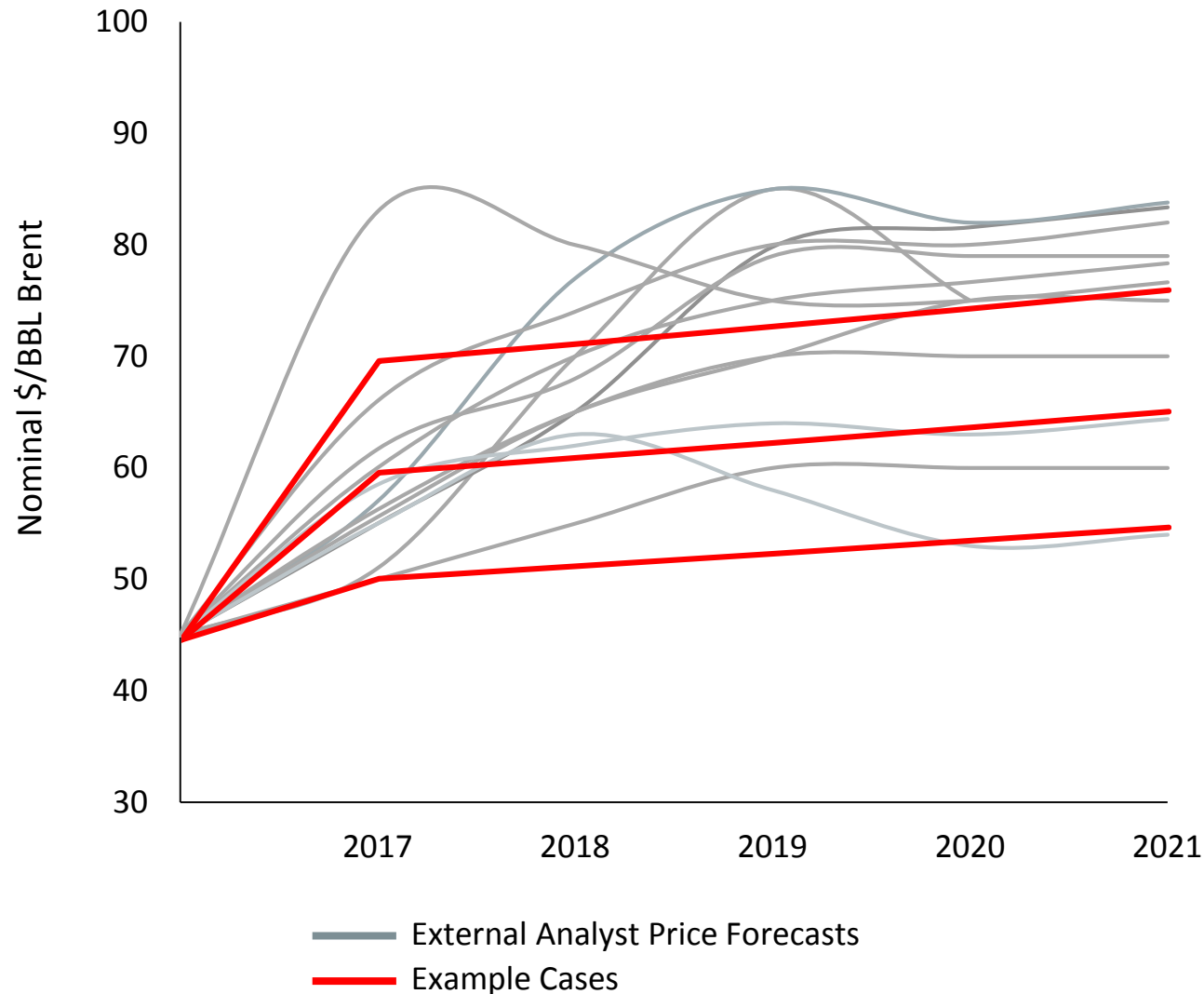


Potential Scenarios



- Scenarios describe broad sector environments
- Each scenario embeds key drivers of supply and demand fundamentals
- Signposts identified within each scenario
- Over 150 signposts monitored by internal and external experts and web-crawling algorithm
- Process enables dynamic tracking of scenario shifts
- Key advantage of scenario-based process is to test strategies against emerging trends

Oil Price Projections



- General consensus around near-term price recovery
- Absolute price and degree of cyclicalty varies
- Wide range of long-term price projections
- Examples to demonstrate viability of ConocoPhillips' strategy across a range of prices

