Agenda

Keeping Our Discipline, Creating Value
Ryan Lance
Chairman & CEO

Our Differentiated Strategy
Matt Fox
EVP, Strategy, Exploration & Technology

Our Portfolio is Aligned to Strategy
Al Hirshberg
EVP, Production, Drilling & Projects

Our Sound Financial Plan
Don Wallette
EVP, Finance, Commercial & CFO

Keeping Our Discipline, Creating Value
Ryan Lance
Chairman & CEO

Question & Answer Session
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This presentation contains forward-looking statements. Forward-looking statements relate to future events and anticipated results of operations, business strategies, and other aspects of our operations or operating results. In many cases you can identify forward-looking statements by terminology such as "anticipate," "estimate," "believe," "continue," "could," "intend," "may," "plan," "potential," "predict," "should," "will," "expect," "objective," "projection," "forecast," "goal," "guidance," "outlook," "effort," "target" and other similar words. However, the absence of these words does not mean that the statements are not forward-looking. Where, in any forward-looking statement, the company expresses an expectation or belief as to future results, such expectation or belief is expressed in good faith and believed to have a reasonable basis. However, there can be no assurance that such expectation or belief will result or be achieved. Our actual results of operations, including our targets for our capital program and share buybacks, can and will be affected by a variety of risks and other matters including, but not limited to, our ability to liquidate the common stock issued to us by Cenovus Energy Inc. as part of our sale of assets in western Canada at prices we deem acceptable, or at all; our ability to complete the sale of our announced dispositions on the timeline currently anticipated, if at all; the possibility that regulatory approvals for our announced dispositions will not be received on a timely basis, if at all, or that such approvals may require modification to the terms of our announced dispositions or our remaining business; business disruptions during or following our announced dispositions, including the diversion of management time and attention; the ability to deploy net proceeds from our announced dispositions in the manner and timeframe we currently anticipate, if at all; changes in commodity prices; changes in expected levels of oil and gas reserves or production; operating hazards, drilling risks, unsuccessful exploratory activities; difficulties in developing new products and manufacturing processes; unexpected cost increases or technical difficulties in constructing, maintaining, or modifying company facilities; international monetary conditions and exchange rate fluctuations; potential liability for remedial actions under existing or future environmental regulations; potential liability resulting 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; and general domestic and international economic and political conditions; as well as changes in tax, environmental and other laws applicable to our business. Other factors that could cause actual results to differ materially from those described in the forward-looking statements include other economic, business, competitive and/or regulatory factors affecting our business generally as set forth in our filings with the Securities and Exchange Commission. Unless legally required, ConocoPhillips undertakes no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

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Keeping Our Discipline, Creating Value

RYAN LANCE
Chairman & CEO
Keeping Our Discipline, Creating Value

Value Proposition Principles
- Financial Strength
- Growing Distributions
- Disciplined Per-Share CFO Expansion

Disciplined Priorities
1st PRIORITY: Invest capital to sustain production and pay existing dividend
2nd PRIORITY: Annual dividend growth
3rd PRIORITY: Reduce debt to $15B by year end 2019; target ‘A’ credit rating
4th PRIORITY: 20-30% of CFO total shareholder payout annually
5th PRIORITY: Disciplined investment for CFO expansion

Our Unique Characteristics
- Low Sustaining Price
- Diverse, Low CoS Portfolio
- Strong Balance Sheet
- Capital Flexibility

Our goal is to deliver **superior returns to shareholders** through cycles

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1 By year end 2019.
From Aspiration to Action: A Transformational Year in Review

### Strengthened Portfolio
- Lowered sustaining capital to $3.5B
- Reduced sustaining price to <$40/BBL
- Increased resource base to 15 BBOE with average cost of supply <$35/BBL

### Accelerated Returns
- Divested >$16B of non-core assets
- Committed to reduce debt <$20B by YE2017
- Returned ~65% of CFO to owners via dividends and share buybacks

### Differentiated Strategy
- Top-tier free cash flow generation
- Top-tier payout to shareholders
- Maintaining discipline and focus on per-share CFO growth, not production growth

### Continued ESG Leadership
- Record safety performance
- 11th consecutive year in the DJSI N.A. Index
- Established target to reduce GHG emissions intensity 5-15% by 2030

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Sustaining capital is a non-GAAP measure and free cash flow is a non-GAAP term, which are defined in the appendix.

1. 15 BBOE of <$50/BBL WTI Resource.
2. Includes closed Canada, San Juan Basin and Panhandle transactions, announced Barnett transaction and other expected transactions.
The Market Has Taken Note of Our Accomplishments...

Total Shareholder Return Since 2016 Analyst & Investor Meeting

- S&P 500: 21%
- ConocoPhillips: 14%
- S&P 500 Integrated Oil & Gas: 3%
- S&P 500 Energy: -1%
- S&P 500 E&P: -6%
- XOP ETF: -7%

...But We’re Just Getting Started

COP Works at Lower Prices
- Low capital intensity
- Sustaining price of <$40/BBL
- Relentless focus on operating costs
- Extensive low cost of supply investment portfolio
- Flexible capital program
- Significant balance sheet strength and capacity

COP Works at Higher Prices
- Oil-weighted portfolio
- Predominantly tax and royalty regimes
- Relentless focus on operating costs
- Contingent payments and stock received on recent transactions
- Unhedged for upside
- Flexibility to increase distributions and capital

Contingent payments are from the Canada and San Juan Basin dispositions. Operating costs is a non-GAAP term, which is defined in the appendix.
Value Creation Target: >20% CROCE by 2020 at $50/BBL

- Grow CROCE 2-3%/Yr
- ~5% production CAGR
- >5% margin CAGR
- $5.5B average capital
- <$35/BBL average CoS
- >10% reduction of debt-adjusted shares
- 15 BBOE
- Low CoS Resource Base
- Low Sustaining Capital $3.5B for flat production
- <$40/BBL sustaining price
- $15B in 2019
- Reduce Debt debt/CFO: <2x
- Shareholder Payout exceeds 20-30% annual target

Reflects $50/BBL WTI flat real.
CROCE is a non-GAAP term and sustaining capital is a non-GAAP measure, which are defined in the appendix.
Our Differentiated Strategy

MATT FOX
EVP, Strategy, Exploration & Technology
ConocoPhillips Strategy Framework

**STRATEGIC GOAL**

Deliver **superior returns to shareholders** through cycles by growing the dividend, reducing debt, reducing share count and growing cash from operations.

