



# **Investor Overview**

Last updated: Nov. 3, 2015





#### **Cautionary Statement**

The following presentation includes forward-looking statements. All statements included in this presentation other than statements of historical fact, including, without limitation, statements regarding production forecasts, anticipated production mix, estimates of operating costs, assumptions regarding future commodity prices, planned drilling activity, potential changes in leverage, estimates of future capital expenditures, estimates of recoverable resources, projected rates of return and efficiency gains, estimates of future cost of supply, as well as projected cash flow, inventory levels and capital efficiency, business strategy and other plans and objectives for future operations, are forward-looking statements.

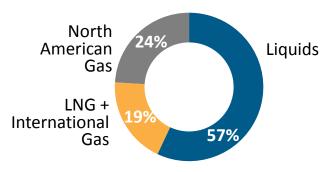
Forward-looking statements relating to ConocoPhillips' operations are based on management's current expectations, estimates, forecasts and projections about ConocoPhillips and the industries in which it operates in general. These statements are not guarantees of future performance as they involve assumptions that, while made in good faith, may prove to be inaccurate. Accordingly, actual outcomes and results may differ materially from what is expressed or forecast in such forward-looking statements. Any differences could result from a variety of factors, including, but not limited to, the following: 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 the factors generally described in Item 1A—Risk Factors in our 2014 Annual Report on Form 10-K. We caution you not to place undue reliance on our forward-looking statements, which are only as of the date of this presentation, and we undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

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 <a href="https://www.conocophillips.com/nongaap">www.conocophillips.com/nongaap</a>.

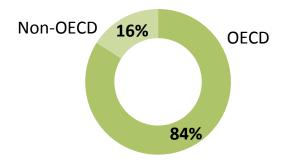
Cautionary Note to U.S. Investors – The SEC permits oil and gas companies, in their filings with the SEC, to disclose only proved, probable and possible reserves. We use the term "resource" in this presentation that the SEC's guidelines prohibit us from including in filings with the SEC. U.S. investors 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.

# **Company Overview**

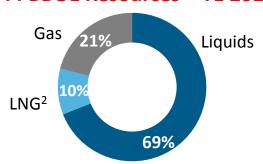
#### 1,554 MBOED Production<sup>1</sup> – 3Q15



#### 8.9 BBOE Reserves – YE 2014



#### 44 BBOE Resources – YE 2014



- Diversified asset base with significant scope and scale
  - Multiple sources of growth
  - Large inventory of low cost of supply opportunities
  - Large positions in key resource trends
  - Relatively low execution risk
- Increasing capital flexibility
- Significant financial strength and capacity
- Leveraging technology
- Culture of safety and execution excellence

# Core Energy Holding

Compelling dividend

Affordable growth

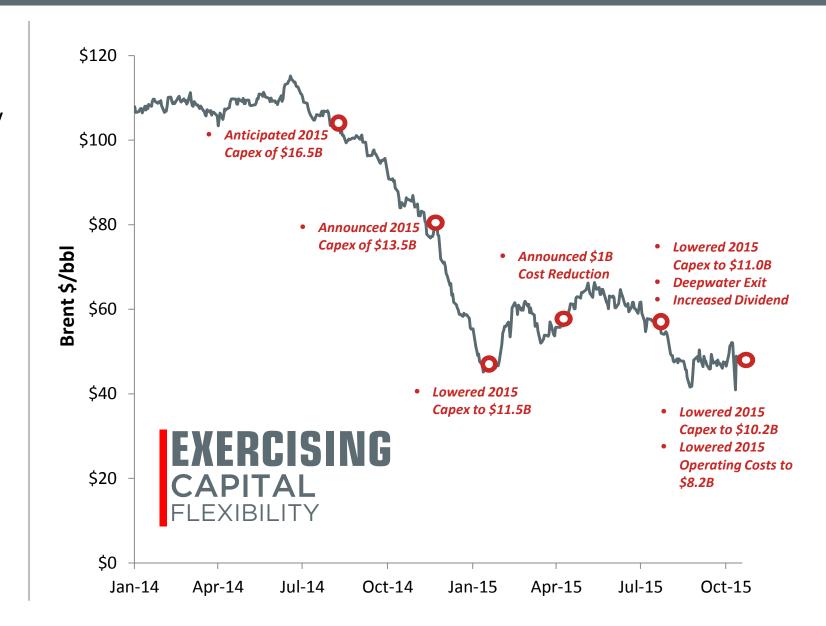
Financial strength





# ConocoPhillips Leading Through Industry Downturn

- Deeper downturn than expected
- Exercised capital flexibility, especially in Lower 48 unconventionals
- Accelerated operating cost reductions and captured significant deflation benefits
- Deferred major projects
- Continued portfolio optimization
- Reduced future deepwater exploration spending
- Modestly increased the dividend



#### All Time Horizons Matter

#### **Short Term**

- Safely execute the business
- Deliver current year plan for lower cost
- Increase the dividend

#### **Medium Term**

- Meet or exceed cost targets across the business
- Maintain balance sheet strength
- Close gap to cash flow neutrality

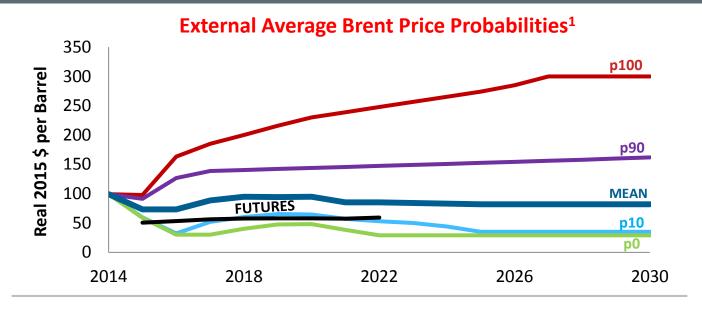
#### **Long Term**

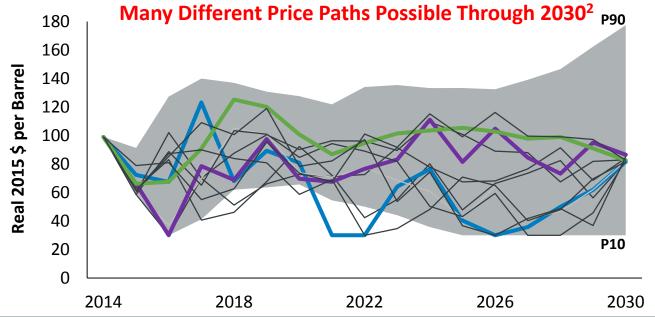
- Maintain capital flexibility
- Shorten investment cash cycle time
- Grow from low cost of supply resource base

Meet commitments to shareholders



# Leading in Volatile Times

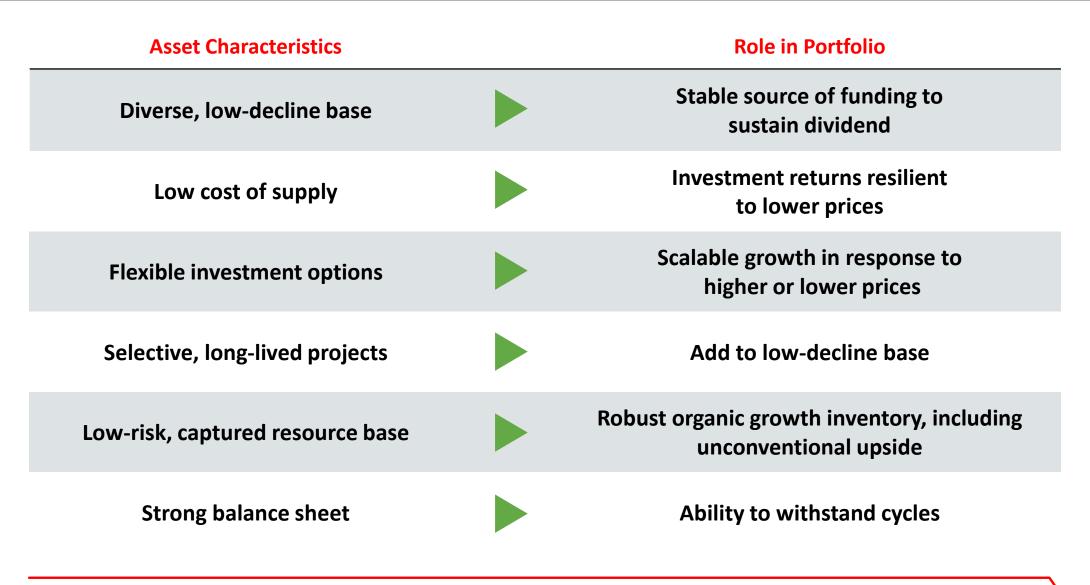




- Uncertainty about future prices
- Prepared for lower mid-cycle prices with more volatility
- Capital flexibility, balance sheet strength and portfolio diversification are key
- Positioned for success in wide range of prices

