

ConocoPhillips Principles for Effective Non-Financial Stakeholder Engagement

ConocoPhillips' core value of *Integrity* states that we will be ethical and trustworthy in our relationships with all stakeholders.

A stakeholder is anyone who directly impacts, or can be directly impacted by, our business. Relationships with our stakeholders that are built on trust improve our ability to be successful in our business endeavors. Those relationships are built through effective engagement.

Although we cannot guarantee that every relationship will be successful, we have the responsibility to create an environment conducive to building trustworthy relationships. We therefore commit to:

- Proactively seek out key stakeholders early in the business endeavor
- Include key stakeholders in the design and implementation of the engagement process
- Listen, in order to understand stakeholders' interests, concerns and culture
- Communicate
- Seek solutions that create mutually beneficial and long-term value for the company and the stakeholders
- Follow through on our commitments and be accountable for the results, both internally and externally