**Portfolio Choices**
- Rigorous high-grading
- Favorable product mix
- Deep inventory of investment options

**Capital Allocation**
- Sustaining capital and growing dividend
- Debt reduction and distributions
- Disciplined investments

**Uncertainty Management**
- Low sustaining price
- Low cost of supply
- Capital flexibility
- Strong balance sheet

*Sustaining capital is a non-GAAP measure, which is defined in the appendix.*
$5.5B/Yr capital delivers cash flow expansion and reserve replacement.

CFO at $50/BBL:

Sources of Cash:
- $5.5B/Yr capital

Sustaining Capital:
- $40/BBL sustaining price
- $3.5B/Yr

Base Dividend

Dividend Growth

Debt Reduction

Share Buybacks

Disciplined Investment

Investment for CFO Expansion ($2B/Yr)

+$4.5B Available Cash

1st Priority:
- Debt adjustment

2nd Priority:
- >10% debt-adjusted share count reduction

3rd Priority:
- >30% cash flow CAGR

4th Priority:
- >10% annual payout

5th Priority:
- <$40/BBL sustaining price

Reflects $50/BBL WTI flat real.
Sustaining capital is a non-GAAP measure, which is defined in the appendix.
Activating 5th Priority Within Cash Flow

**Disciplined Investments (2018-2020)**

- **Short-Cycle Unconventionals**: $1.2B/Yr
- **Future Major Projects**: $0.5B/Yr
- **Exploration**: $0.3B/Yr

**Cash Flow Expansion Benefits**
- Improves financial returns due to low cost of supply investments
- Increases cash flow per debt-adjusted share
- Lowers sustaining price
- Reduces leverage
- Increases payout to shareholders as cash flow expands
- Provides a mix of near- and long-term sustainable growth
- Increases resources and replaces reserves

**Commentary**
- Free cash flow is a non-GAAP term, which is defined in the appendix.
- Cash flow CAGR >10%
- Average reserve replacement >100%
- Fully funded from CFO and generates additional free cash flow
Disciplined Investments Deliver Returns and Expand Cash Flows

### 2018-2020 Targets at $50/BBL

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow ROCE</td>
<td>1-2%/Yr</td>
<td>✔</td>
</tr>
<tr>
<td>Grow CROCE</td>
<td>2-3%/Yr</td>
<td>✔</td>
</tr>
<tr>
<td>Production / DASh</td>
<td>&gt;10% CAGR</td>
<td>✔</td>
</tr>
<tr>
<td>Cash margin growth</td>
<td>&gt;5% CAGR</td>
<td>✔</td>
</tr>
<tr>
<td>Return cash to shareholders</td>
<td>20-30% of CFO</td>
<td>✔</td>
</tr>
<tr>
<td>Balance sheet strength</td>
<td>Debt/CFO &lt;2x</td>
<td>✔</td>
</tr>
<tr>
<td>Low sustaining price, low CoS portfolio</td>
<td>&lt;$40/BBL</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>&lt;$35/BBL average CoS</td>
<td>✔</td>
</tr>
</tbody>
</table>

**Drive Total Shareholder Returns**

**Drive Business Sustainability**

Reflects $50/BBL WTI flat real. ROCE and CROCE are non-GAAP terms, which are defined in the appendix.
Predicting Price is Useless, Scenario Planning is Priceless

### Driven by High Supply

**Unrelenting Unconventionals**
- High pace of unconventional and other supply development

**Great Growth**
- Global economic recovery supports high oil and gas demand

### Driven by Low Supply

**Resource Restriction**
- Limitations on unconventional development and other supply limitations

### Driven by High Demand

**Unrelenting Unconventionals**
- High pace of unconventional and other supply development

**Great Growth**
- Global economic recovery supports high oil and gas demand

### Driven by Low Demand

**Demand Destruction**
- Weak economic growth or carbon constraints and/or technology reduce demand

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**Oil Demand & Supply vs. Oil Price**

- **Great Growth**
- **Resource Restriction**
- **Demand Destruction**
- **Unrelenting Unconventionals**

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Scenarios Highlight Value of Strategic Flexibility and Diversification

Estimated Prices Through 2025

STRATEGY DESIGNED FOR OUTPERFORMANCE across a range of prices

Reflects WTI.

1 Estimated prices derived from internal scenario monitor modeling.
Priorities Underpin Strategic Flexibility Across a Range of Prices

Capital Allocation Priorities

1st PRIORITY
Sustaining Capital & Base Dividend

2nd PRIORITY
Dividend Growth

3rd PRIORITY
Reduce Debt

4th PRIORITY
20-30% of CFO to Shareholders Annually

5th PRIORITY
Disciplined Investment

2018-2020 PLAN DESIGNED FOR $45-$55/BBL

• Manage inflation to maintain low sustaining price
• Willing to hold cash on balance sheet
• Consider increasing distributions
• Exercise capital flexibility

> $55/BBL

• Capture deflation to reduce sustaining price
• Use cash on hand to consistently fund buybacks
• Exercise capital flexibility

< $45/BBL

PRIORITIES INFORM ACTIONS through cycles

Reflects WTI. Sustaining capital is a non-GAAP measure, which is defined in the appendix.
Our Strategy to Deliver Superior Returns to Shareholders Through Cycles

- Low Sustaining Price
- Low Cost of Supply
- Capital Flexibility
- Strong Balance Sheet
- Focus on Financial Returns
- Commitment to Shareholder Distributions

Resilience to downside, cash flow expansion & leverage to upside

Superior returns to shareholders through cycles
Our Portfolio is Aligned to Strategy

AL HIRSHBERG
EVP, Production, Drilling & Projects
Each Region Plays an Important Role in Our Strategy

**Alaska**
*Renaissance of a Legacy*
Technology-led advancements in operations and exploration

**Lower 48**
*Growing Unconventionals*
Leveraging innovation to fuel cash flow expansion

**Canada**
*Focused, Resource-Rich Asset Base*
Emerging unconventional play; lowering CoS in oil sands

**Europe & North Africa**
*Leveraging High-Margin Assets*
Delivering robust returns

**APME**
*Best of Both Worlds*
High-margin conventional assets and low-capital intensity LNG

**GLOBAL PORTFOLIO**
of diverse, world-class assets
Our Low Cost of Supply Portfolio Keeps Getting Better

2016 vs. 2017 Resources

<$50/BBL Cost of Supply

~30% INCREASE
IN <$40/BBL CoS
2017 vs. 2016

<$50/BBL Cost of Supply Resource

<$35/BBL AVERAGE CoS
OF RESOURCE

Net Resources (BBOE)