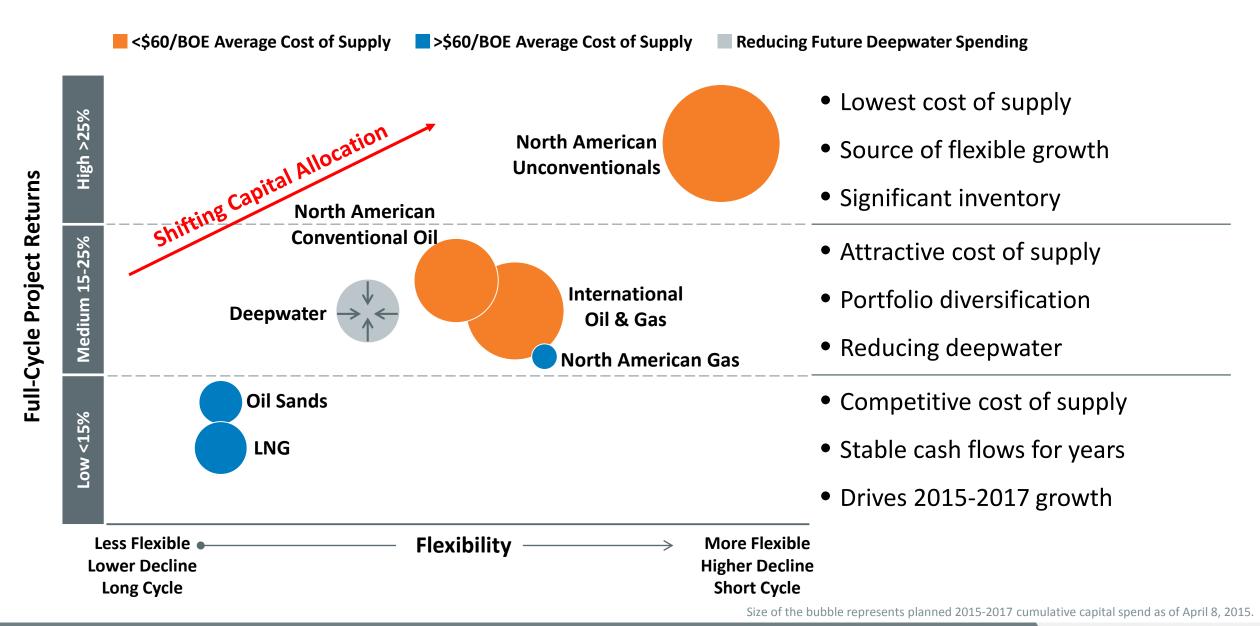
<sup>&</sup>lt;sup>1</sup> Probabilities are for price in any one year. <sup>2</sup> Consistent with annual probability distributions shown on chart above. Each price path is consistent with one model run.

## What Wins in a Lower, More Volatile Price Environment?

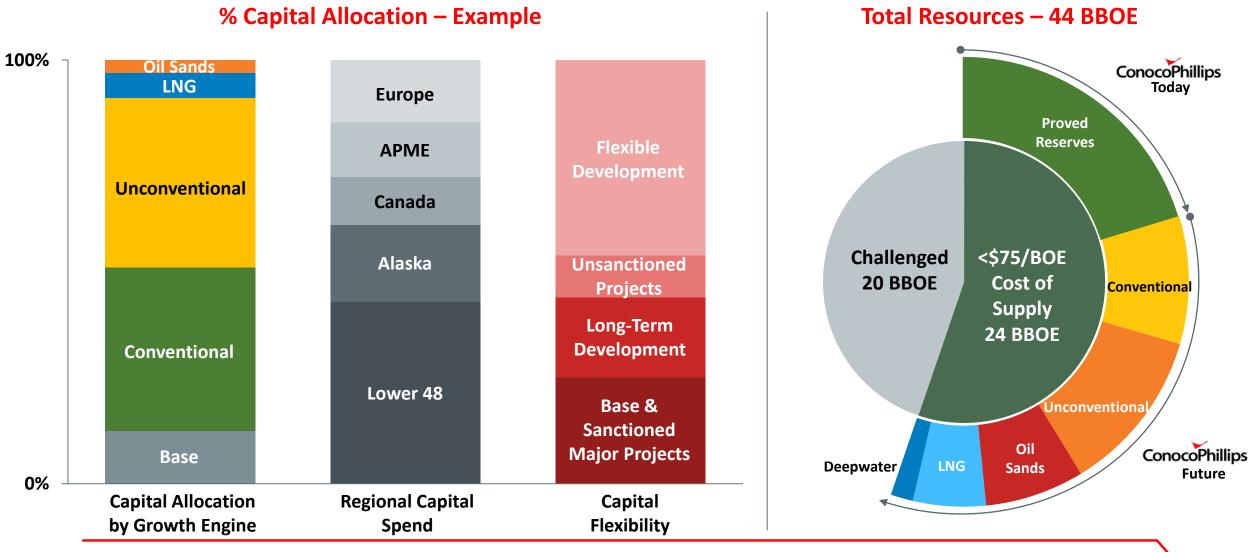


Unique Portfolio with Flexibility, Resilience and Growth

## Winning Portfolio: Increasing Flexibility and Returns, Decreasing Cost of Supply



# Diverse, Flexible, Low Cost of Supply Capital Allocation



Large conventional and unconventional development program with sizable flexibility

# Lower 48 Unconventionals: Prudent Pace Preserves Value & Optionality



Priority on protecting value

Maintaining capability and flexibility to adjust

Continuing pilots, optimization and efficiency efforts

Expect to ramp up activity as prices improve

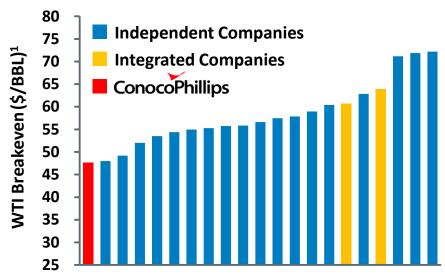
**Reducing Cost of Supply** 

**Drilling & Completions Efficiency** 

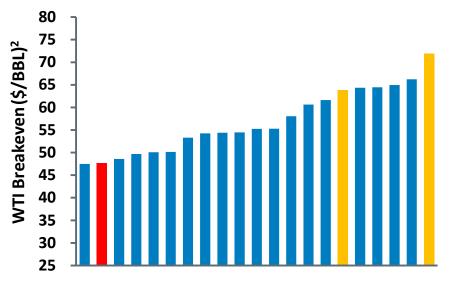
**Cost Focus & Deflation Capture** 

**Scientific Pilots** 

#### **Industry-Leading Cost of Supply**



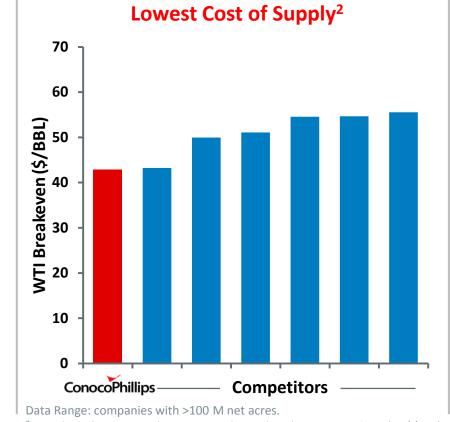
Data Range: publicly-listed companies with a market capitalization >\$5B. Wood Mackenzie, March 2015, Liquids WTI breakeven at 10% IRR (USS/BBL)

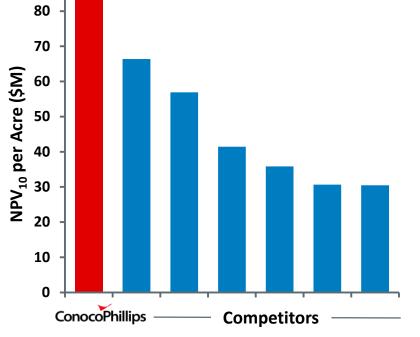


# **Eagle Ford:** Industry-Leading Performance



- ~220 M net acres; 2.5 BBOE net resource<sup>1</sup>
- Developing on 80-acre high/low spacing
- Testing triple stack development potential
- >15 years of drilling inventory
- Average 7 rigs in 2015
- ~\$20/BOE full-cycle F&D cost





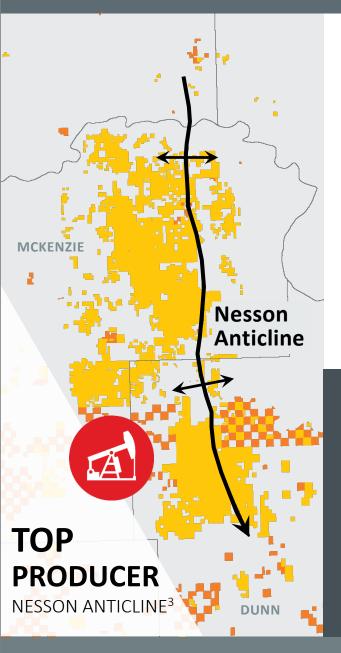
**Highest NPV per Acre**<sup>3</sup>

<sup>2</sup> Wood Mackenzie March 2015; Liquids WTI breakeven at 10% IRR (US\$/BBL)

<sup>3</sup> Rystad U Cube, March 11, 2015.

<sup>&</sup>lt;sup>1</sup> Includes volumes produced.

