



What will shape the global supply mix?

Dr. Jonathan Lewis

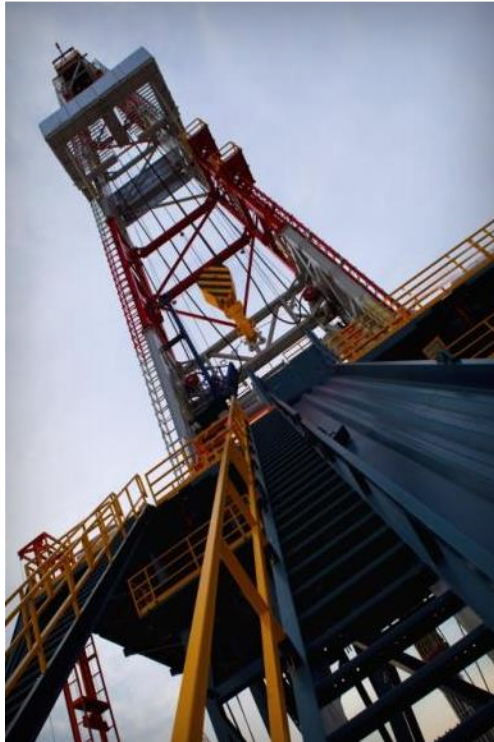
Senior Vice President, Completion & Production

February 2015

Safe Harbor

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Agenda



Where Are We?

How Did We Get Here?