Cost of Supply ($/BBL)

0 5 10 15

Cost of Supply 2016
Cost of Supply 2017

Production
Dispositions
Additions

$40-$50 /BBL
$30-$40 /BBL
<$30/BBL

Conventional
Unconventional
LNG & Oil Sands

ConocoPhillips
Unconventional Assets: Portfolio is World-Class

- 1.5 BBOE resource addition in Montney
- Flexible, short-cycle investments
- High-margin production expands cash flow
- Five core plays at various stages of life cycle
- Leveraging numerous technologies across all plays
- ~10% improvement in average cost of supply from 2016

Unconventional Resources

- 15 BBOE
- ~8 BBOE

- Cost of Supply
  - $40-50/BBL
  - $30-40/BBL
  - <$30/BBL

~8 BBOE RESOURCE

<$35/BBL average cost of supply
Conventional Assets: The Great Assets People are Now Asking About

~4 BBOE RESOURCE

<$30/BBL average cost of supply

Conventional Resources

15 BBOE

~4 BBOE

$30-40/BBL

$40-50/BBL

<$30/BBL

Asset Class

Cost of Supply

- ~20% improvement in average cost of supply from 2016
- Expect to add ~175 MBOED of new production over the next 3 years
- Project phasing optimized for efficiency and flexibility
LNG & Oil Sands: The Anti-Treadmill Assets Play an Important Role

~3 BBOE RESOURCE
<$35/BBL average cost of supply

LNG & Oil Sands Resources

15 BBOE
- UNCONVENTIONAL
- CONVENTIONAL
- LNG & OIL SANDS

~3 BBOE
- $40-50/BBL
- $30-40/BBL
- <$30/BBL

- ~15% improvement in average cost of supply from 2016
- Sustaining capital of $300MM/Yr lowers capital intensity of overall portfolio

Includes equity affiliates. Sustaining capital is a non-GAAP measure, which is defined in the appendix.
Low Sustaining Capital is the Key to Free Cash Flow Generation

$3.5B/Yr sustaining capital

- Unique portfolio is a significant competitive advantage
- Unconventional production stays flat at 2017 levels with 5 rigs in the Big 3\(^1\) unconventional plays
- Inventory of high-return development drilling and medium-cycle projects drives conventional production
- LNG and oil sands deliver stable production for low sustaining capital

\(^1\) Big 3 = Eagle Ford, Bakken and Delaware.

Sustaining capital is a non-GAAP measure and free cash flow is a non-GAAP term, which are defined in the appendix.
Maintaining Our Unconventional Production with 5 Rigs in the Big 3

**2018-2020 Flat Production**

- **UNCONVENTIONAL**
  - $1.2B/Yr
  - $0.1B/Yr

- **CONVENTIONAL**
- **LNG & OIL SANDS**

**Eagle Ford, Bakken and Delaware Production (MBOED)**

- REPLACING ~180 MBOED of decline

- 5 RIGS to stay flat

- Continuously lowering capital intensity of existing production base
- Decline offset by 5 rigs (capital includes infrastructure)
- Delivering >50% more wells per rig line versus 2014
Offsetting Conventional Declines Around the World

2018-2020 Flat Production

- Competitive, repeatable low cost of supply projects
- Leveraging existing facilities and infrastructure
- High-margin development drilling campaigns
- Multi-year inventory of investments

REPLACING ~175 MBOED of decline

- LNG & OIL SANDS
- CONVENTIONAL
- UNCONVENTIONAL

Production (MBOED)

YE2017 2018 2019 2020

- GMT-1
- AASTA HANSTEEN
- BOHAI 3
- CLAIR RIDGE
- GULF OF MEXICO OBO
- ALASKA
- APME
- EUROPE

ONGOING LEGACY DRILLING PROGRAMS

Production (MBOED)
Distinctive Sustaining Price – No Waiting Necessary

- Cash flow exceeds sustaining capital and dividend over plan period
- Leading low-capital intensity versus U.S. independents
- Optimized capital allocation across the asset classes
- Portfolio upgrades and efficiency improvements drive reduction versus 2016

Reflects WTI. Sustaining capital is a non-GAAP measure, which is defined in the appendix.

U.S. Independents include: APA, APC, CLR, DVN, EOG, HES, NBL, OXY and PXD.
Capital Investment for Cash Flow Expansion

$1.2B/Yr
DELIVERS ~5% PRODUCTION CAGR

$0.8B/Yr
FUELS OUR FUTURE

$0.5B/Yr
$0.3B/Yr

Finding the next legacy assets

High-margin investments in Eagle Ford & Delaware
Quick payouts improve underlying return metrics
High degree of flexibility

Mix of investments across legacy assets
Low cost of supply
Optimized to retain flexibility

Flexible, Low CoS

2018 2019 2020
Production

FUTURE MAJOR PROJECTS

EXPLORATION

UNCONVENTIONAL

CONVENTIONAL

LNG & OIL SANDS

YE2017 2018 2019 2020
Our Big 3 Unconventionals: Cash Flow Positive Now & Net Cash Flow Grows

Production¹ (MBOED)

22% PRODUCTION CAGR 2017-2020

6 ADDITIONAL RIGS DELIVERS 80% MORE PRODUCTION IN 3 YEARS

5 RIGS TO STAY FLAT

Positive Net Cash Flow¹,² (NCF) ($B)

>$2B NCF CUMULATIVE

2017 2018 2019 2020

1Production and Net Cash Flow associated with Eagle Ford, Bakken and Delaware at $50/BBL WTI flat real.
2Net Cash Flow is a non-GAAP term, which is defined in the appendix.
3-Year Development Plans for the Big 3 Unconventionals

**Eagle Ford**
- ~25% CAGR
- Production (MBOED): 130 in 2017, 245 in 2020
- 2.3 BBOE of <$40/BBL CoS resource across ~210 M net acre position
- ~3,400 locations remaining
- Measured pace has yielded highest recovery per acre