# Bakken: Growth from Highest Value Part of Play



- ~620 M net acres; mostly HBP or mineral fee
- 0.6 BBOE net resource<sup>1</sup>
- Developing at 160-acre combined spacing<sup>2</sup>
- >10 years of drilling inventory remaining
- Average 5 operated rigs in 2015
- ~\$20/BOE full-cycle F&D cost



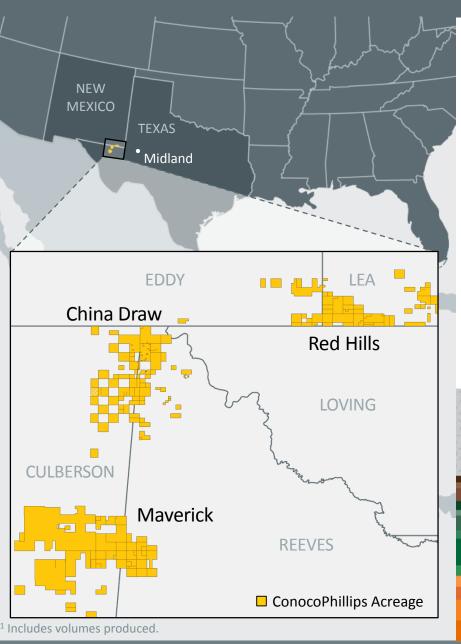




akken and Upper Three Forks laye

Reflects 320-acre spacing in each of the Middle Bakken and Upper Three Forks laye Source: Wood Mackenzie, March 2015. Based on gross operated productic <sup>3</sup>

# Permian Unconventional: Appraising Long-Term Opportunity



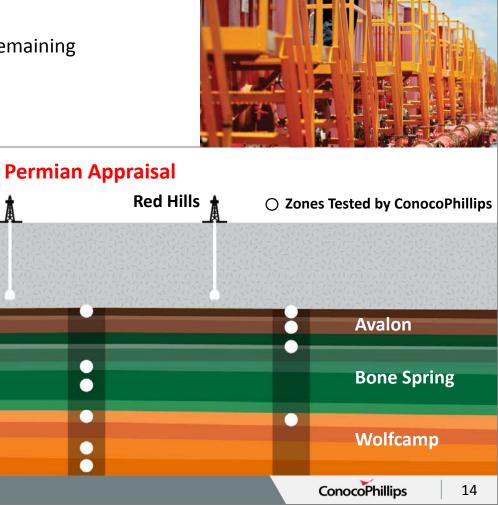
- High-graded acreage position
- ~100 M net acres of stacked play opportunity
- 1 BBOE net resource<sup>1</sup>
- >25 years of drilling inventory remaining

**China Draw** 

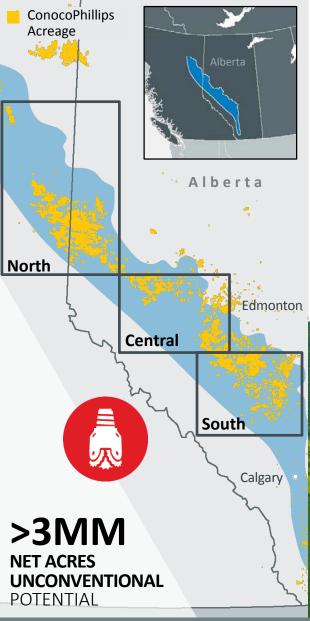
Average 2 rigs in 2015

Maverick

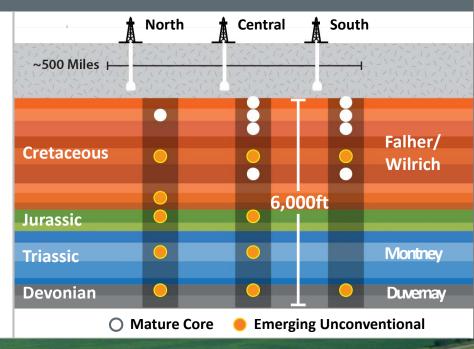
4,500 ft



# Western Canada: Appraising and Developing Unconventional Plays



- Mix of mature and emerging unconventionals
- >6,000 feet of stacked pay
- Applying learnings from Lower 48 unconventionals
- Predominately existing infrastructure
- Competitive returns and low cost of supply
- >25 years drilling inventory





# Oil Sands: Surmont 2 Startup in 2015



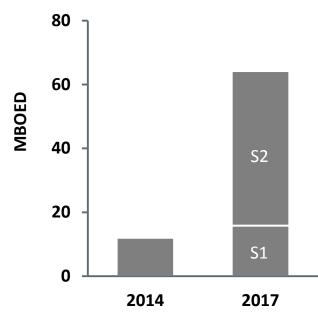
- First oil achieved in 3Q15
- Ramping up through 2017
- Increases gross capacity to 150 MBOED
- Optimization and debottlenecking studies underway
- >30 years of long-life, flat production
- ~\$20/BOE full-cycle F&D cost

# Total Surmont Capital O.5 O.5

2017

2015

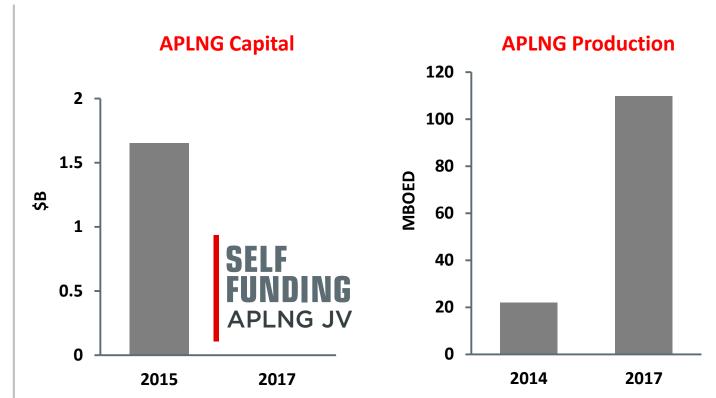
#### **Total Surmont Production**



# **APME:** Long-Term Cash Flow Generation from APLNG

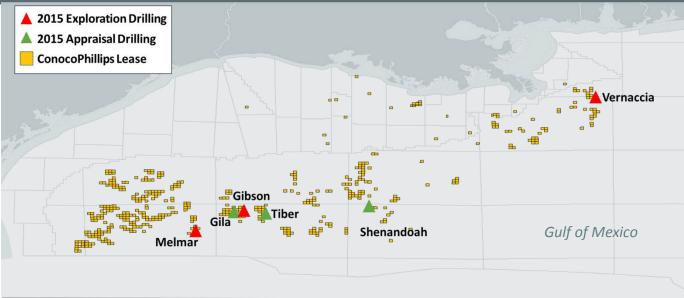


- First cargo expected in 4Q15
- Downstream mechanical runs successfully completed
- 14 of 15 upstream gas processing facilities running
- >20 years of long-life, flat production
- ~\$25/BOE full-cycle F&D cost



# **Deepwater Exploration:** Reducing Future Spend

- 2015 exploration and appraisal program
  - Currently drilling Vernaccia and Gibson wells; Melmar expected to spud in 4Q15
  - Appraisal activity ongoing at Gila, Shenandoah and Tiber
  - Appraisal expected to begin offshore Senegal in 4Q15
- Terminated 3-year contract for deepwater drillship
  - Expect capex savings of \$300MM to \$500MM per year
  - Additional operating cost savings
- Continue to high grade drilling prospects





# Key Takeaways: Creating Value Through the Cycles



# CASH FLOW NEUTRALITY

IN 2017 AT RANGE OF PRICES

#### **FLEXIBLE**

PLAN DELIVERING COST REDUCTIONS

**44 BBOE**RESOURCE BASE
SOURCE OF LONGTERM GROWTH

- Focused on short-, medium- and long-term horizons
- Dividend is highest priority use of cash
- Sustained cash flow neutrality at range of prices
- High degree of capital flexibility drives "affordable growth"
- Sustainable operating cost reductions underway
- Significant captured resource base with low cost of supply
- Flexible, resilient plan for value creation



# Appendix

### Annualized Net Income Sensitivities

#### Crude

- Brent/ANS: \$85-95MM for \$1/BBL change
- **WTI**: \$40-45MM for \$1/BBL change
- **WCS**<sup>1</sup>: \$30-40MM for \$1/BBL change

- North American NGL
  - Representative blend: \$5-10MM for \$1/BBL change
- Natural Gas
  - **Henry Hub**: \$90-100MM for \$0.25/MCF change
  - International gas: \$10-15MM for \$0.25/MCF change

WCS price used for the sensitivity represents a volumetric weighted average of Shorcan and Net Energy indices.

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.

## 2015 Outlook Guidance

Capital Expenditures of ~\$10.2B

• DD&A of ~\$9.0B

Operating Costs of ~\$8.2B

Exploration Dry Hole and Impairment Expense of ~\$0.8B

Corporate segment net loss of ~\$0.8B

# Abbreviations and Glossary

- ANS: Alaska North Slope
- B: billion
- **BBL**: barrel
- **BBOE:** billions of barrels of oil equivalent
- **BOE:** barrels of oil equivalent
- CAGR: compound annual growth rate
- **CFO:** cash from operations
- CROCE: cash return on capital employed
- **EUR:** estimated ultimate recovery
- **D&C:** drilling and completion
- DD&A: depreciation, depletion and amortization
- **F&D:** finding and development
- GAAP: generally accepted accounting principles
- **HBP:** held by production
- JV: joint venture
- LNG: liquefied natural gas
- M: thousand

- MM: million
- MBOED: thousands of barrels of oil equivalent per day
- MCF: thousand cubic feet
- MMBOE: millions of barrels of oil equivalent
- MMBOED: millions of barrels of oil equivalent per day
- MMBTU: million British Thermal Units
- MTPA: millions of tonnes per annum
- **NGL:** natural gas liquids
- OECD: Organisation for Economic Co-operation and Development
- **ROCE:** return on capital employed
- **R/P:** reserve to production ratio
- **SAGD:** steam-assisted gravity drainage
- **SG&A:** selling, general and administrative expenses
- WCS: Western Canada Select
- WTI: West Texas Intermediate