Demand Outlook

Key Drivers of Where the Industry
Will Find and Produce Resources

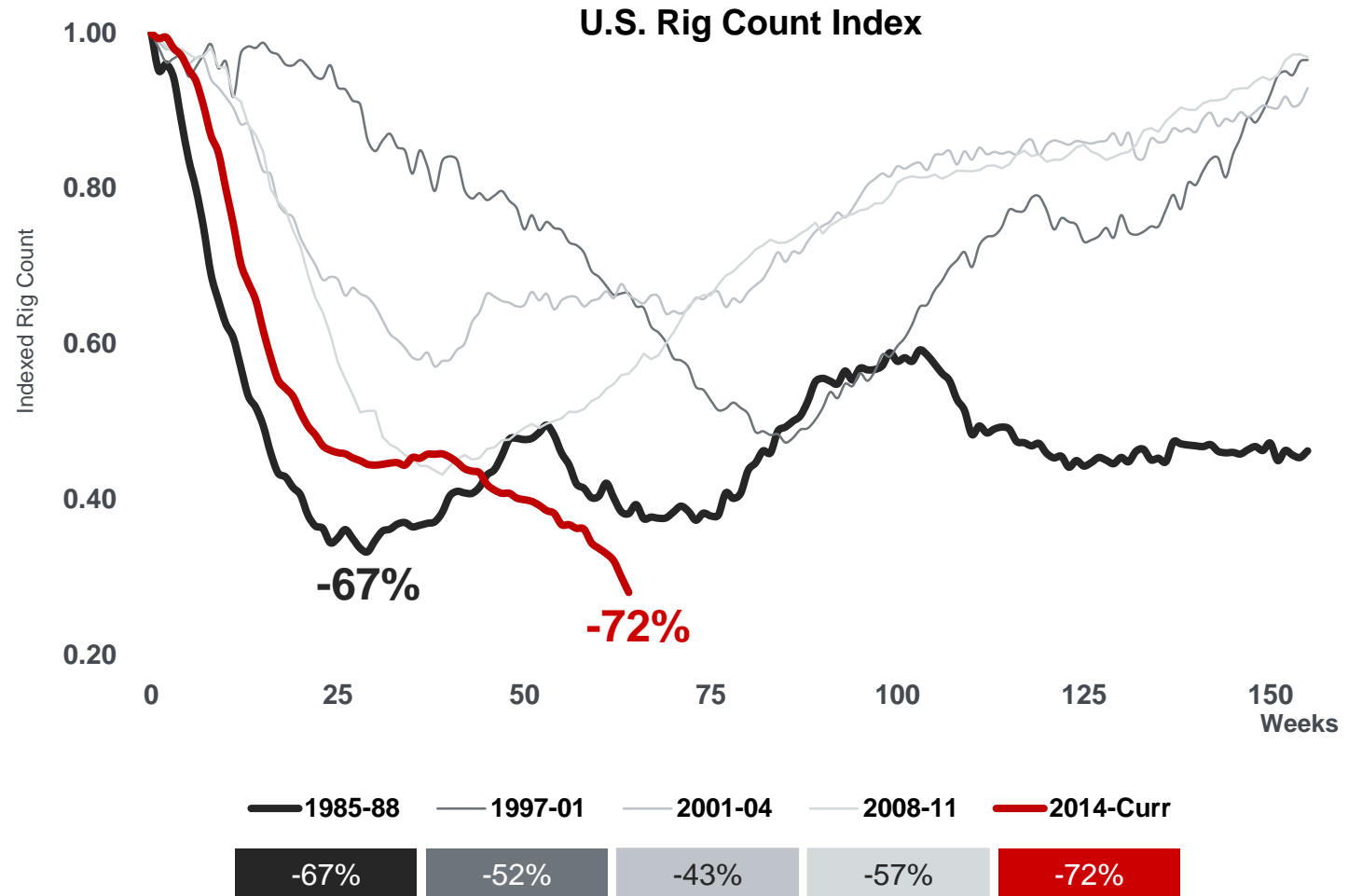
Where We Are

Crude oil at 13-year lows

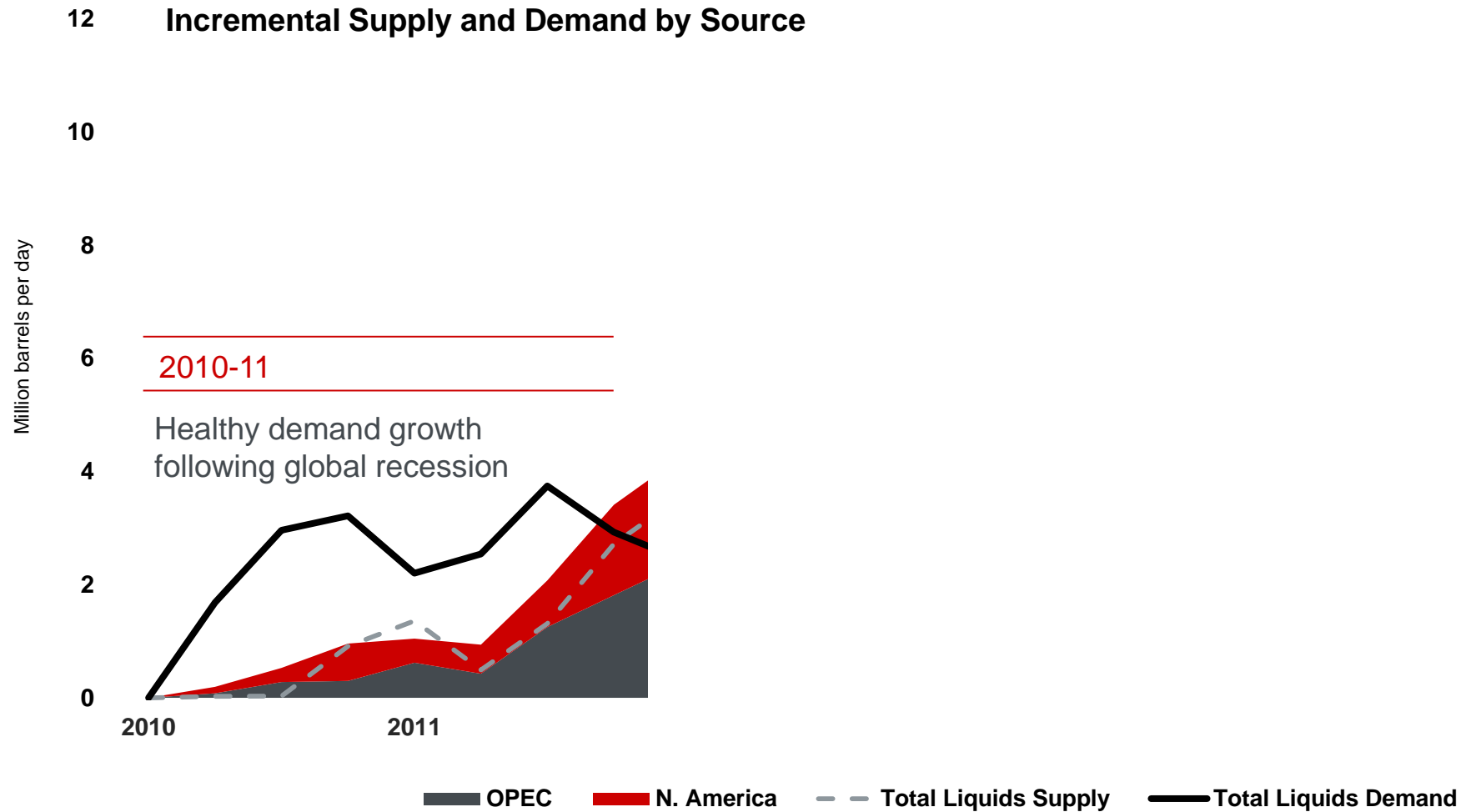
U.S. rig count down 72%

Capital spend reduced

250,000 energy jobs lost



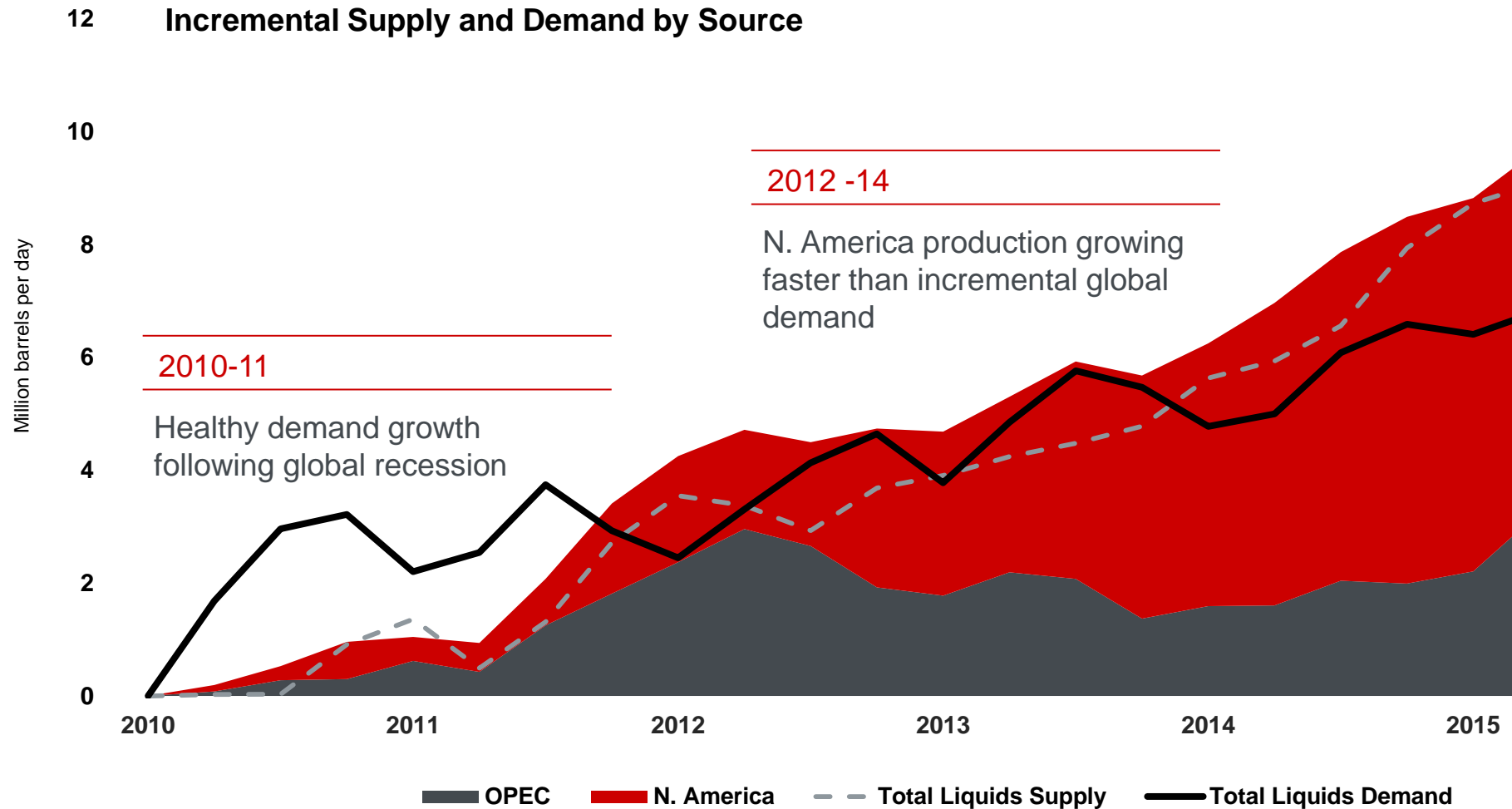
How We Got Here



Source: EIA, IHS