**Delaware**
- ~60% CAGR
- Production (MBOED): 20 in 2017, 85 in 2020
- 1.9 BBOE of <$40/BBL CoS resource across ~75 M net acre position
- ~1,400 locations remaining
- Program pace driven by infrastructure, costs and learning curve

**Bakken**
- 0.7 BBOE of <$50/BBL CoS resource across ~620 M net acre position
- ~900 locations remaining
- More than a decade of high-value inventory

Technology-enhanced optimization underway across the Big 3 unconventionals
Future Major Projects: Visibility Well Into Next Decade

- **European Production**
  - APME

- **Alaska Production**
  - Barossa

- **Barossa**
  - AIML
  - LNG & Oil Sands

- **Future Major Projects**
  - Fiord West
  - GMT-2
  - Beaufort Sea

- **Adding**
  - ~90 MBOED

- **Production (MBOED)**
  - 2021
  - 2022
  - 2023
  - 2024
  - 2025

- **LNG & Oil Sands**
  - $0.5B/Yr (2018-2020)

- **Conventional LNG & Oil Sands**
  - 32
Future Major Projects: Infrastructure-Led Projects with Strong Economics

**Alaska**

- Leveraging CD5 and GMT-1 infrastructure and project lessons to lower costs
- GMT-2 total cost estimate down ~10% since 2016
- Pursuing additional cost of supply improvements via longer laterals and facility debottlenecking

**Barossa**

- Leading backfill candidate for Darwin LNG
- 2017 appraisal program favorably resolved volume uncertainty
- Expected ultimate recovery increased by >40%
- Development capital reduced by ~$1B gross

*GMT-2 Cost of Supply ($/BBL)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost ($/BBL)</th>
</tr>
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<tbody>
<tr>
<td>2016</td>
<td>40</td>
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<tr>
<td>2017E</td>
<td>34</td>
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</tbody>
</table>

*Cost of Supply ($/BBL)*

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Build LNG</td>
<td>~50</td>
</tr>
<tr>
<td>Backfill DLNG</td>
<td>~50</td>
</tr>
<tr>
<td>2016 CoS</td>
<td>~25% DECREASE</td>
</tr>
<tr>
<td>Pre-FEED Enhancements</td>
<td>&lt;40</td>
</tr>
<tr>
<td>2017 CoS</td>
<td>&lt;40</td>
</tr>
</tbody>
</table>
**Exploration: Focus on the Future; Built Around Proven Expertise**

- **$0.3B/Yr (2018-2020)**
- **Alaska**
  - Rebirth of a Legacy
  - Willow discovery unlocks potential
- **Europe**
  - Infrastructure-Led Exploration
- **Canada**
  - Liquids-Rich Unconventional Focus
- **Lower 48**
  - Leveraging Expertise Across World-Class Assets
- **APME**
  - Infrastructure-Led Exploration
- **Other International**
  - Low-Cost Entry in Unconventional Oil and Advantaged Gas

- ~10 BBOE1 <$50/BBL cost of supply resource discovered in past decade
- Infrastructure-led programs in Alaska, Europe and APME
- Liquids-rich unconventional plays in the Americas
- Advantaged gas in Latin America

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1Source: COP internal commercial resource discoveries 2007-2016.
Alaska: Western NPR-A Discovery Opens New Frontier

~80% INCREASE
in net acres, 2017 vs. 2016

- Willow discovery with resource potential in excess of 300 MMBOE
- Acquired ~600 M net acres for ~$30/acre in 2017
- 5 exploration and appraisal wells proposed for 2018

50% LOWER COST
than conventional seismic

Seismic Innovation

- New proprietary seismic acquisition and processing
- Significantly reduced environmental impact
- Enables optimized well placement
- 7 global surveys to date, 4 planned in 2018+

BETTER quality, FASTER acquisition, CHEAPER data

CONVENTIONAL SEISMIC

COMPRESSIVE SEISMIC IMAGING (CSI)
Canada Montney: A Case Study in Low-Cost Resource Acquisition

- Acquired additional acreage in best part of the play for ~$1,000/acre
- 100% working interest
- 2017 wells leveraged Lower 48 completion innovations
- Drilling 12-well pad to test stacking and spacing in 2018
- Focus on infrastructure access and margins

2 BBOE RESOURCE quadrupled 2017 vs. 2016

- Speed of drilling doubled since 2015
- Recent completions outperforming others

Source: IHS.
Our Portfolio is Aligned with Strategy

- **LOW SUSTAINING PRICE**: Able to sustain flat production at <$40/BBL
- **FLEXIBLE, LOW CoS**: 15 BBOE portfolio of <$35/BBL average cost of supply resource
- **CASH FLOW GROWTH**: Disciplined investments drive ~5% production CAGR and >10% CFO CAGR
- **INCREASING RETURNS**: Investments drive ROCE and CROCE improvements

ROCE and CROCE are non-GAAP terms, which are defined in the appendix.
Our Financial Plan is Aligned with Shareholder Interests

**STRONG FREE CASH FLOW GENERATION**
- Low capital intensity portfolio fuels free cash flow generation
- Enhancing margin via investment in low-cost unconventionals
- Target doubling free cash flow in 2020

**MAINTAIN A STRONG BALANCE SHEET**
- Financial strength restored
- Cash balances used to further reduce debt
- Target ‘A’ credit rating

**GROWING DISTRIBUTIONS**
- Peer-leading shareholder distributions
- Target 20-30% total CFO payout to shareholders annually

**FOCUS ON FINANCIAL RETURNS**
- Increasing returns on capital

Free Cash Flow is a non-GAAP term, which is defined in the appendix.
Targeting Step-Function Change in Financial Performance

2017 – 2020 Financial Objectives at $50/BBL

- **Free Cash Flow Generation**
  - 25% to 45% FCF % of CFO
- **Leverage**
  - 3.5x Debt / CFO to 1.0x
- **Shareholder Distributions**
  - Cumulative Distributions, $B: 0 to 16
- **Cash Return on Capital**
  - 0% to 30% CROCE

- **2017**
  - 25% FCF % of CFO
  - 3.5x Debt / CFO
  - Cumulative Distributions, $B: 0
  - 0% CROCE

- **2020E**
  - 45% FCF % of CFO
  - 1.0x Debt / CFO
  - Cumulative Distributions, $B: 16
  - 30% CROCE

- **Objectives**
  - Strong growth in free cash flow
  - Differentiated balance sheet strength
  - Compelling payout to shareholders
  - Growing returns via disciplined, low cost of supply investments
  - $4.5B unallocated cash remaining at YE 2020