#### Investor Information

#### **Stock Ticker**

NYSE: COP

Website: <u>www.conocophillips.com/investor</u>

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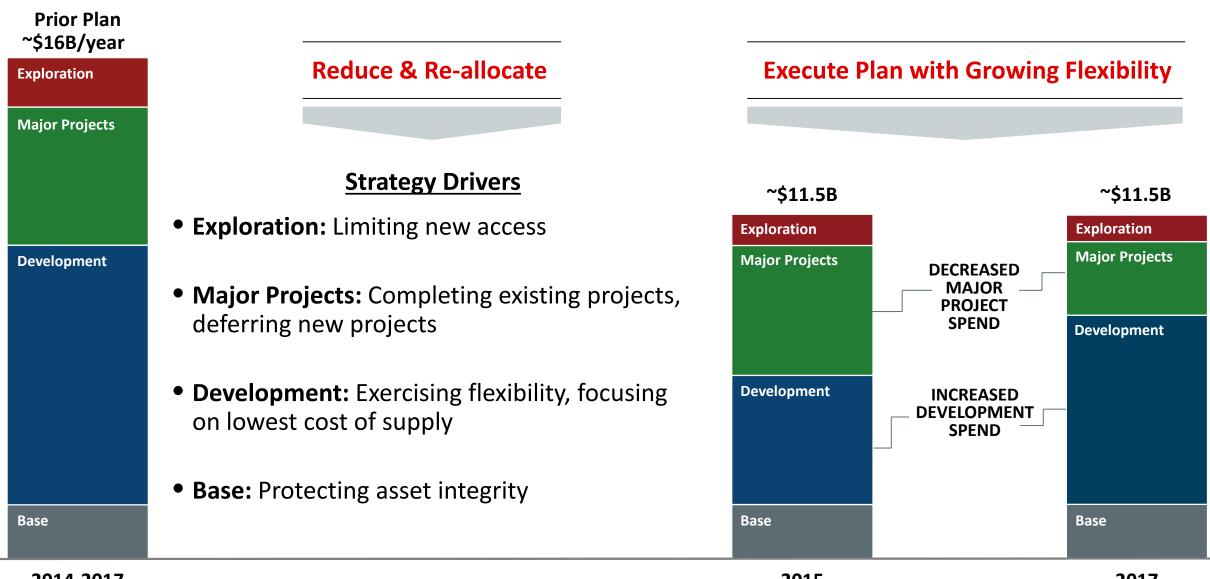


# Back Up

Slides in back up are from the company's April 8, 2015 Analyst and Investor Meeting and have not been updated unless specifically noted on the slide.

Last updated: April 8, 2015

# Capital Allocation for a Lower, More Volatile Price Environment



2014-2017 2015 2017

Exploration excludes appraisal, included within major projects and/or development.

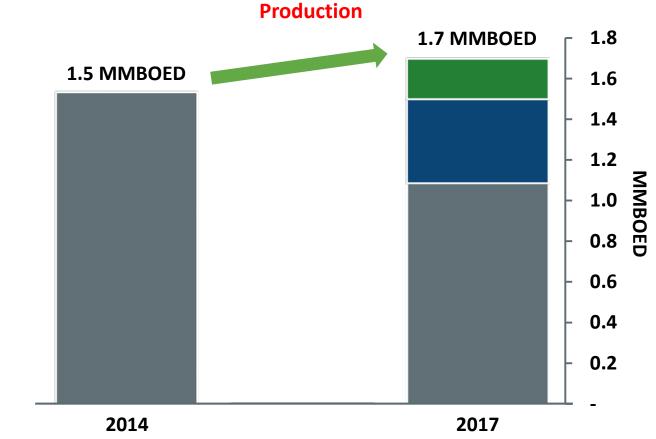
# Flexibility, Resilience and Growth for ~\$11.5B



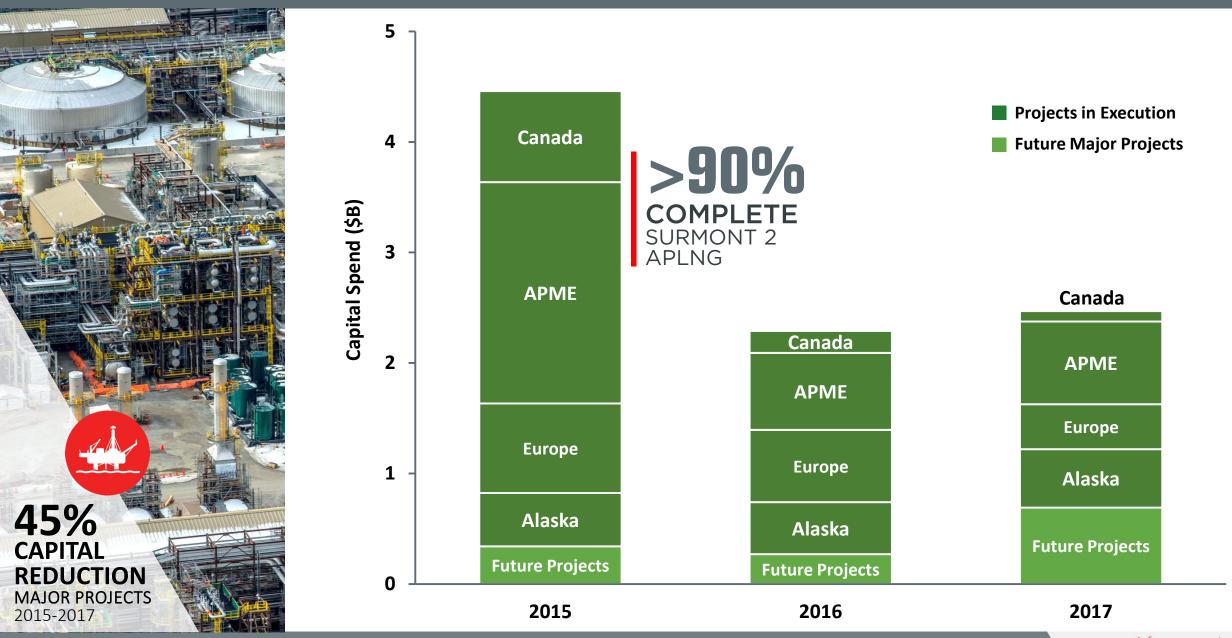
#### Average Capital ~\$11.5B



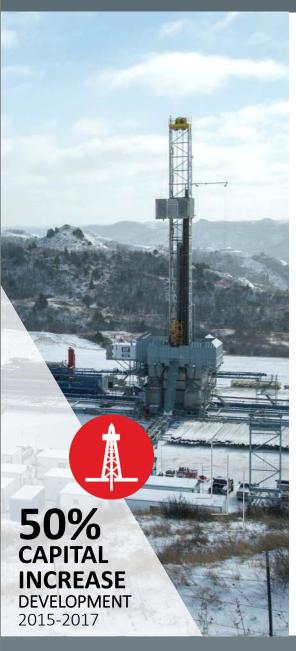
2015-2017

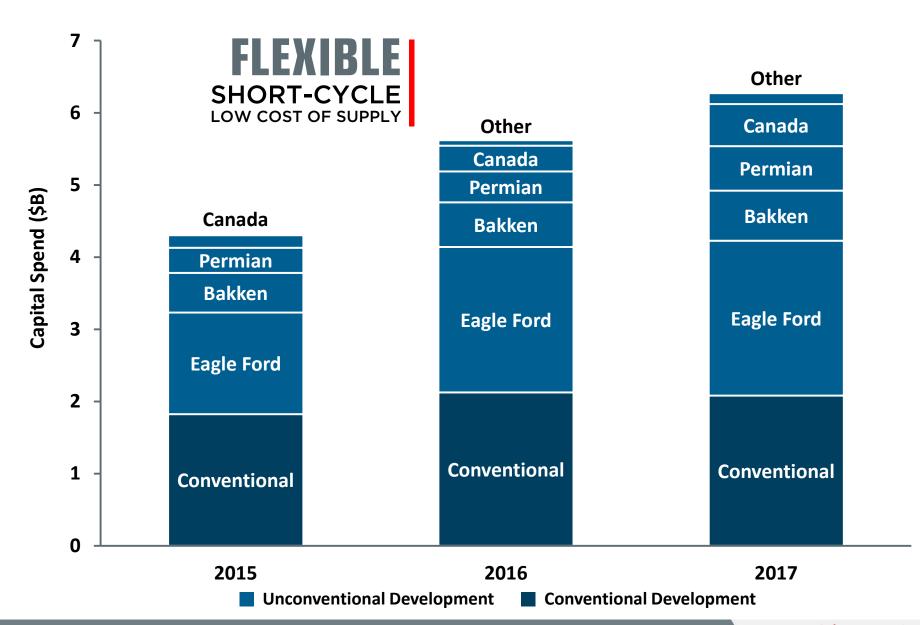


# Completion of Major Projects Increases Capital Flexibility



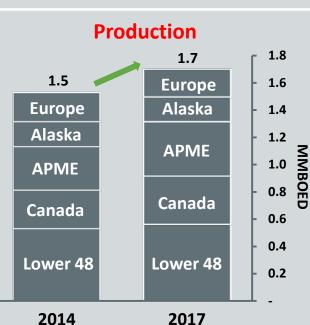
# Capital Flexibility Directed Toward Development Drilling