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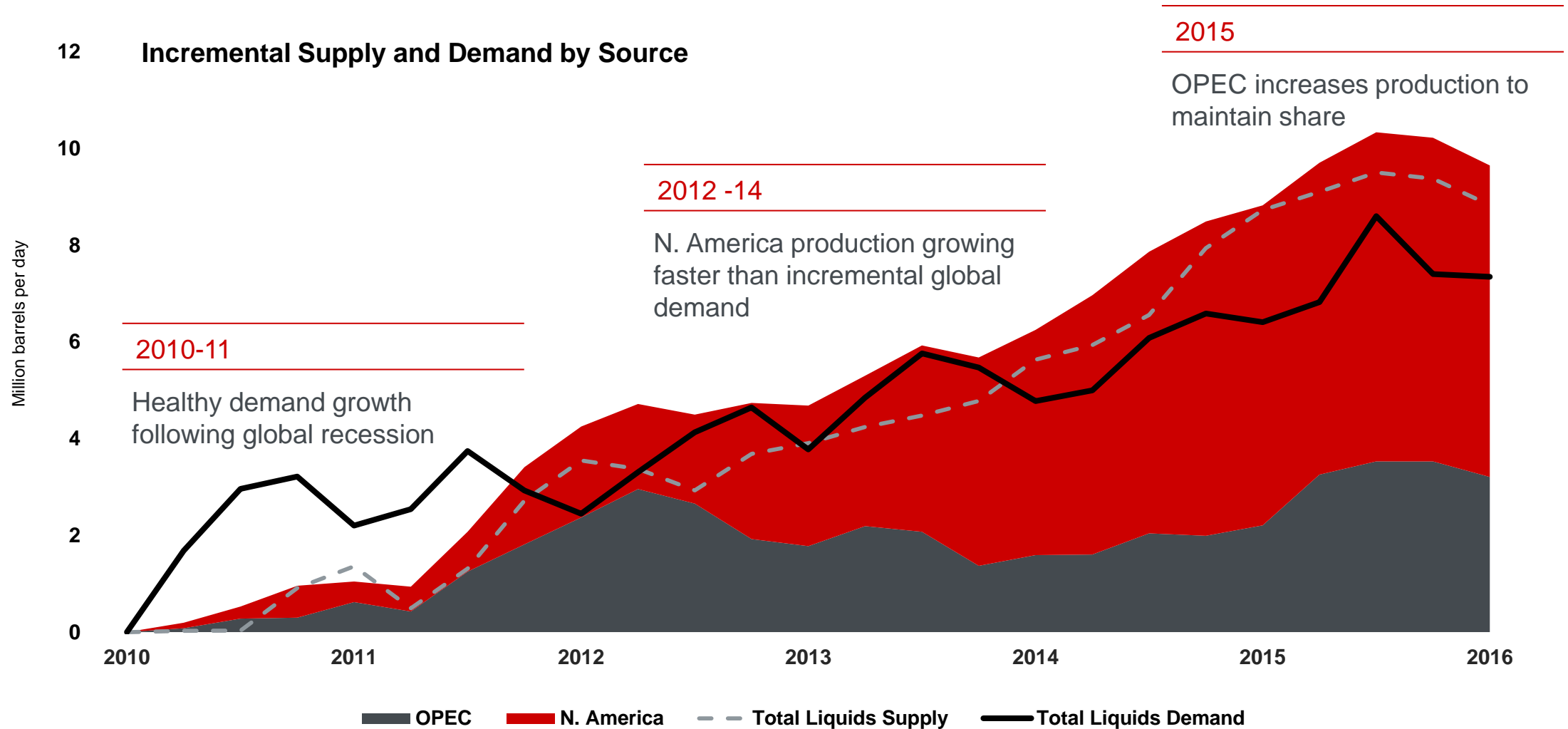
How We Got Here



Source: EIA, IHS

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How We Got Here



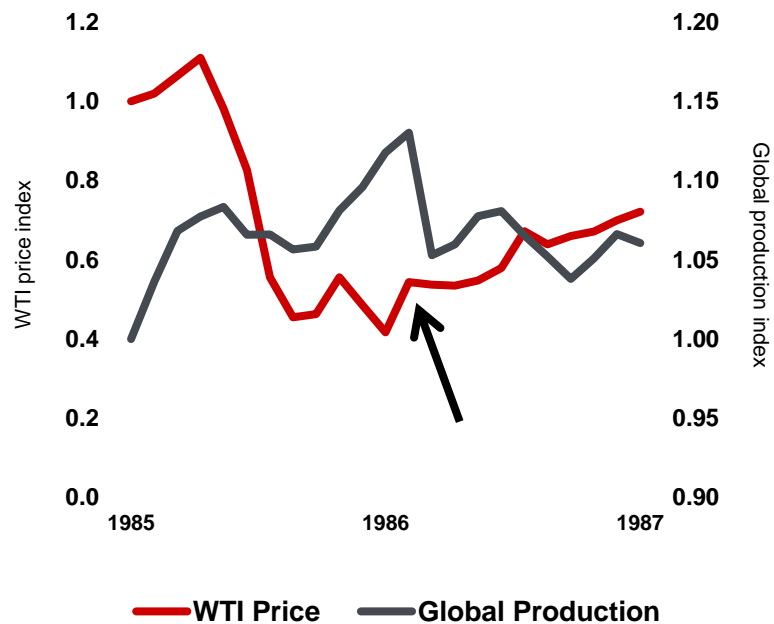
Source: EIA, IHS

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Is This Downturn Different?