Reflects $50/BBL WTI flat real. 2017 reflects pro-forma adjusted for dispositions and planned dispositions. Free Cash Flow and CROCE are non-GAAP terms, which are defined in the appendix.
Already Generating Strong Free Cash Flow Today Versus Sector

**COP Free Cash Flow**
Trailing 4 quarters

- **CFO (ex. WC)**: 6.5
- **Capital**: 3.9
- **Free Cash Flow**: 2.6
- **Dividends**: 1.3
- **FCF less Dividends**: 1.3

**40% of CFO**

**Competitive Positioning**
Free Cash Flow % of CFO

- **ConocoPhillips**: 6.5
- **U.S. Independents**: 3.9
- **Integrateds**: 2.6
- **FCF less Dividends**: 1.3

Source: Company filings.
Trailing 4 quarters: 3Q16, 4Q16, 1Q17, 2Q17.
Integrateds include: BP, CVX, RDS, TOT, XOM; U.S. Independents include: APA, APC, CLR, DVN, EOG, HES, NBL, OXY and PXD.
Free Cash Flow is a non-GAAP term, which is defined in the appendix.
Generating Free Cash Flow Today; Doubling in 2020

**Free Cash Flow at $50/BBL ($B)**

- CFO comfortably exceeding capital in 2017
- Disciplined investments drive production growth and fuel cash margin enhancement
- Target doubling of free cash flow in 2020, with significant upside at $50-60/BBL

Reflects $50/BBL WTI flat real. 2017 reflects pro-forma adjusted for closed, signed, and planned dispositions and is based on company data. Free Cash Flow is a non-GAAP term, which is defined in the appendix.
• 2017 dispositions significantly shifted mix to higher value products
• Margins improve by ~18%, excluding price impacts

1 Year on year margin increase of ~77% inclusive of price impacts. Margins reflect $50/BBL WTI flat real. 2017 reflects pro-forma adjusted for dispositions and planned dispositions. Product mix excludes Libya.
Balance Sheet Strength Restored; Competitive Advantage Through Cycles

**DELEVERAGING**

- **$15B DEBT TARGET**
  - $5B reduction expected in 2018/2019

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash</th>
<th>Debt/CFO</th>
<th>Net Debt/CFO</th>
<th>Annual Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>YE 2016</td>
<td>$27B</td>
<td>5.6x</td>
<td>4.8x</td>
<td>$1.25B</td>
</tr>
<tr>
<td>YE 2017E</td>
<td>&lt;$20B</td>
<td>~3x</td>
<td>~2x</td>
<td>~$1.0B¹</td>
</tr>
<tr>
<td>YE 2019E</td>
<td>$15B</td>
<td>&lt;2x</td>
<td>&lt;2x</td>
<td>~$0.85B¹</td>
</tr>
</tbody>
</table>

- Net Debt is a non-GAAP term and is defined in the appendix.
- Estimated figures presented on a pro forma basis as if debt balances were held throughout the year. 2017 CFO reflects pro-forma adjusted for dispositions and planned dispositions.

- **WTI, $/BBL**
  - YE 2016: $43
  - YE 2017E: $50 Flat Real 2017-2019

- **Debt Maturities ($B)**

- **Cash**
  - YE 2016: $27B
  - YE 2017E: <$20B
  - YE 2019E: $15B

- **Credit ratings upgraded**
- **Strong financial position:**
  - Liquidity in excess of $15B
  - No financial covenants
  - Near-term maturities retired

- Further debt reductions fully funded by cash balances

- Maturities retired by YE 2017
- Remaining maturities
Top-Tier Payout to Shareholders

- Exceeding high end of our shareholder payout range
- Highly competitive payout
- Dividend to grow annually
- Continued buybacks an integral component of distribution philosophy
- Opportunity to increase shareholder distributions as cash available


1Includes additional expected $1.5B buybacks in 2020.

Annualized 2017 cash dividends based on actual dividend paid. Scrip dividends calculated as difference between nominal total dividends and cash dividends. Share buybacks are based on announced amounts, expected amounts, or first half 2017 annualized.

Integrateds include: BP, CVX, RDS, TOT, XOM; U.S. Independents include: APA, APC, CLR, DVN, EOG, HES, NBL, OXY and PXD.

PAYOUT EXCEEDS 20-30%

annual target 2018-2020

It’s All About Returns


Integrateds include: BP, CVX, RDS, TOT, XOM. U.S. Independents include: APA, APC, CLR, DVN, EOG, HES, NBL, OXY and PXD.

ROCE is a non-GAAP term, which is defined in the appendix. Reflects $50/BBL WTI flat real. 2017 reflects pro-forma adjusted for dispositions and planned dispositions.

Drivers of ROCE Improvement

- Production growth in low-cost unconventionals
- Growing earnings margin through lower production cost and DD&A per barrel
- Lowering capital employed through debt reduction and buybacks

Targeted ROCE % at $50/BBL

1-2% INCREASE
PER YEAR

Upside to price


Integrateds include: BP, CVX, RDS, TOT, XOM. U.S. Independents include: APA, APC, CLR, DVN, EOG, HES, NBL, OXY and PXD.

ROCE is a non-GAAP term, which is defined in the appendix. Reflects $50/BBL WTI flat real. 2017 reflects pro-forma adjusted for dispositions and planned dispositions.
---

**CROCE % 2017 – 2020 at $50/BBL**

**TARGET CROCE GROWTH OF 2-3% PER YEAR TO >20%**

- Growing high-return production
- Portfolio shift to low-cost unconventionals drives cash margin improvement
- Strengthening balance sheet and continued share buybacks lower capital employed
- Directing future capital to low cost of supply, high-return projects

Reflects $50/BBL WTI flat real. 2017 reflects pro forma adjusted for dispositions and planned dispositions. CROCE is a non-GAAP term, which is defined in the appendix.