Flexible Strategy Delivers Across a Range of Prices

		\$50/BBL Brent Price	\$60/BBL Brent Price	\$70/BBL Brent Price
1 st Priority	Maintain Production	✓	✓	✓
2 nd Priority	Grow Dividend	✓	✓	✓
3 rd Priority	Debt \$20B Target 'A' Rating	✓	✓	✓
4 th Priority	Payout 20-30% of CFO	>30% Anticipated	20 – 30+%	20 – 30+%
5 th Priority	Disciplined Growth ¹	Potential Growth up to 2%	Potential Growth up to 4%	Potential Growth up to 8%
Production / DASH PLUS Margin Growth PLUS Dividend Yield		TOTAL ANNUAL RETURN 5-10%	TOTAL ANNUAL RETURN 10-15%	TOTAL ANNUAL RETURN 15-20%

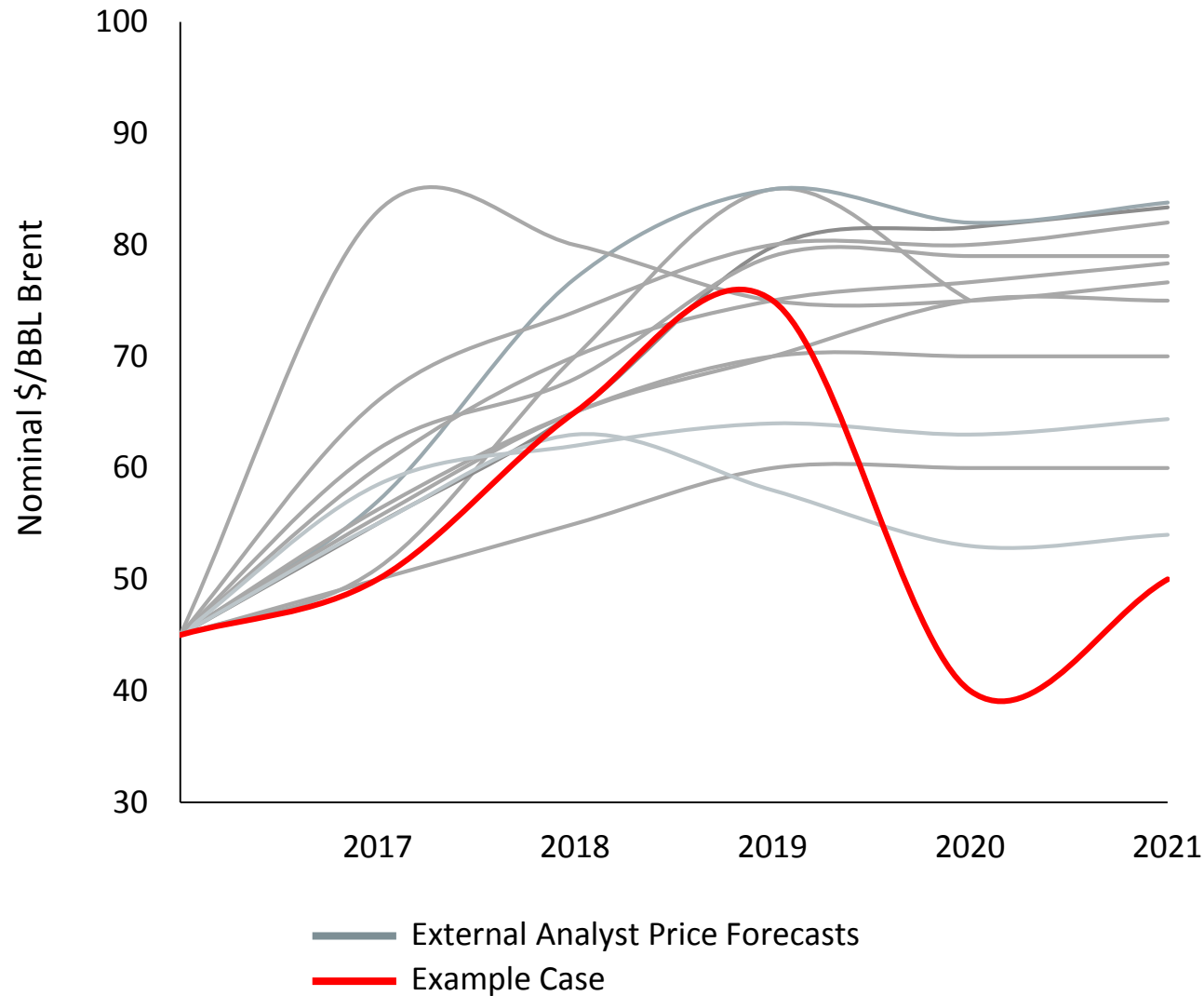
**ALL PRIORITIES
ACHIEVED**
AT ~\$50/BBL BRENT
WITH ACCELERATION
ACTIONS

Value-Based Decision Criteria

- Where we are in the price cycle
- Share price valuation and relative performance
- Expected returns on incremental capital