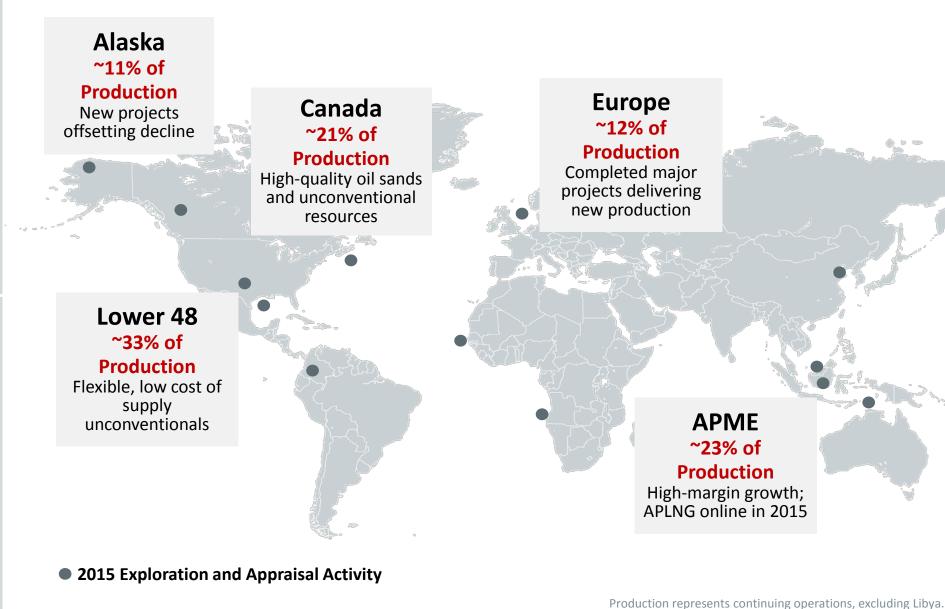




## Diversified, Low Cost of Supply Portfolio Delivering 1.7 MMBOED in 2017

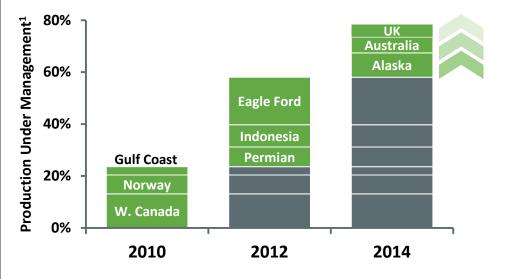






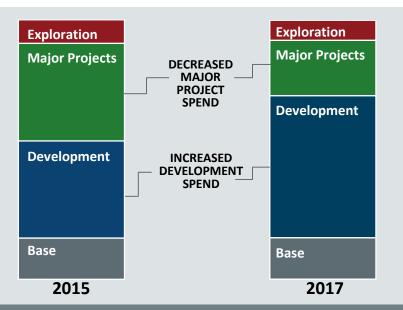
# Delivering Capital and Operating Cost Efficiencies

#### **Integrated Operations Centers Lowering Costs**



#### **Operating Cost Reductions**

- Reduce lifting costs globally
- Continue focus on operations excellence
- Optimize G&A for activity levels
- Improve, simplify and standardize processes
- Aggressively capture cost deflation



#### **Capital Deflation Capture**

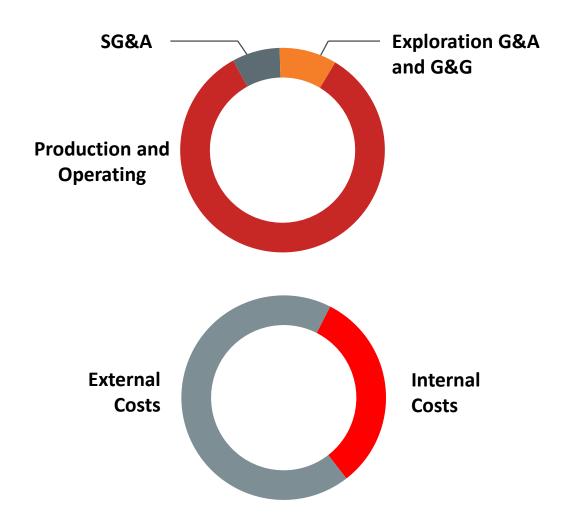
- Rigorous approach to supply chain savings
- Re-baseline costs with suppliers
- Expect \$500MM savings in 2015 to increase to \$1B in 2016





# Aggressively Pursuing Operating Cost Reductions

#### **2014 Operating Costs – \$9.7B**<sup>1</sup>



- Cost reduction programs underway to source
   \$1B of reductions in 2016 compared to 2014
- Internal costs account for ~1/3 of total
  - Implemented salary freeze; headcount reduction programs underway
  - Optimization of business practices and alignment of G&A to activity levels
- External costs account for ~2/3 of total
  - Capturing cost deflation across the value chain
  - Reducing lifting costs globally
- Expect to realize operating cost reductions of ~\$0.5B in 2015
- Goal to achieve sustainable reductions

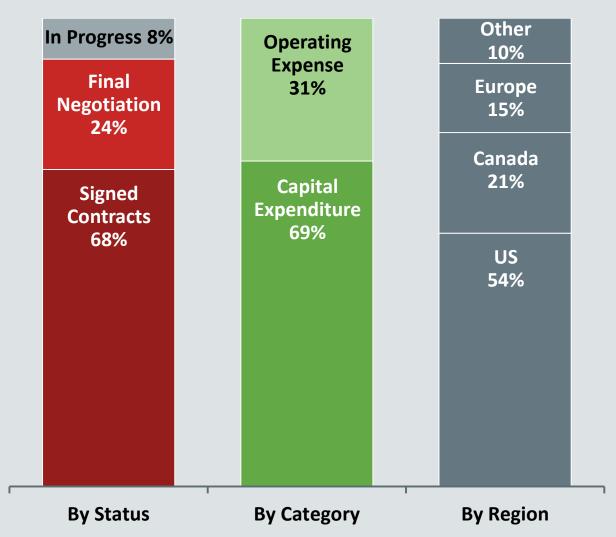
<sup>1</sup> Represents 2014 Production & Operating Expenses, SG&A, Exploration G&A and G&G costs, adjusted for the \$0.8B pre-tax Freeport termination agreement charge

# On Track to Achieve Significant Savings in 2015+

#### **Deflation Realized in-line with Expectations**

- ~\$600MM capital savings identified to date
- ~\$270MM operating cost savings identified to date
- North America represents 75% of total
- Additional expected savings in 2016 from international areas and increased development spend in Lower 48

#### \$870MM Savings Identified To Date<sup>1</sup>

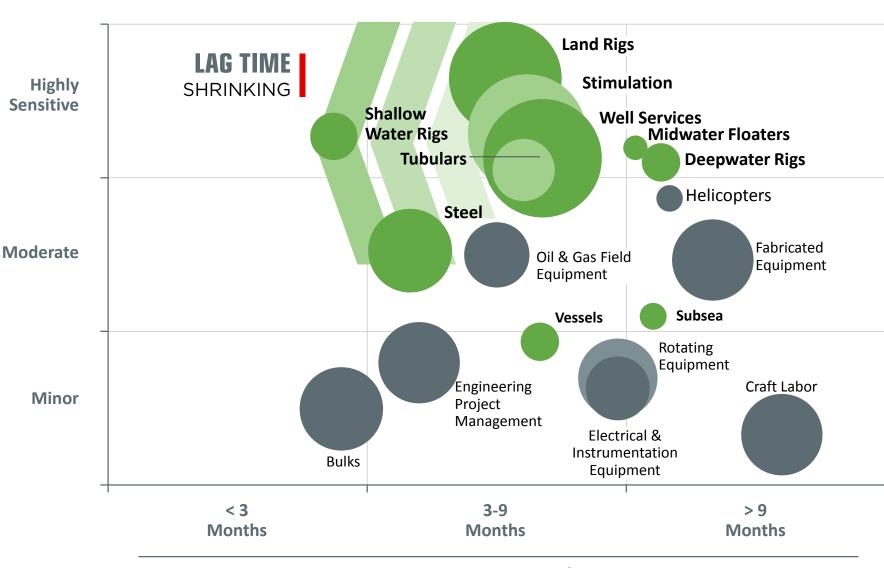


# Capturing Benefit from Rapid Cost Deflation

Sensitivity of Activity Levels to Oil/Gas Price



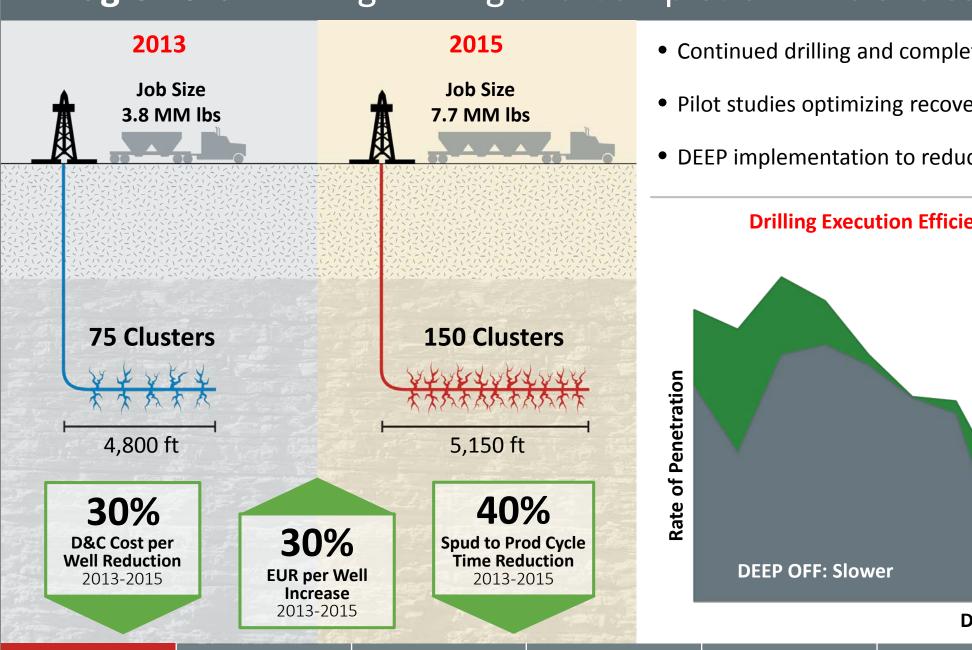
>\$700MM
DEFLATION
IDENTIFIED
TO DATE



Lag to Change in Oil/Gas Price

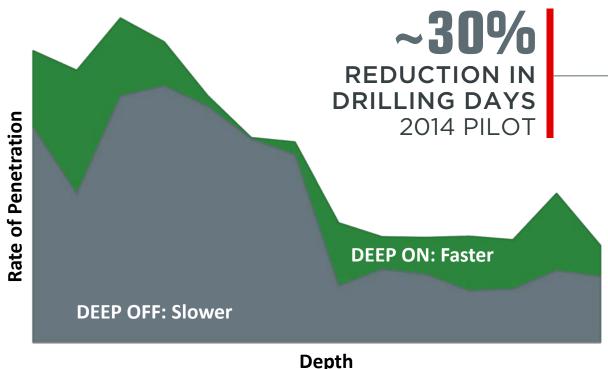
Bubble size represents spend weight percent in 2015 capital expenditures.