---
## Our Financial Plan Targets Superior Returns to Shareholders

### STRONG FREE CASH FLOW GENERATION

<table>
<thead>
<tr>
<th>FCF % of CFO</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
</tr>
<tr>
<td>45%</td>
</tr>
</tbody>
</table>

### MAINTAIN A STRONG BALANCE SHEET

<table>
<thead>
<tr>
<th>Debt/CFO</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5x</td>
</tr>
<tr>
<td>1.0x</td>
</tr>
</tbody>
</table>

### GROWING DISTRIBUTIONS

<table>
<thead>
<tr>
<th>Cumulative Distributions, $B</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
</tr>
<tr>
<td>16</td>
</tr>
</tbody>
</table>

### FOCUS ON FINANCIAL RETURNS

<table>
<thead>
<tr>
<th>CROCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
</tr>
<tr>
<td>30%</td>
</tr>
</tbody>
</table>

---

Free Cash Flow is a non-GAAP term, which is defined in the appendix. Reflects $50/BBL flat real. 2017 reflects pro-forma adjusted for dispositions and planned dispositions.
Keeping Our Discipline, Creating Value

RYAN LANCE
Chairman & CEO
Keeping Our Discipline, Creating Value

Value Proposition Principles + Disciplined Priorities + Our Unique Characteristics

**Value Proposition Principles**
- Financial Strength
- Growing Distributions
- Disciplined Per Share CFO Expansion

**Disciplined Priorities**
1. Invest capital to sustain production and pay existing dividend
2. Annual dividend growth
3. Reduce debt to $15B1; target ‘A’ credit rating
4. 20-30% of CFO total shareholder payout annually
5. Disciplined investment for CFO expansion

**Our Unique Characteristics**
- Low Sustaining Price
- Diverse, Low CoS Portfolio
- Strong Balance Sheet
- Capital Flexibility

Clear, measurable plan to deliver superior returns to shareholders

---

1By year end 2019.
2018 Capital and Production Guidance

**Capital**

- **$4.5B**
  - Europe
  - Alaska
  - APME
  - Canada

- **$5.5B**
  - Europe
  - Alaska
  - APME
  - Canada

**Production**

- **1,350-1,360 MBOED**
  - 2017 announced dispositions
  - Estimated impact of dispositions in progress

- **1,180-1,220 MBOED**
  - Underlying production adjusted for dispositions

---

1. 2017 production is adjusted for the full-year impact of closed or signed dispositions. Guidance assumes Barnett transaction closes 4Q17.
2. Includes the impact for dispositions currently in progress, but not announced.
3. Underlying production excludes the full impact of closed or signed 2017 dispositions and estimated impact of dispositions in progress. All numbers exclude Libya.
### 2018 Annualized Cash Flow Sensitivities

#### Consolidated Operations
($45-$65/BBL WTI)

- **Crude:**
  - **Brent/ANS:** ~$100-110MM for $1/BBL change
  - **WTI:** ~$55-65MM for $1/BBL change
  - **WCS:** ~$15-20MM for $1/BBL change

- **Lower 48 NGL**
  - **Representative Blend:** ~$10-15MM for $1/BBL change

- **Natural Gas**
  - **Henry Hub:** ~$35-45MM for $0.25/MCF change
  - **Int’l Gas:** ~$10-15MM for $0.25/MCF change

#### Equity Affiliates
($50-$65/BBL Brent)

- **Expect distributions from all equity affiliates at >$50/BBL**

- **$1/BBL movement in Brent:** ~$30-40MM

#### Net Cash Flow from Contingent Payments

- **CA$6MM quarterly for every CA$1 WCS price above CA$52/BBL**

- **$7MM monthly if average Henry Hub price is at or above $3.20/MMBTU (capped at $300MM)**

---

1. Representative of CFO within Equity Affiliates, may not all be distributed. Assumes WCS moves proportionally to WTI. Contracted LNG within equity affiliates is subject to a 3-month pricing lag. The published sensitivities above reflect annual estimates and may not apply to quarterly results due to lift timing/product sales differences, significant turnaround activity or other unforeseen portfolio shifts in production. Additionally, the above sensitivities apply to a range of commodity price fluctuations as of Nov. 8, 2017, but may not apply to significant and unexpected increases or decreases.
## Reconciliation of Capital Expenditures and Investments to Sustaining Capital
($ Billions)

<table>
<thead>
<tr>
<th></th>
<th>2018 Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditures and Investments</td>
<td>5.5</td>
</tr>
<tr>
<td>Short-Cycle Unconventionals</td>
<td>1.2</td>
</tr>
<tr>
<td>Future Major Project Capital Spend</td>
<td>0.5</td>
</tr>
<tr>
<td>Exploration Capital Spend</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Sustaining Capital</strong></td>
<td><strong>3.5</strong></td>
</tr>
</tbody>
</table>
ConocoPhillips Definitions

**Adjusted operating costs**: The sum of production and operation expenses, selling, general and administrative (SG&A) expenses, and exploration G&A expenses, geological and geophysical and lease rental and other expenses further adjusted to exclude expenses that are applicable as adjustments to adjusted earnings.

**Breakeven price**: Breakeven price is the WTI price at which cash provided by operating activities equals the capital expenditures and investments required to maintain flat production, working capital changes associated with investing activities and dividends paid.

**Cash flow neutrality**: Cash provided by operating activities covers capital expenditures and investments, working capital changes associated with investing activities, and dividends paid.

**Cost of supply**: Cost of supply is the WTI equivalent price that generates a 10 percent after-tax return on a point forward and fully burdened basis. Fully burdened includes capital infrastructure, foreign exchange, price related inflation and G&A.

**CROCE**: Net income plus after-tax interest expense and DD&A, and the denominator of which is average of total equity plus total debt. The net income is adjusted for full-year disposition impacts, non-operational and special items impacts.

**Debt-adjusted shares**: Ending period debt divided by ending share price plus ending shares outstanding.

**Dividend yield**: Dividend yield is calculated as: annual dividend per share divided by price per share.

**Free cash flow**: Cash provided by operating activities in excess of capital expenditures and investments. Free cash flow terms are 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 measures.

**GHG emissions intensity**: Gross operated scope 1 (process) and scope 2 (imported) GHG emissions on a kilograms of carbon dioxide equivalent per gross operated barrel of oil equivalent basis.

**Margin growth**: Increase in cash provided by operating activities per barrel.

**Net cash flow**: Net change in cash and cash equivalents.

**Net debt**: Total debt less cash and cash equivalents and short-term investments.

**Operating costs**: The sum of production and operation expenses, selling, general and administrative (SG&A) expenses, and exploration G&A expenses, geological and geophysical and lease rental and other expenses.

Additional information on non-GAAP measures is included on our website.
Operating and overhead costs: Includes Production & Operating Expenses, SG&A, Exploration Expense, Taxes Other Than Income, Income Taxes, and certain other Cash From Operations line items.