1985 - 1987

Oil price only bottomed after OPEC cut production in 3Q86

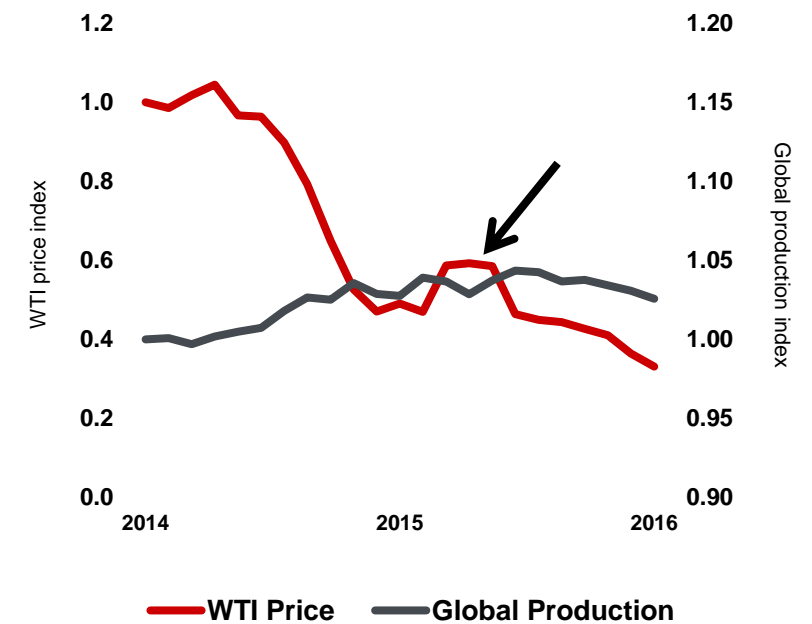


Global Production vs. Oil Price



2014 - 2016

Lack of meaningful production declines has weighed on price



Going Forward – Hydrocarbons Dominate

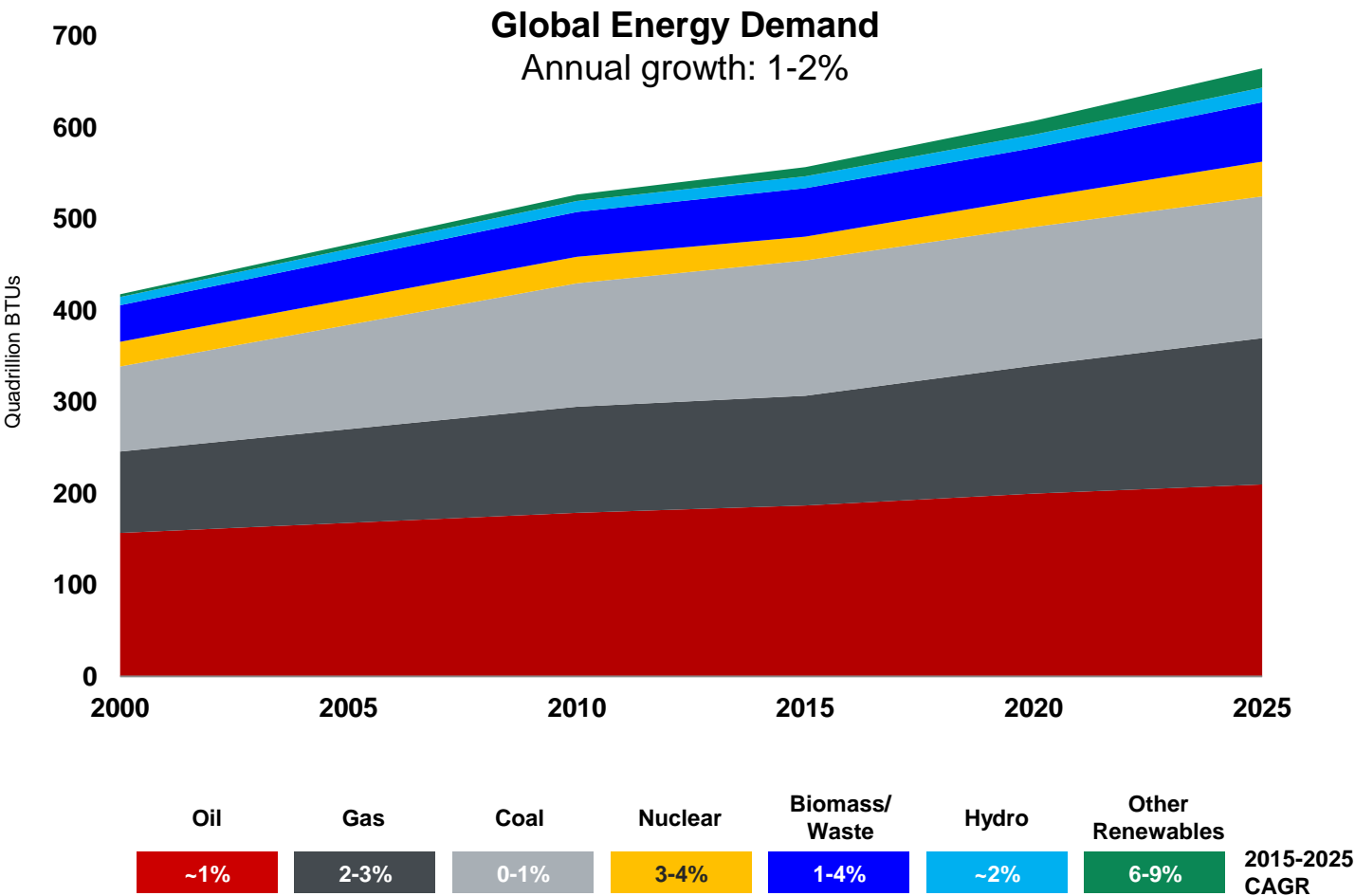