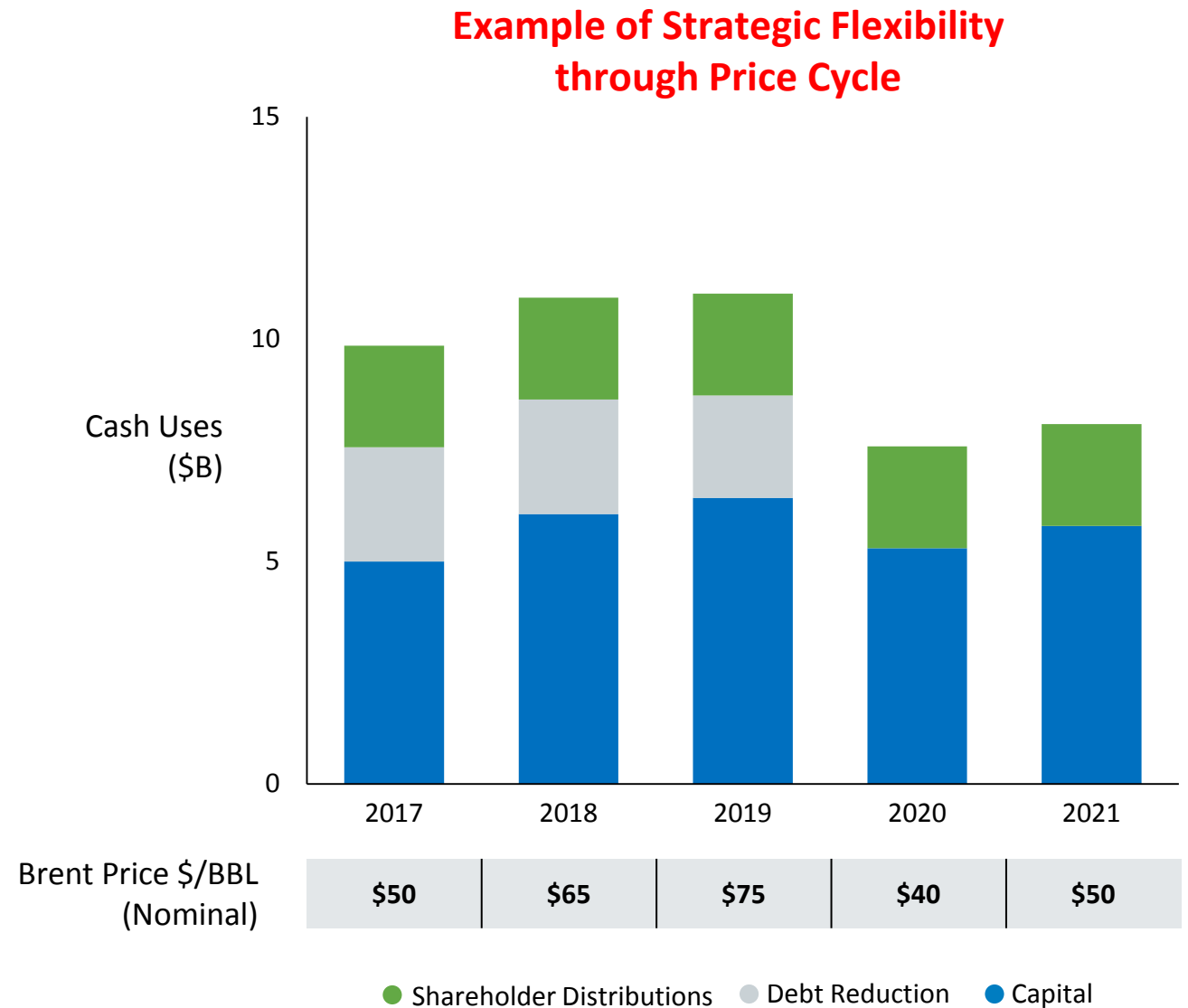
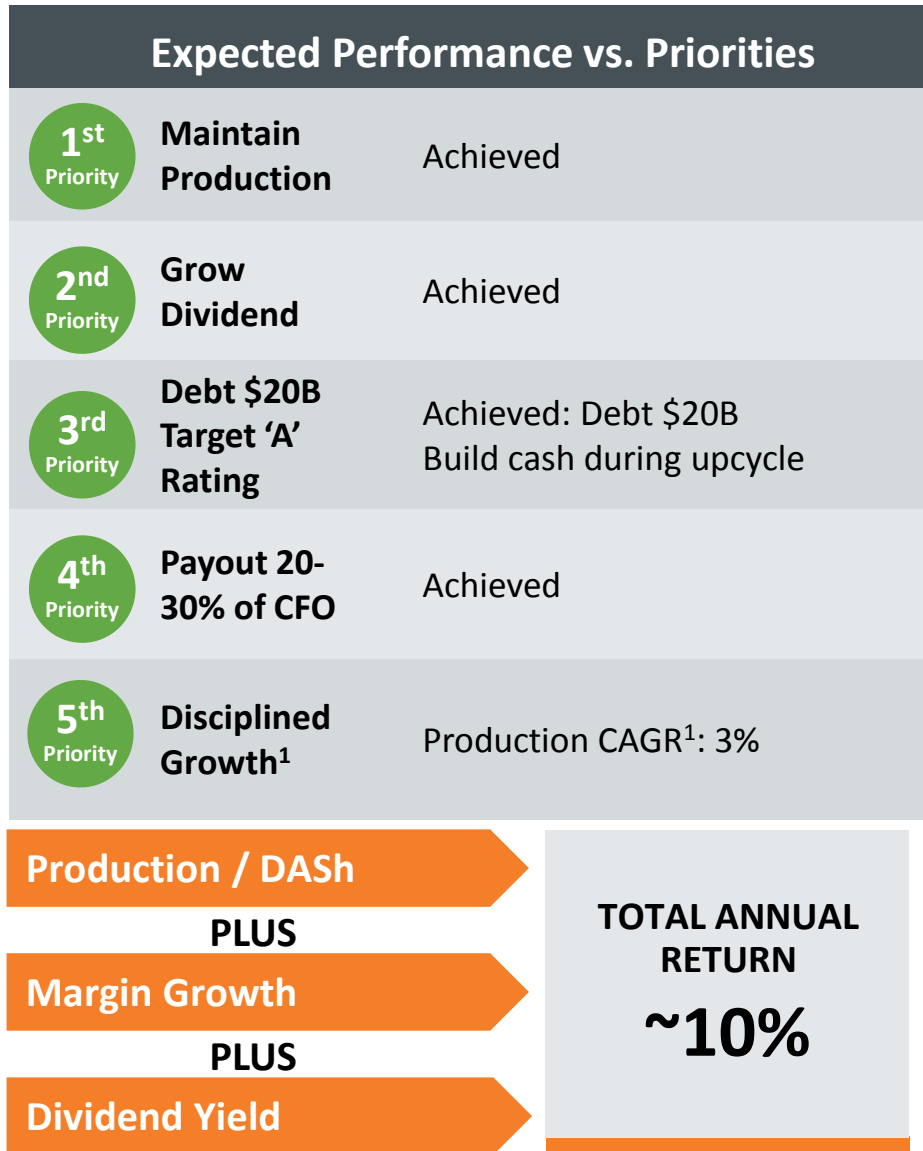
¹ Production is normalized for the full-year impact of dispositions expected to occur in 2017+.