Production / DASh: Calculated as production per ending period debt divided by ending period share price plus shares outstanding.

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

ROCE: Measure of the profitability of average capital employed in the business. Calculated as a ratio, the numerator of which is net income plus after-tax interest expense, and the denominator of which is average total equity plus total debt. The net income is adjusted for full-year disposition impacts, non-operational and special items for unusual transactions outside the normal course of business which are over a certain threshold.

Sustaining capital: Capital expenditures that sustain production; $3.5B/Yr 2018-2020.

Sustaining price: WTI price at which cash provided by operating activities covers sustaining capital and growing dividend.
ConocoPhillips Abbreviations

ANS: Alaska North Slope
B: billion
BBL: barrel
BBOE: billions of barrels of oil equivalent
BOE: barrels of oil equivalent
BOED: barrels of oil equivalent per day
CAGR: compound annual growth rate
CFO: cash provided by operations
CoS: cost of supply
CROCE: cash return on capital employed
DASH: debt-adjusted share
DD&A: depreciation, depletion and amortization
DJSI: Dow Jones Sustainability Index
E&A: exploration and appraisal
ESG: environmental social governance
EUR: estimated ultimate recovery
FCF: free cash flow
GAAP: generally accepted accounting principles
GHG: greenhouse gas emissions
HSE: health, safety and environment
LNG: liquefied natural gas
M: thousand
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
MMMlbs: million pounds
NGL: natural gas liquids
NPV: net present value
NCF: net cash flow
P&A: plug and abandon
ROCE: return on capital employed
SOR: steam oil ratio
WCS: Western Canada Select
WTI: West Texas Intermediate
Focus on Safety and Execution Delivers Record Results

• Record personal safety performance
• Reduced occurrence of Serious Events and Process Safety Events
• Life Saving Rules compliance improves HSE performance
• Continued focus on process safety, human performance, environmental footprint and driving business performance improvements

ConocoPhillips Injury Rate

30% REDUCTION

0.4
0.3
0.2
0.1
0.0
2013 2015 2017*

Serious Event Rate

80% REDUCTION

0.10
0.08
0.06
0.04
0.02
0.00
2013 2015 2017*

1 Injury rate refers to OSHA Total Recordable Rate defined as number of safety incidents per 200,000 hours for the combined workforce of employees and contractors.
2 Serious Incidents and Near Miss Events where potential consequence would be considered serious based upon the company’s Risk Rating Process.
* January – August 2017 Data.
Leadership in Environmental, Social and Governance Programs

Dow Jones Sustainability Index Ranking – 2017
(Total Percentile Ranking)

<table>
<thead>
<tr>
<th>Index</th>
<th>Dow Jones Sustainability Index</th>
<th>Integrateds</th>
<th>U.S. Independents</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td></td>
<td>50</td>
<td>0</td>
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<tr>
<td>60</td>
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<td>60</td>
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<td>81</td>
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<td>90</td>
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<td>66</td>
</tr>
<tr>
<td>95</td>
<td></td>
<td>95</td>
<td>83</td>
</tr>
</tbody>
</table>

Source: Dow Jones Sustainability Index.
Integrates include: BP, CVX, RDS, TOT, XOM.

Participating U.S. Independents include: APA, APC, DVN, EOG, HES, NBL, OXY and PXD.

TOP 20% of N.A. O&G companies, 11th consecutive year

- Index includes >600 indicators on economic, environmental and social dimensions of sustainability performance
- 80-120 industry-specific questions
- Indicators address:
  - Corporate governance
  - Risk and crisis management
  - Biodiversity
  - Climate strategy
  - Water-related risks
  - Human rights
  - Social impacts on communities
Eagle Ford: Still In Its Prime

- Large acreage position in recognized sweet spot of the play
- Integrated operations and applied technology driving significant improvements across the play
- Maintaining <$2/BOE lifting cost, while increasing well count
- Piloting Austin Chalk and longer laterals

ConocoPhillips Eagle Ford Acreage Position

3-Year Development Plan (2018-2020)

- Production (MBOED)
  - 2017: 130
  - 2018: 245
  - 2019: 245
  - 2020: 245

- Resource <$40/BBL CoS
- ~25% CAGR

2.3 BBOE

- Sustaining production
- Growth production

2017-2020
Eagle Ford: Our Position Leads Competitors on Key Metrics

Lowest Cost of Supply

- Average Breakeven Price ($/BBL Brent)
  - ConocoPhillips: $30
  - Competitors: $40


Highest Oil Rates per Well

- Gross Operated Oil Production per Well (BPD)
  - ConocoPhillips: 100
  - Competitors: 80

Source: Texas Railroad Commission, 2017

Highest NPV per Acre

- NPV10 per Acre ($M)
  - ConocoPhillips: $50
  - Competitors: $30

Source: Rystad NasCube (Aug 2017)

Operators with >100 M acres.
Eagle Ford: Years of Running Room at Measured Pace

LEARNING MAXIMIZES VALUE

Optimized by Geologic Area

Completions

Higher Recovery per Acre and Higher Well Production

- ConocoPhillips Acreage
- ConocoPhillips Wells
- Competitor Wells
Leveraging Data Analytics Globally, Realizing Local Improvements

Eagle Ford Data Analytics

Global Implementation of Data Analytics

~4,000 analytic tool users

100s of proprietary applications

17 integrated data warehouses

Data scientists with E&P expertise

Eagle Ford Lifting Cost ($/BOE)

~20% DECREASE

Eagle Ford Well Count/Operator

~35% INCREASE

Integrated Data Warehouse

Data Visualization & Advanced Analytic Tools

DATA-DRIVEN DECISIONS

NEW INSIGHTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Eagle Ford Well Count/Operator</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>2017E</td>
<td>~35% INCREASE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Eagle Ford Lifting Cost ($/BOE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>2017E</td>
<td>~20% DECREASE</td>
</tr>
</tbody>
</table>

UNCONVENTIONAL

CONVENTIONAL

LNG & OIL SANDS
Delaware: Prudent Development Begins

- 1.9 BBOE of <$40/BBL cost of supply resource across 75 M net acre position
- Moving to prudent development mode using integrated project approach
- Program plan driven by infrastructure, service costs and pace of learning
- Completing 80 acre high-low confined pilot
- Proprietary seismic shoot and additional spacing/stacking pilots planned in 2018