# **Eagle Ford:** Driving Drilling and Completion Efficiencies



- Continued drilling and completion efficiencies
- Pilot studies optimizing recovery
- DEEP implementation to reduce drilling days even further

#### **Drilling Execution Efficiency Platform (DEEP)**

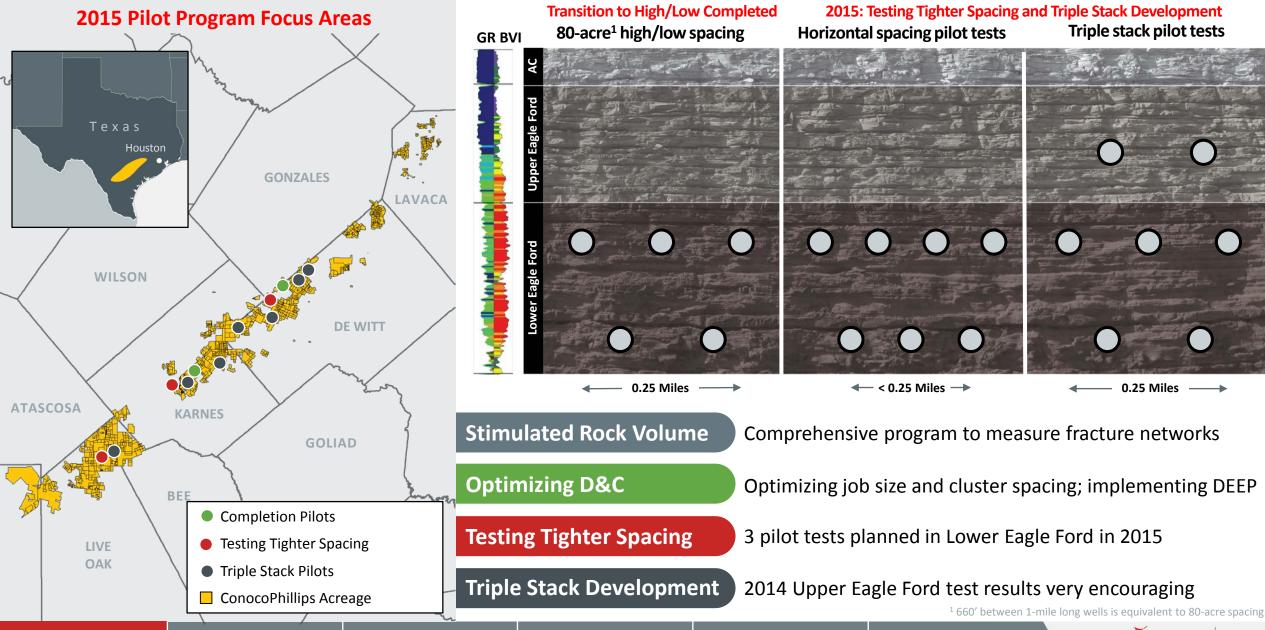


Depth

ConocoPhillips

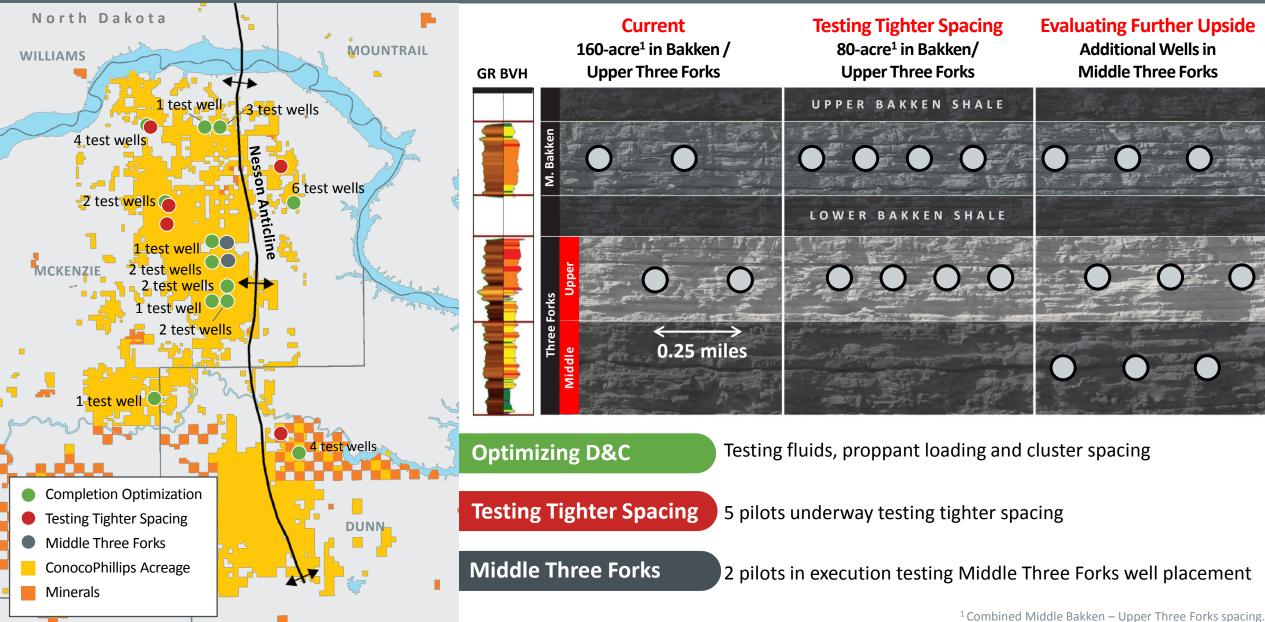
Europe

# **Eagle Ford:** Optimizing Field Development Through Pilot Programs



ConocoPhillips

## **Bakken:** Optimizing Field Development Through Pilot Programs

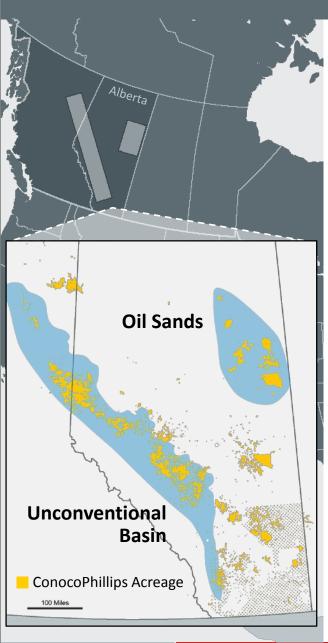


Europe

**Exploration** 

**APME** Lower 48 Canada

### Canada: Growth from Two Vast Resource Positions



- >\$1B capital focused on unconventionals and oil sands
- Exploration drilling offshore Nova Scotia
- Shift to development programs as Surmont 2 completed

450

300

150

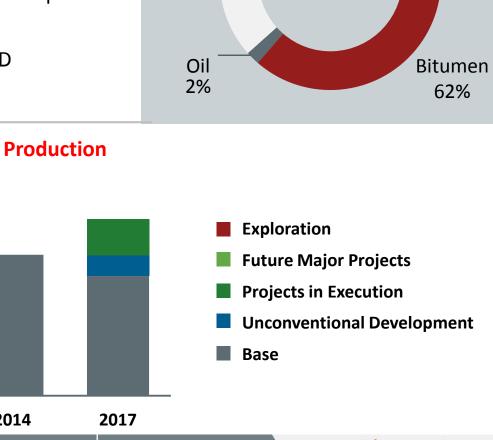
MBOED

Production through 2017 grows by 80 MBOED

**Capital** 

2015

**APME** 



**2017 Product Mix** 

NGL 7%

Gas 29%

Lower 48 Canada ŞΒ

1.5

0.5

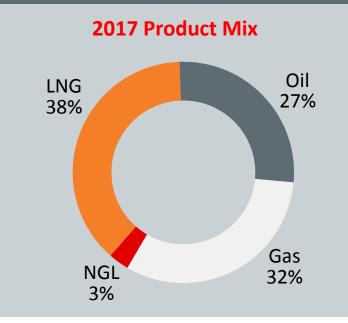
2017

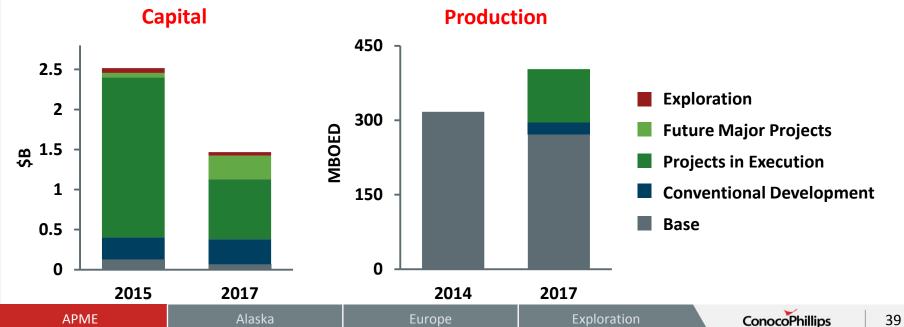
2014

## Asia Pacific & Middle East: High-Margin Growth Underway



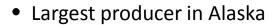
- APLNG: Two 4.5 MTPA trains; long-term Asia sales
- Attractive opportunities in Malaysia
- High-return developments in China and Indonesia
- Steady LNG volumes from Qatar and Bayu Undan
- 400 MBOED production in 2017