Oil Price Projections



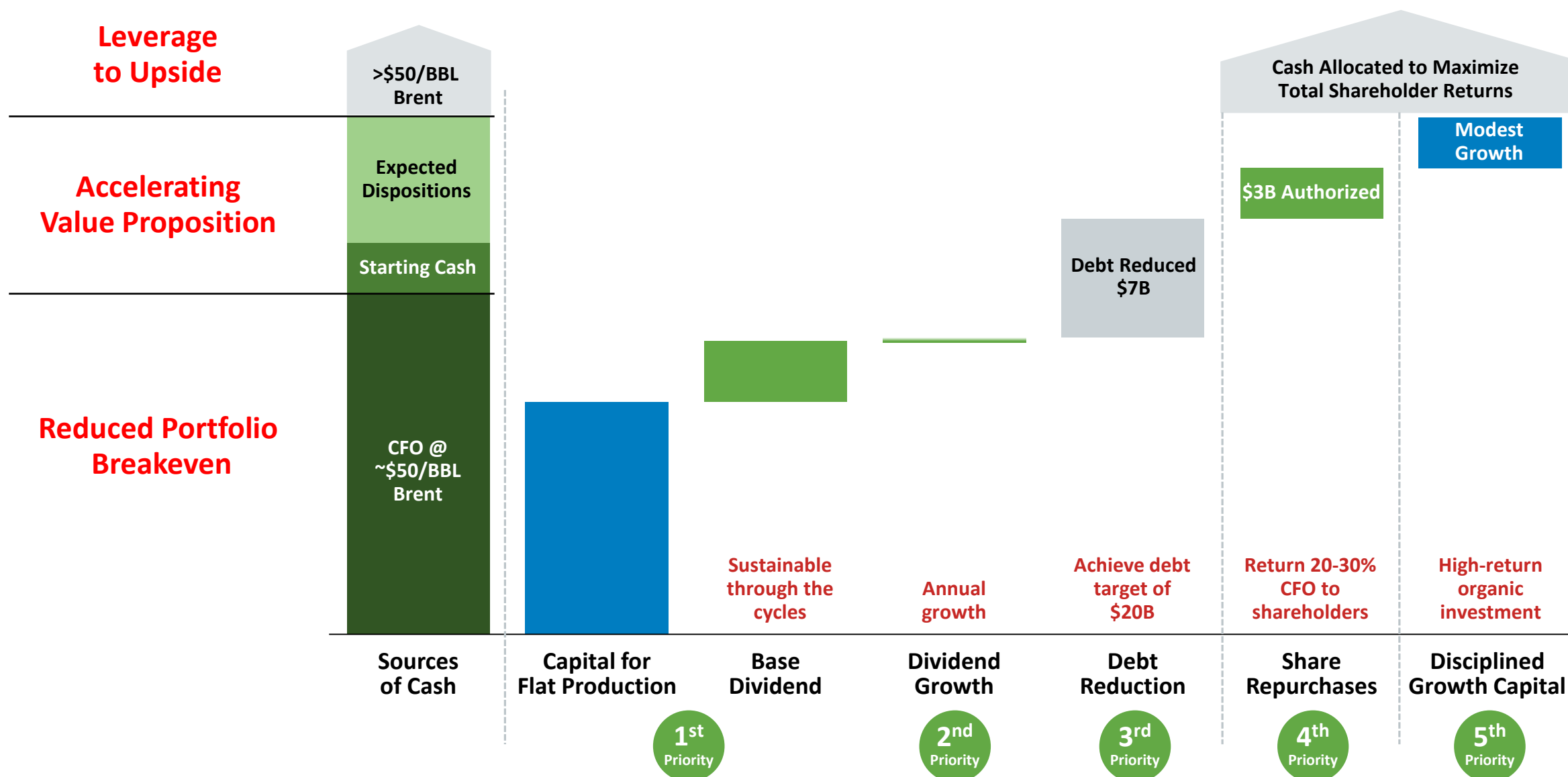
- Example to demonstrate viability of ConocoPhillips' strategy across a price cycle

Strategic Flexibility in Action: Oil Price Cycle Example

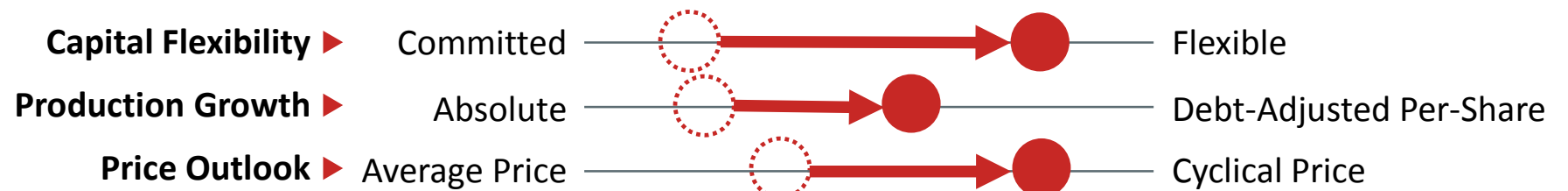
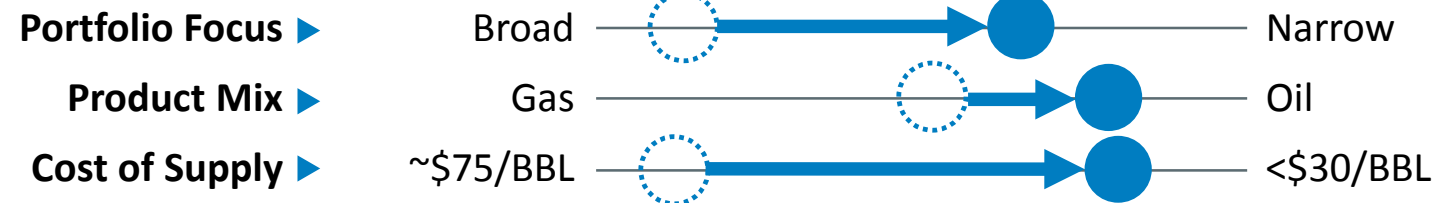


¹ Production is normalized for the full-year impact of dispositions expected to occur in 2017+.