3-Year Development Plan (2018-2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sustaining production</th>
<th>Growth production</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td>85</td>
</tr>
</tbody>
</table>

~60% CAGR 2017-2020

Source: RSEG.
Permian: Focus on Core of Delaware Basin

- Cored up acreage to enable long-lateral development
- Infrastructure and hub facility strategy in place with offtake agreements
- Measured pace allows optimized development and efficient capital spend
- Maximizing long-lateral development

Significantly Increased Long Lateral Well Inventory

- 50% of Development >7,500’ laterals
- 95% of Development >7,500’ laterals

5,000’
7,500’
10,000’

2015
2017E
Permian: Focus on Core of Delaware Basin

Cost of Supply Improvement

Line of sight to future cost of supply improvements:
- Infrastructure plan has enabled produced water recycling, additional $1-2/BBL savings
- Additional drilling and completion optimizations

Significant cost of supply reduction due to development optimization:
- 95% long-lateral development
- Concurrent development of zones
- Improved productivity through continued completion optimization
Bakken: A Smart Plan to Deliver Sustained Performance

3-Year Development Plan (2018-2020)

- Efficiency gains enable sustained production for 50% fewer rigs versus 2016
- Large acreage position in the sweet spot of the play
- High degree of flexibility to manage development pace
- More than a decade of high-value inventory
- Capturing improvements that are delivering additional efficiencies

Production (MBOED)

- 70 in 2017
- 70 in 2018
- 70 in 2019
- 70 in 2020

0.7 BBOE resource <$50/BBL cost of supply
Bakken: Optimizing Across Every Aspect of the Play

Low Cost Leader with a Prime Acreage Position

2017 Improvement Drivers

- Continuing significant reductions in drilling time
- Doubled completion size and reduced cluster spacing
- Machine learning is informing complex technical decisions

Data Analytics Drives Faster Improvement

Source: COP actuals and 2Q 2017 OBO ballots. Competitors include: HES, XTO, CLR and WLL.

~40% REDUCTION

~70% INCREASE 2017 vs. 2015
Niobrara: Unlocking Value by Lowering Cost of Supply

Innovating to Lower Cost of Supply

- Competitive position in a liquids-rich play
- Recent improvements in drilling time and completion costs
- Drilling multi-lateral pilot in 4Q 2017
- Accelerating pad development with 2018 program

Significant Spud-to-Spud (Days) Improvements in 2017

~40% REDUCTION

Two Case Studies of Lowering Cost of Supply to Grow Legacy Assets

### Bohai Phase 3
- Successfully negotiated lower contract prices for facilities and drilling services
- Focus on optimizing all aspects of operations
- On track for first oil in 2H 2018

### Alaska GMT-1
- On track for first oil in December 2018
- Trending at ~15% lower cost than original project estimate
- Strengthens strategic link to westward opportunities

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost of Supply ($/BBL)</th>
<th>Improvement</th>
<th>Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>37</td>
<td></td>
<td>~10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost of Supply ($/BBL)</th>
<th>Improvement</th>
<th>Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>43</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>27</td>
<td>~35%</td>
<td></td>
</tr>
</tbody>
</table>
Alaska: A Case Study in How Innovative Drilling Increases Oil Recovery

Kuparuk “Shark Tooth” Project
Setting Records

Smaller Footprint, More Reserves per Well & Lower Cost of Supply

- Managed Pressure Drilling (MPD) allows drilling of extended reach laterals through unstable rock formations
- Developed the first rotary drilling operation with an automated MPD system
- Decreased cost of supply by ~$4/BBL
- Two recent CD5 wells, drilled with MPD, hold record for highest initial production in Alaska; >10,000 BOPD
- Deployed technology in Norway to assist in drilling

>40% INCREASE IN LENGTH

>28,000 FEET total length, a record in Alaska

1Source: AOGCC well production data, peak 30-day average rate (BOPD) 2012-Aug 2017.
Europe: Leveraging Legacy Infrastructure

<$25/BBL COST OF SUPPLY

20-well 2018 drilling plan

• Development well programs advantaged from legacy infrastructure and efficient operations in Ekofisk, Judy and Britannia

• New Greater Ekofisk Area rig contract secures low day rates

• 4-D seismic at Ekofisk is improving well placement and reservoir management

• Line of sight to further improvements in cost of supply

• Future major projects (e.g., Tor II, Eldfisk North) will also utilize existing infrastructure

Norway Average Well Cost ($MM)

- 40% REDUCTION

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Well Cost ($MM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>2017 YTD</td>
<td></td>
</tr>
</tbody>
</table>
Europe: Driving Value in Every Phase of Asset Life Cycle

- Norway continues to lower cost of supply through drilling and operations efficiencies
- UK delivered top-quartile operating costs in 2016
- Norway and UK successfully developing new P&A technology that reduces time and cost to complete the work

UK Leading the Sector on Operating Costs

Industry Leading P&A Technology Development

Norway Drilling Non-Productive Time (%)
**Surmont: All-Out Effort to Lower Cost of Supply and Increase Margins**

**Alternative Diluent Strategy Underway**
- Modifying facilities to create Synbit/Dilbit flexibility
- Optionality expected to improve netbacks and reduce exposure to disruptions in diluent supplies

**Successful Non-Condensable Gas (NCG) Pilot**
- 3-well pair pilot testing NCG injection in 2016/2017
- Expanded to 9-well pair pilot in 3Q 2017
- Potential for 10-15% GHG reduction field-wide

**Netback Improvement per BOE**

- 2017
- Alternative Diluent
- 2019

---

**~20% STEAM-OIL RATIO REDUCTION** across pilot to date
**LNG: Decades of Stable Production**

**APLNG**
- Successful first year of operations
- Performance exceeding original design by ~10%
- 98% uptime achieved over an extended period

**Qatargas 3**
- Sustained production for the next two decades
- 97% uptime achieved over an extended period
- Evaluating participation in debottlenecking and expansion opportunities

**Bayu-Undan and Darwin LNG**
- Bayu-Undan 3-well infill program in 2018 extends production to 2022
- Darwin LNG uniquely positioned for multiple backfill options
- 95% uptime achieved over an extended period
Investor Information

Stock Ticker
NYSE: COP
Website: www.conocophillips.com/investor

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600 N. Dairy Ashford Road
Houston, Texas 77079

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