Economic Growth

Urbanization

Policy

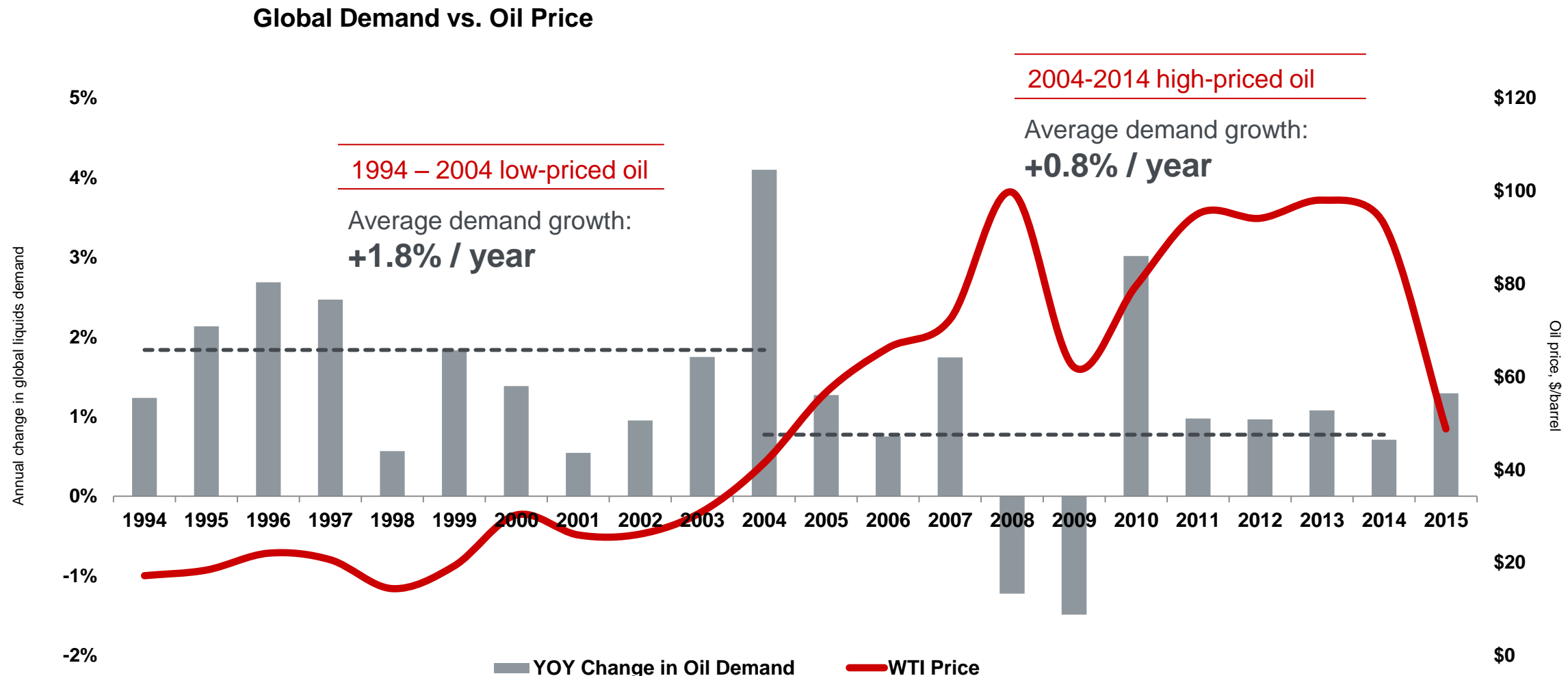
Technology Developments



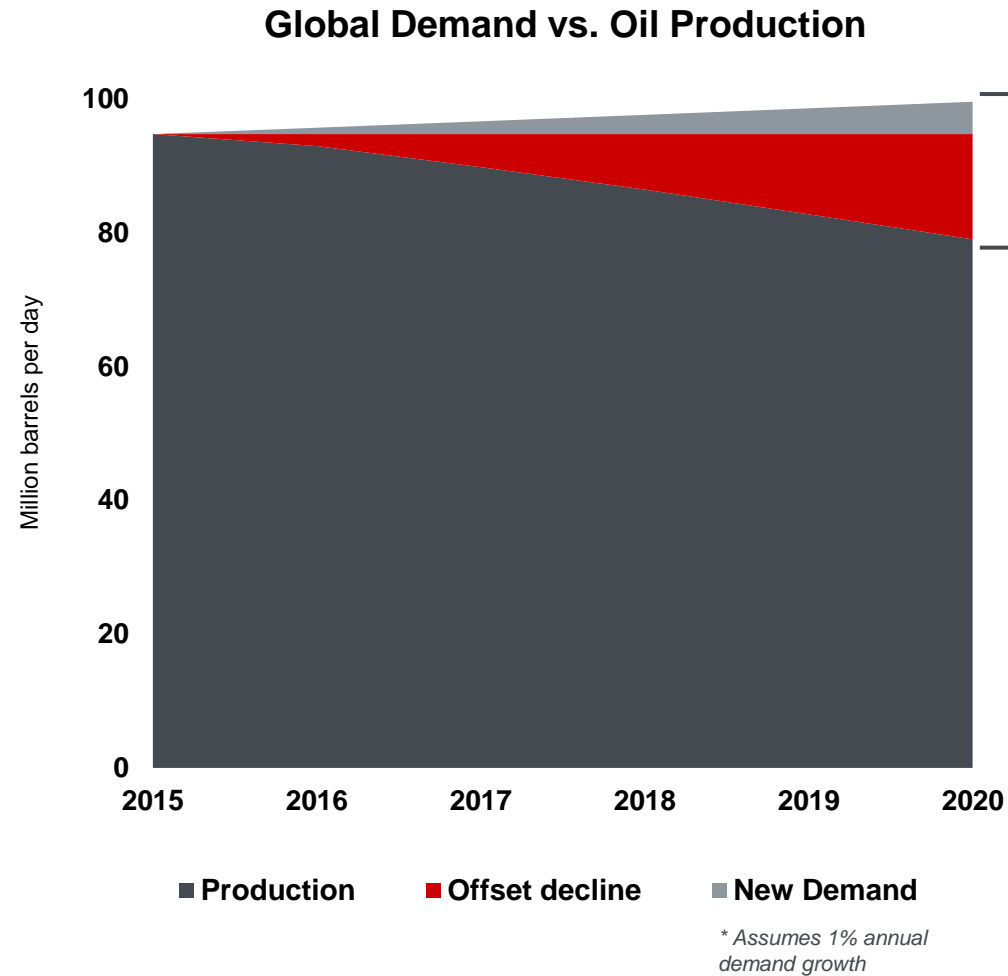
Source: BP, Exxon Mobil, Statoil, company estimates

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Time To Revisit Demand Consensus?