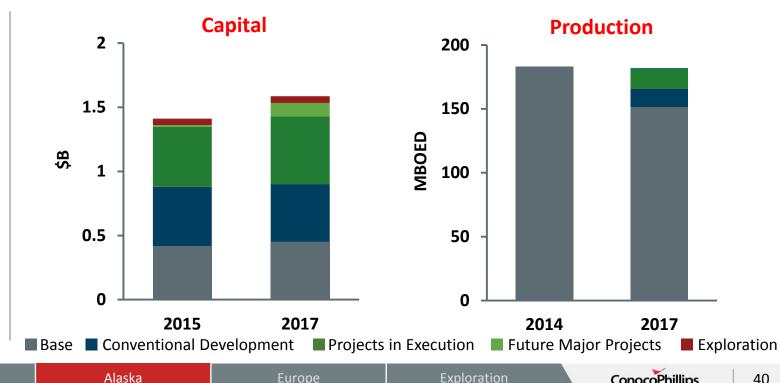


### Alaska: New Projects Maintain Strong Performance in Alaska



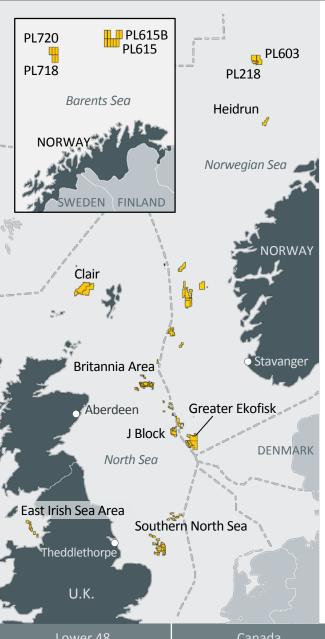


- Improved fiscal terms support investment
- Major projects and development offset decline
- CD5 and DS-2S first production late 2015
- 1H NEWS first production early 2017
- GMT1 progressing to sanction
- AKLNG progressing through pre-FEED

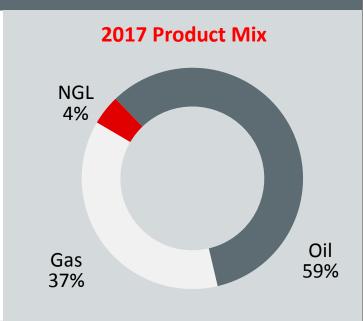


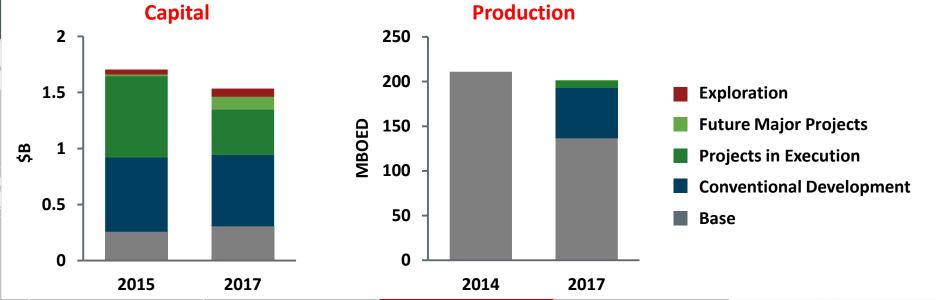
**APME** Lower 48 Canada

## **Europe:** Optimizing Performance in Mature Assets



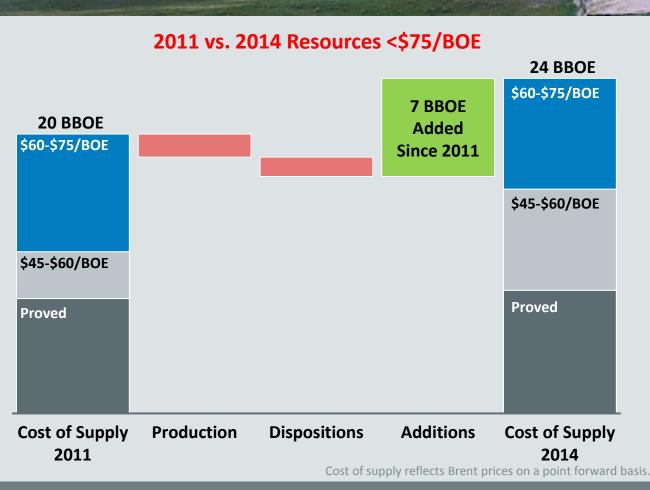
- 3 major project startups in 2015
- Drilling from new infrastructure offsets decline
- Clair Ridge & Aasta Hansteen provide future volumes
- Positive tax reform in the U.K.
- Significant cost reduction programs underway





## Growing Our Low Cost of Supply Resource Base





#### **2014 Resources By Megatrend**

**Deepwater:** Development of discovered resources globally

**LNG:** Optimizing development plans in Alaska and Australia

**Oil Sands:** Focused on reducing cost of supply

**Unconventional:** Technology development reducing cost of supply and expanding resource base

**Conventional:** Pipeline of diverse projects

24 BBOE Deepwater

Oil Sands

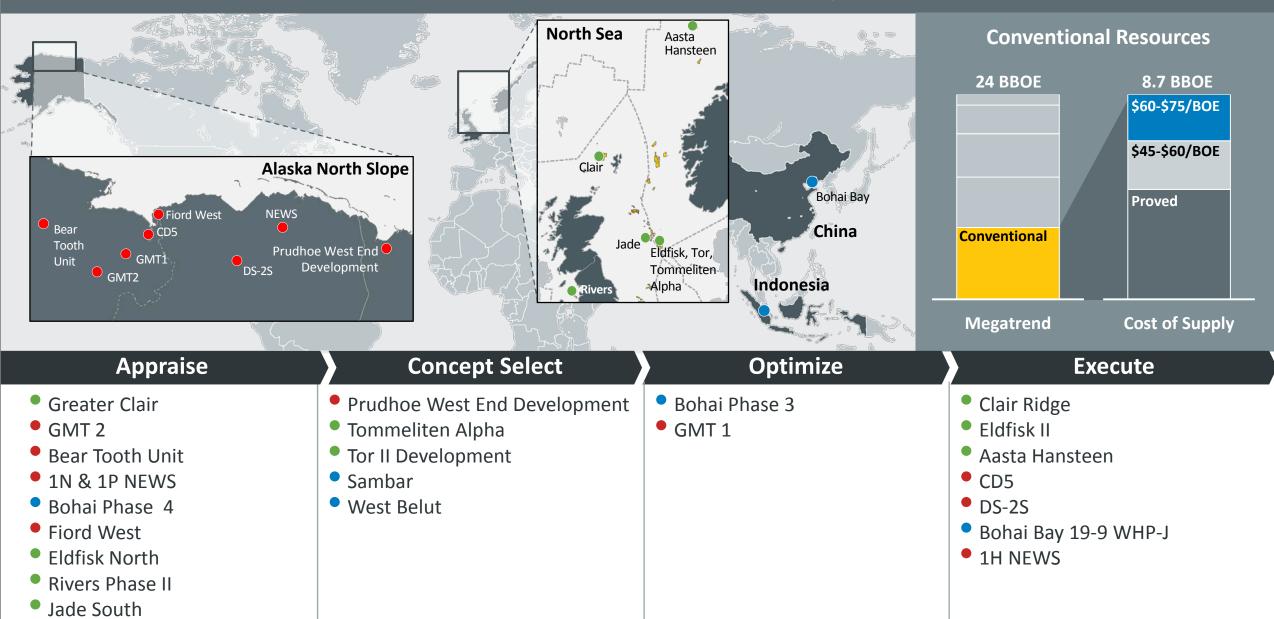
LNG

Unconventional

Conventional

By Megatrend

## Conventional Resources: Substantial Inventory for Growth

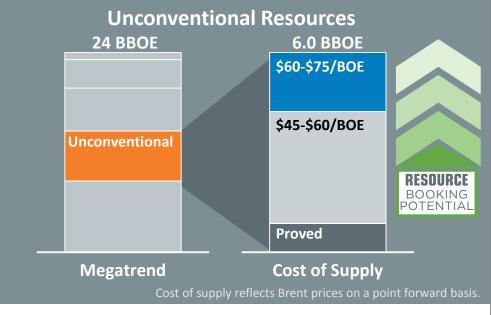


Conventional Unconventional Oil Sands LNG Deepwater ConocoPhillips

## Unconventional Resources: Top-Tier, Low Cost of Supply Resource



- 25% of resources with cost of supply <\$75/BOE are unconventionals
- Only 0.9 BBOE booked as proved reserves
- Consistent track record of adding resources
- Potential for resource upside across portfolio



#### **Significant Growth in Unconventional Resources**

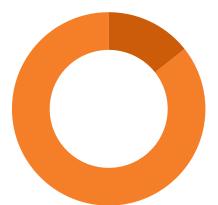
2011: 3.2 BBOE



Proved

<\$75/BOE Cost of Supply Resource</p>





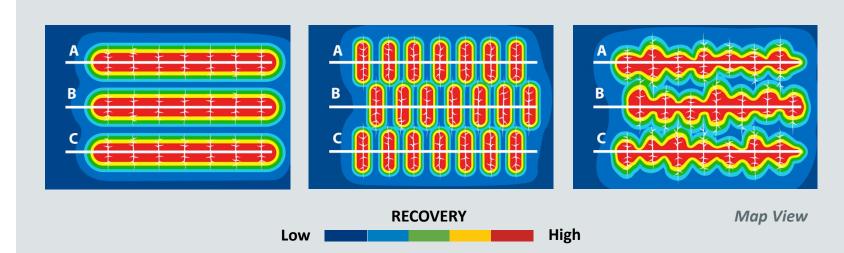
GROWTH IN UNCONVENTIONAL RESOURCES 2014 VS. 2011