What to Expect from 2017-2019 with Acceleration Actions



We Have Transformed Our Strategy and Increased Strategic Flexibility



○ 2012 ● 2017+

Our Strategy Is Distinctive, Interesting, Viable and Achievable



Financial Priorities

- Free cash flow generation with strong balance sheet and low breakeven price
- Focus on absolute and relative returns



Portfolio Choices

- Accelerating strategy with \$5-8B of dispositions
- More than 30 years of production with average cost of supply <\$40/BBL



Strategic Flexibility

- Dynamic scenario planning process
- Designed to deliver returns to shareholders across a range of prices and cycles

Closing Comments

Ryan Lance
Chairman & CEO



A large red shield-shaped graphic with a white border, containing the word Transformation in white text.

Transformation

A large blue shield-shaped graphic with a white border, containing the word Acceleration in white text.

Acceleration

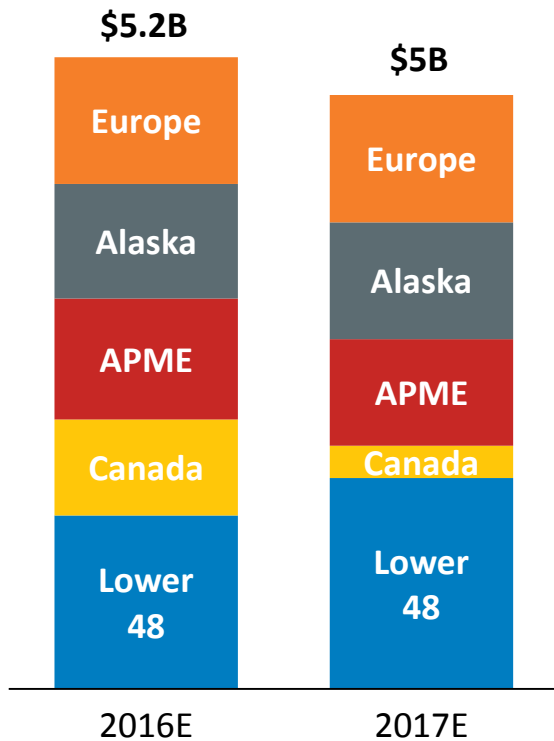
A large green shield-shaped graphic with a white border, containing the word Differentiation in white text.