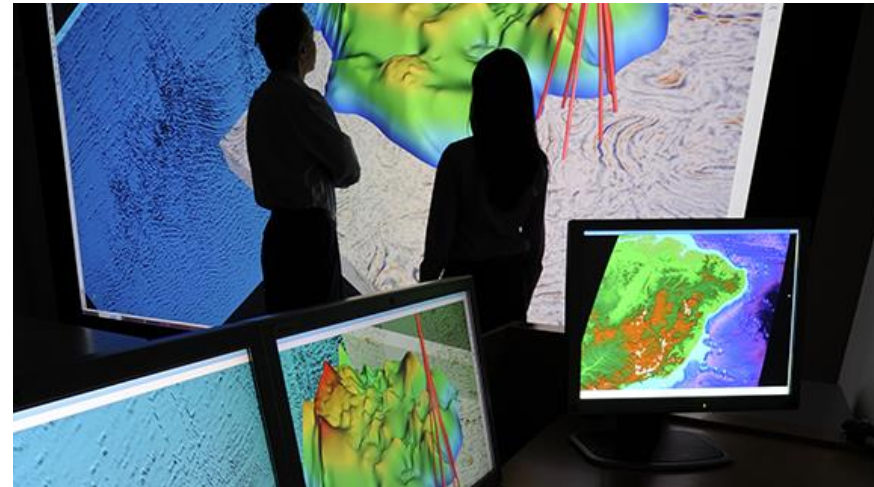


How Much New Oil Do We Need To Produce?



2015 - 2020

19mm barrels of new supply to offset production decline and meet 1% demand growth



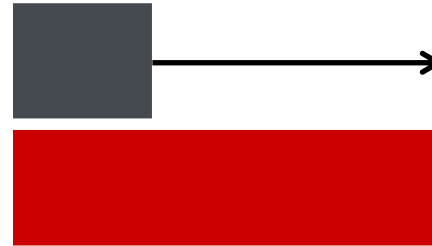
Source: Rystad Energy, February 2016

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Resource Availability

Key drivers of where the industry will find and produce oil

Deep Water



Economically Recoverable Resources by Supply Source

■ \$40 Breakeven ■ \$60 Breakeven

At \$60 Oil

LTO has significant upside production potential relative to deep water

Light Tight Oil (LTO)



0

50

100

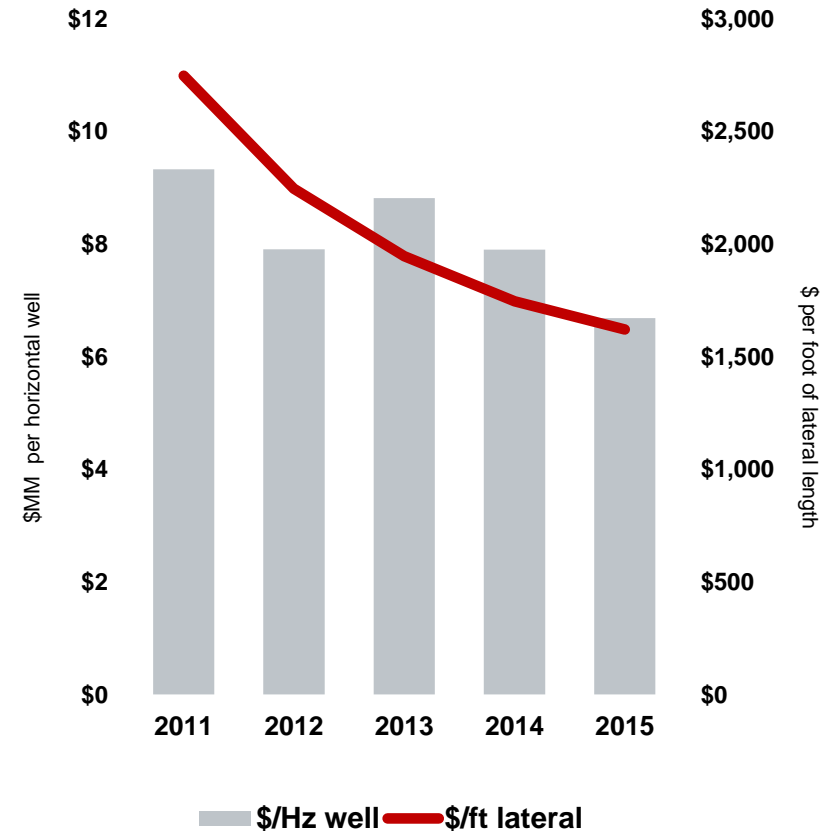
150

Liquid reserves in billions of barrels

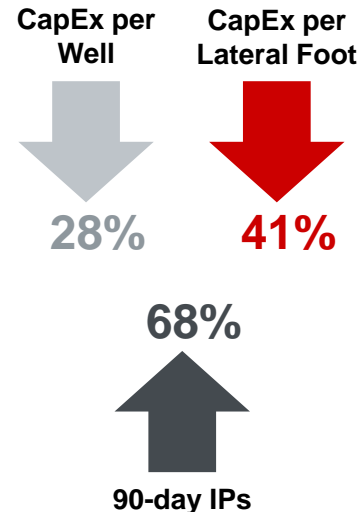
Source: Rystad Energy, February 2016

Light Tight Oil Costs Are Declining, While Production Increases

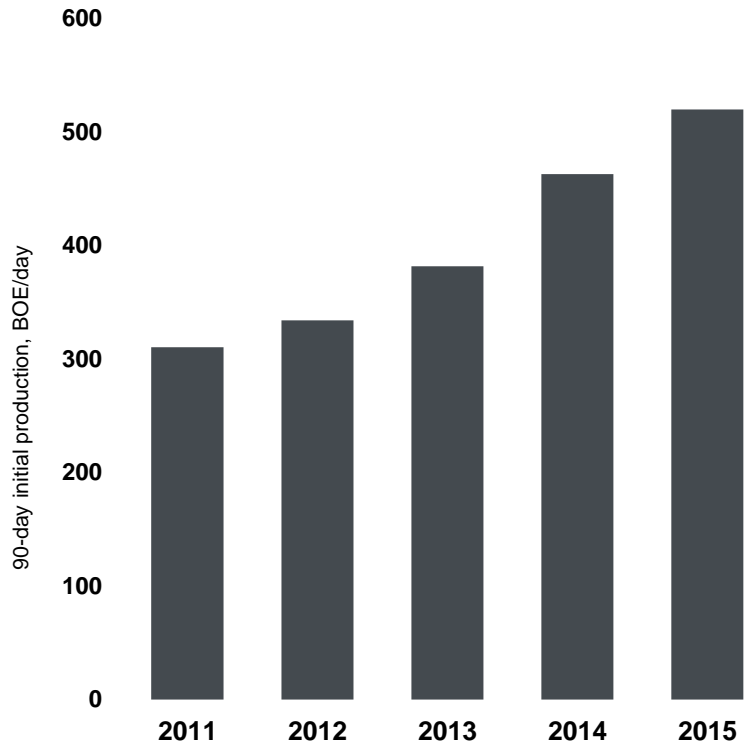
Cost per horizontal well and per foot of lateral
Permian Basin