ConocoPhillips

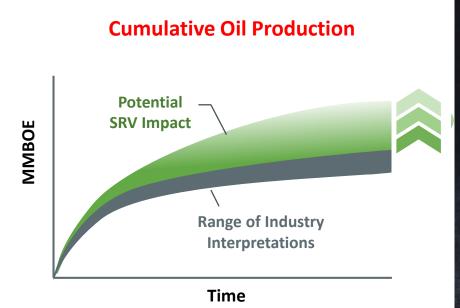
## Unconventional Resources: Unlocking Upside with Technology

- Stimulated rock volume (SRV) drives production and recovery
- Logged and cored fracture-stimulated reservoir
- Results challenge common industry assumptions and interpretations
- Insights expected to increase resources and value





**Common Industry Interpretations** 

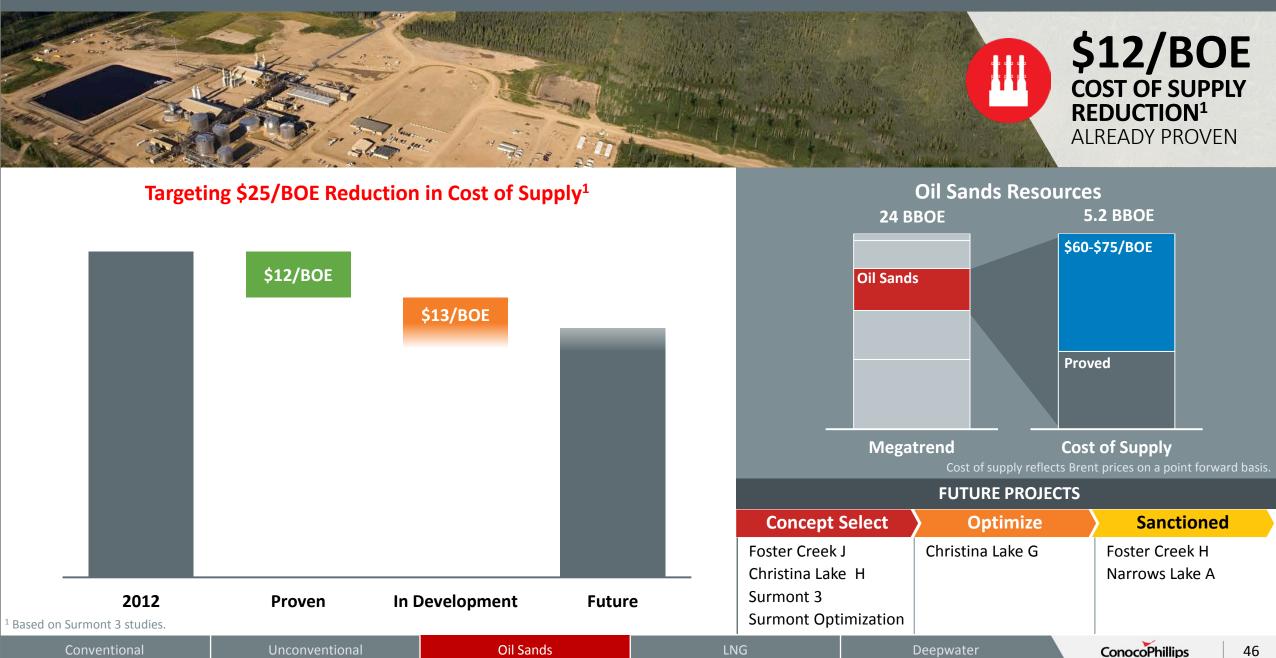




ConocoPhillips

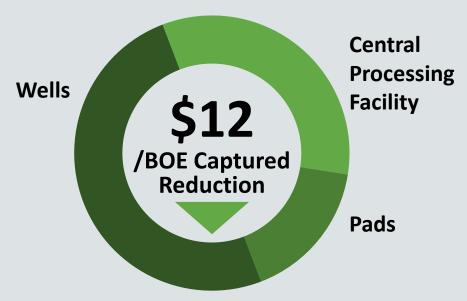
Conventional Unconventional Oil Sands LNG Deepwater

## Oil Sands: Reducing Cost of Supply in Massive Captured Resource

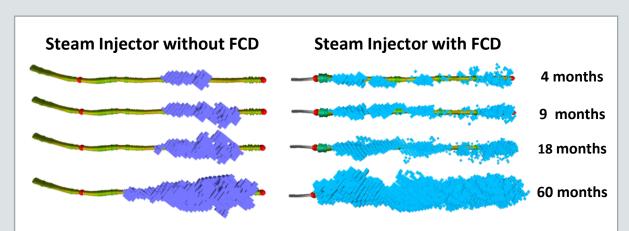


## Oil Sands: Technology and Optimization Reducing Cost of Supply

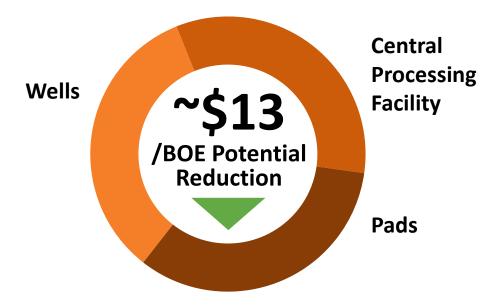
### **Proven Technology and Optimizations**



#### **Accelerating Recovery – Flow Control Devices**



#### **In Development Technology and Optimizations**



**Successful Gas Turbine Cogeneration Technology Pilot** 

15%
REDUCTION IN ENERGY COST<sup>1</sup>



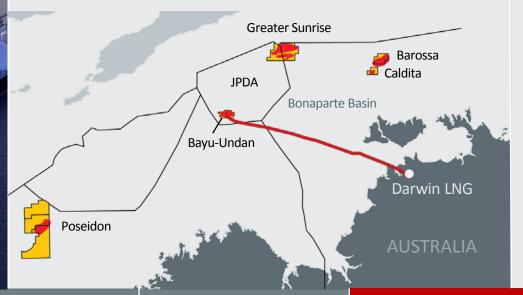
<sup>1</sup> OTSG fuel gas.

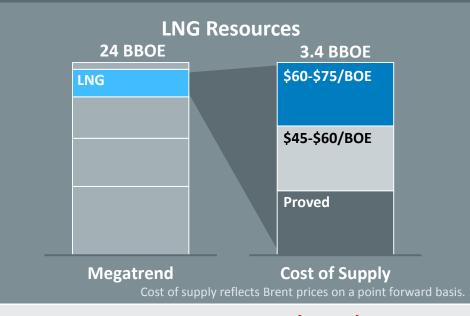
Conventional Unconventional Oil Sands LNG Deepwater ConocoPhillips

## **LNG:** Evaluating Monetization Opportunities

- Attractive options to backfill or expand **Darwin LNG**
- Pre-FEED studies underway to commercialize >1 BBOE net of North Slope gas
- Significant APLNG unbooked resource
- Proprietary Optimized Cascade® technology

#### **Discovered Resource Backfill Opportunities**







Deepwater



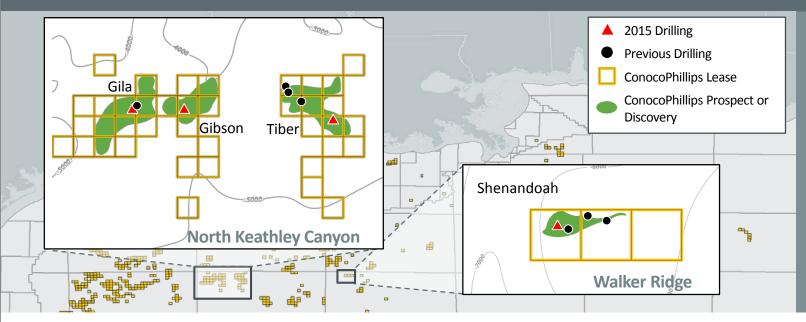
ConocoPhillips

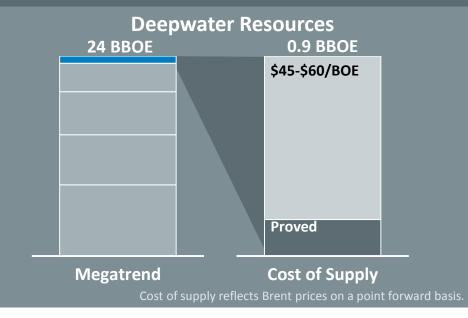
**DARWIN** 

**BACKFILL** 

**OPTIONS** 

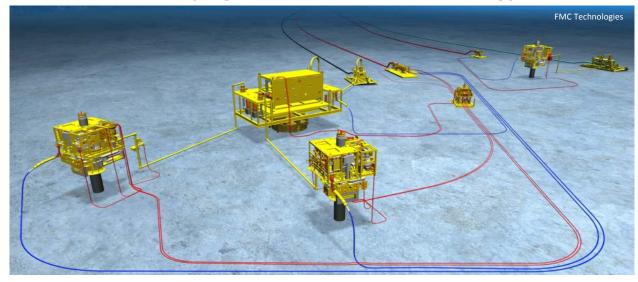
## Global Deepwater: Developing Low Cost of Supply Discoveries





- Multiple discoveries in Australia, Gulf of Mexico, Malaysia and Senegal
- Joint agreement to develop North Keathley Canyon
  - Includes Gibson, Gila and Tiber
  - Alignment results in reduced risk and enables efficiencies

#### **Developing 20,000 PSI Subsea Technology**



Conventional Unconventional Oil Sands LNG Deepwater ConocoPhillips

# Large, Diverse, Low Cost of Supply Resource Base

#### YE 2014 Total Resource – 44 BBOE