Differentiation

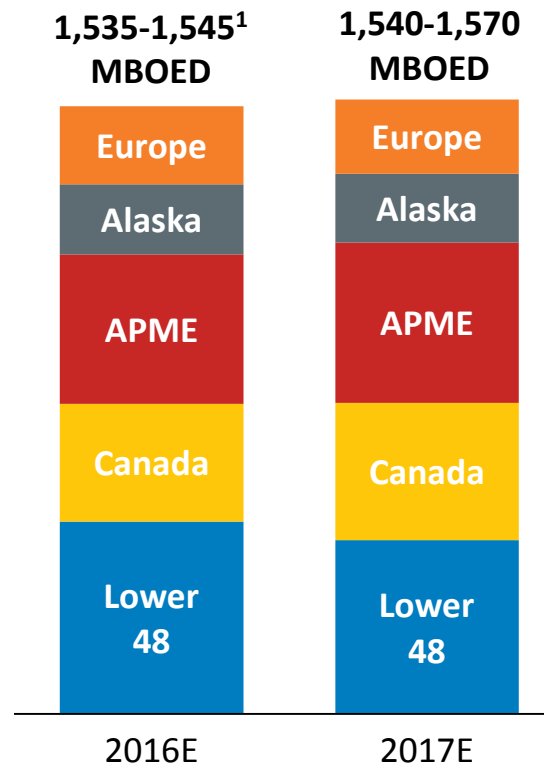
Appendix



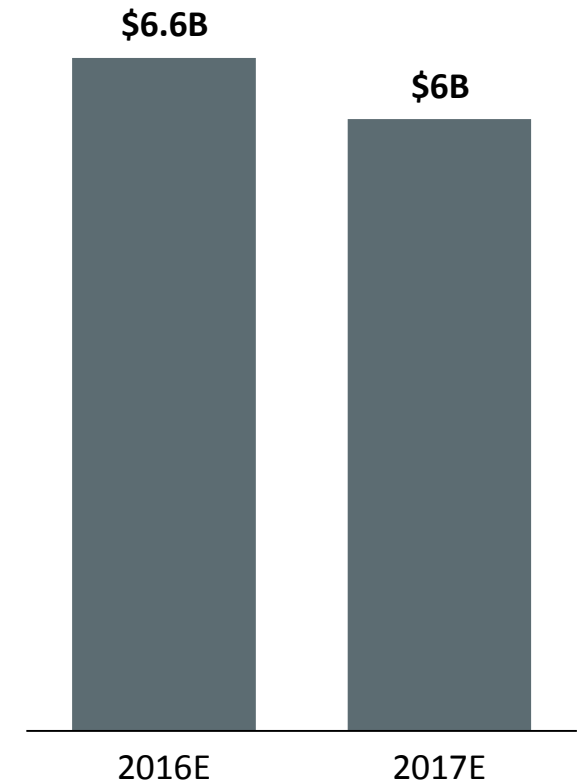
Capital



Production



Adjusted Operating Costs



¹ 2016 production is adjusted for the full-year estimated impact of 2016 dispositions.
Adjusted operating costs is a non-GAAP measure and a non-GAAP reconciliation is provided on our website.

Consolidated Operations¹ (\$45-\$65/BBL Brent)

- Crude:
 - **Brent/ANS:** ~\$105-115MM for \$1/BBL change
 - **WTI:** ~\$50-60MM for \$1/BBL change
 - **WCS:** ~\$10-15MM for \$1/BBL change
- Lower 48 NGL
 - **Representative Blend:** ~\$10-15MM for \$1/BBL change
- Natural Gas
 - **Henry Hub:** ~\$95-105MM for \$0.25/MCF change
 - **Int'l Gas:** ~\$20-25MM for \$0.25/MCF change

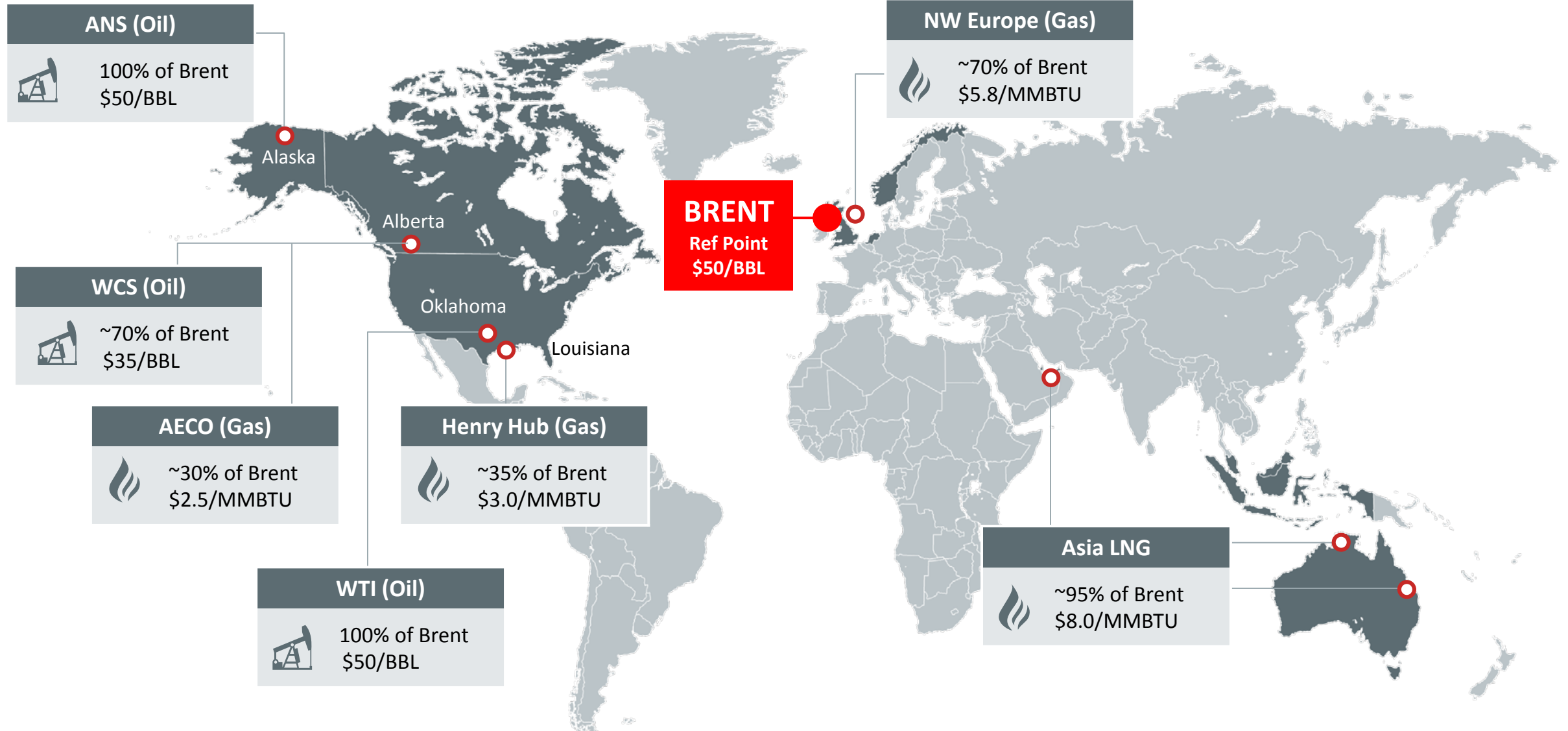
Equity Affiliates² (\$50-\$65/BBL Brent)