2011-15 change



Average 90-day IPs, horizontal wells
Permian Basin



Source: Rystad Energy, February 2016, PacWest

North American LTO Production

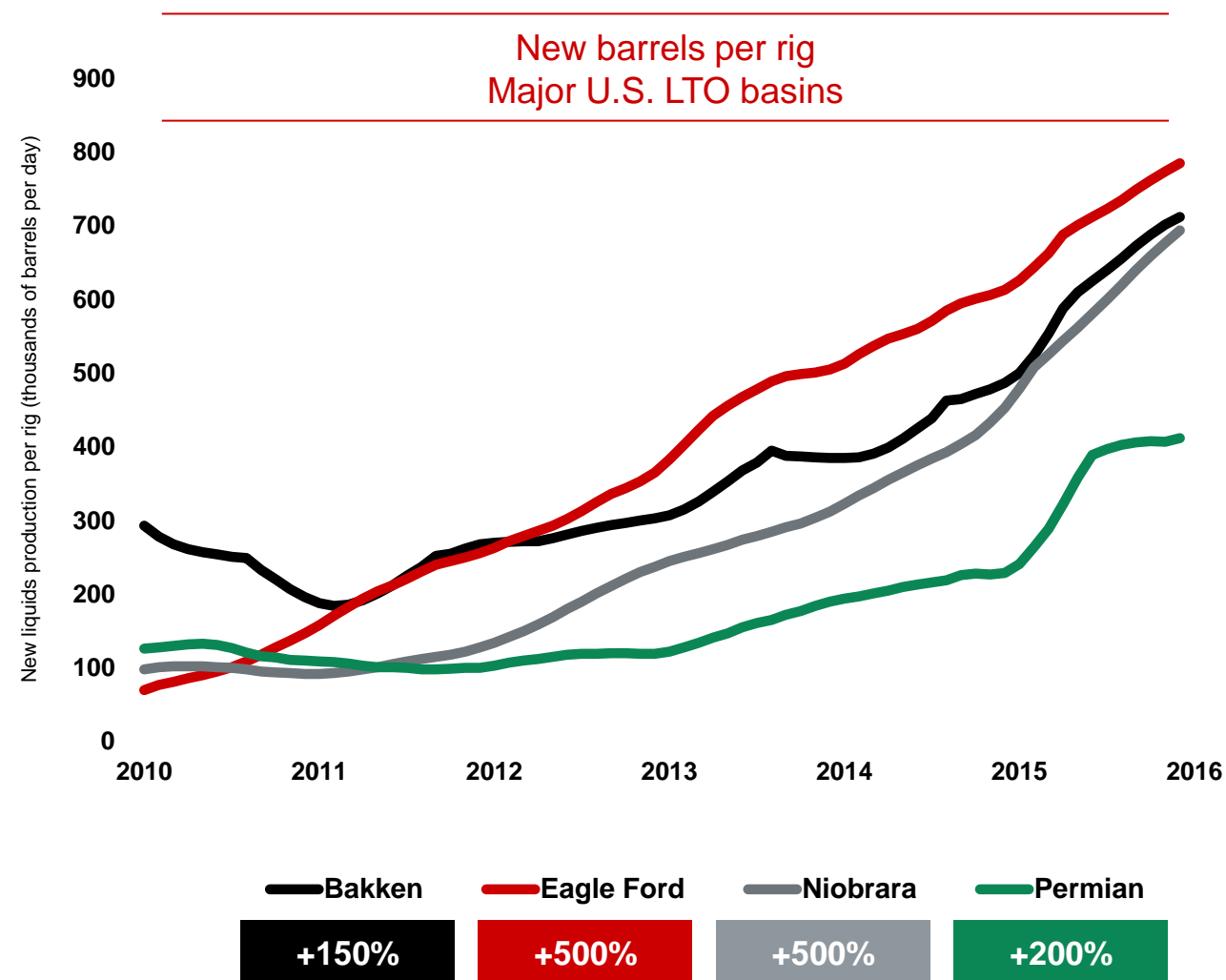


2010-2016

U.S. shale production has not declined at the rate of rig count, partially driven by increased new barrels per rig

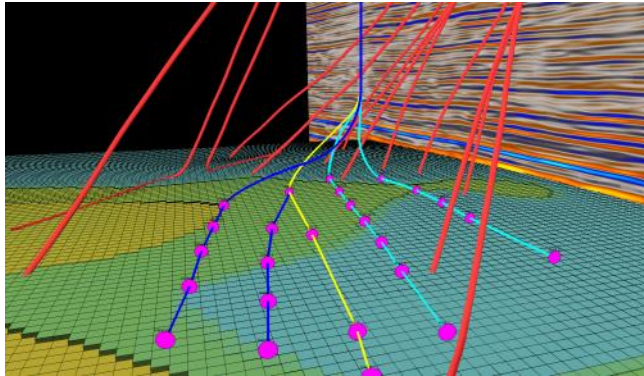
Source: EIA

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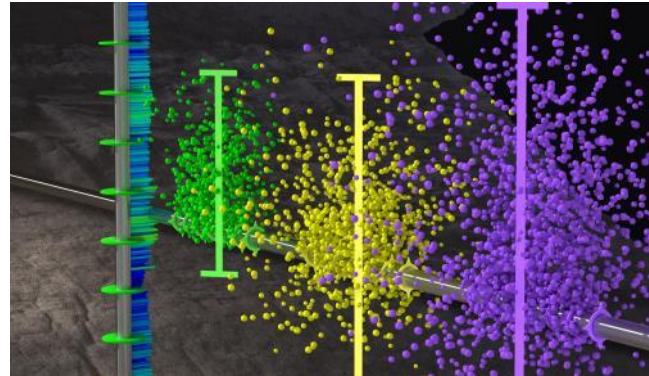