- Expect distributions from all equity affiliates at >\$50/BBL
- \$1/BBL movement in Brent: ~\$55-65MM

¹ Announced 2017+ disposition program is not reflected in sensitivities.

² Representative of CFO within Equity Affiliates, may not all be distributed. Assumes WCS moves proportionally to Brent. 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. 10, 2016, but may not apply to significant and unexpected increases or decreases.

Current Marker Price Differentials at \$50/BBL Brent



- **A&D:** acquisitions and divestitures
- **ANS:** Alaska North Slope
- **B:** billion
- **BBL:** barrel
- **BBOE:** billions of barrels of oil equivalent
- **BCFD:** billions of cubic feet per day
- **BOE:** barrels of oil equivalent
- **BOED:** barrels of oil equivalent per day
- **Breakeven Price:** breakeven price is the Brent price at which cash from operations equals the capital expenditures and investments required to maintain flat production, working capital changes associated with investing activities and dividends paid.
- **CAGR:** compound annual growth rate
- **CFO:** cash from operations
- **Cost of Supply (CoS):** cost of supply is the Brent equivalent price that generates a 10 percent return on a point forward and fully burdened basis.
- **Dividend Yield:** dividend yield is calculated as: annual dividend per share / price per share.
- **EUR:** estimated ultimate recovery
- **FCD:** flow control devices
- **Free Cash Flow:** free cash flow is cash from operations in excess of capital expenditures and investments required to maintain flat production, working capital changes associated with investing activities, and dividends paid. 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.
- **GAAP:** generally accepted accounting principles
- **GHG:** greenhouse gas emissions
- **LNG:** liquefied natural gas
- **M:** thousand
- **Margin Growth:** increase in cash from operations per barrel
- **MM:** million
- **MBO:** thousands of barrels of oil
- **MBOE:** thousands of barrels of oil equivalent
- **MBOED:** thousands of barrels of oil equivalent per day
- **MMBTU:** million British Thermal Units
- **MMlbs:** million pounds
- **MTPA:** millions of tonnes per annum
- **NGL:** natural gas liquids
- **NPV:** net present value
- **Production / DASH:** production per debt adjusted share is calculated as: $\text{production} / (((\text{balance sheet debt} - \text{balance sheet cash}) / \text{share price}) + \text{shares outstanding})$.
- **ROCE:** return on capital employed
- **SAGD:** steam-assisted gravity drainage
- **SOR:** steam oil ratio
- **WCS:** Western Canada Select
- **WTI:** West Texas Intermediate

Stock Ticker

NYSE: COP

Website: www.conocophillips.com/investor

Headquarters

ConocoPhillips

600 N. Dairy Ashford Road

Houston, Texas 77079

Investor Relations Contacts:

Telephone: +1 281.293.5000

Ellen DeSanctis: ellen.r.desanctis@conocophillips.com

Andy O'Brien: andy.m.obrien@conocophillips.com

Vladimir R. dela Cruz: v.r.delacruz@conocophillips.com

Mary Ann Cacace: maryann.f.cacace@conocophillips.com