Technologies Enabling North American Shale Efficiency

Reservoir Insight



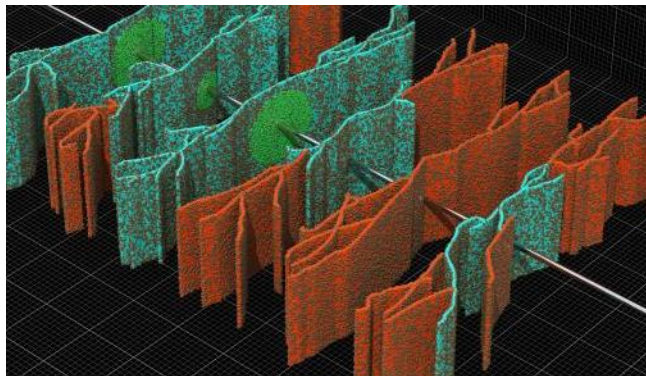
Frac Design



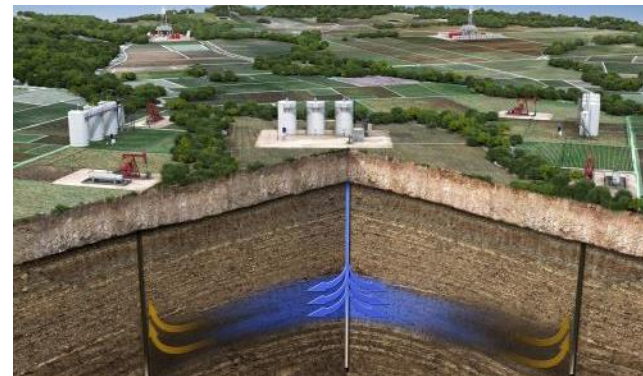
Surface Efficiency



Stimulation Materials



Harvesting Reserves

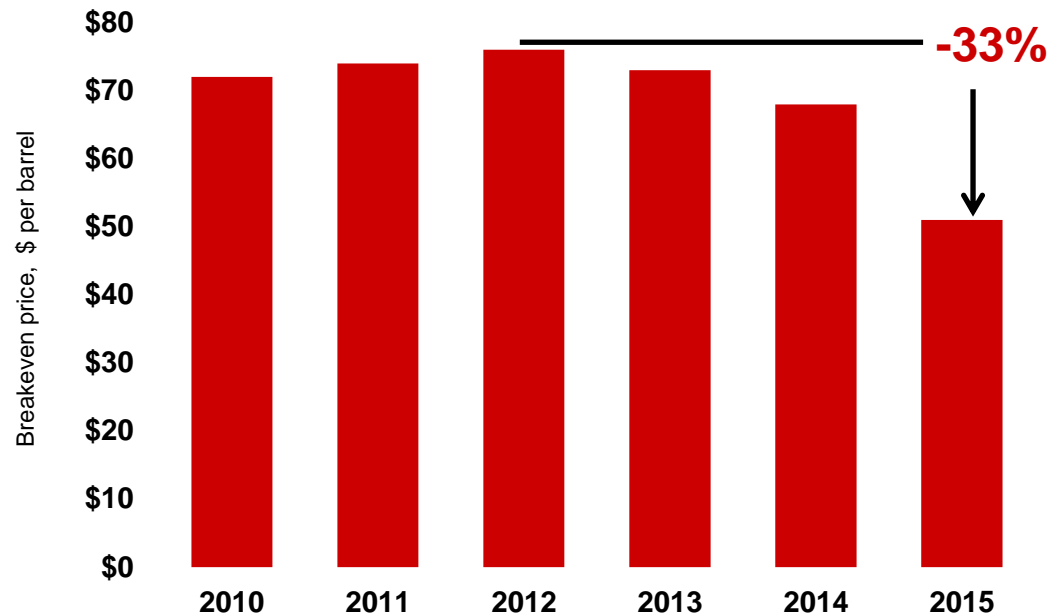


LTO vs. Deep Water Breakeven Trends



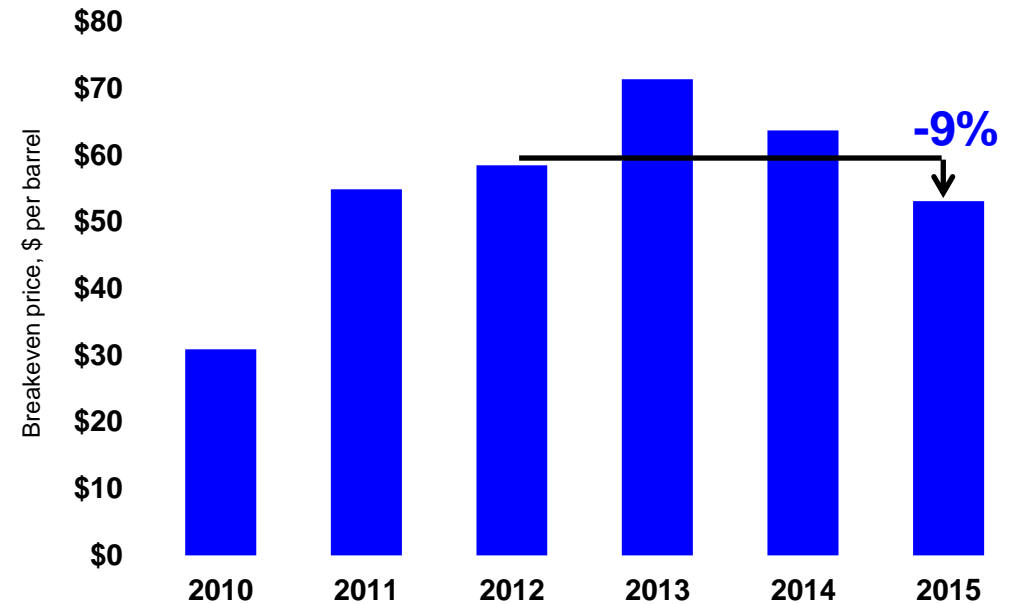
Light Tight Oil

U.S. average wellhead breakeven price for horizontal wells by spud year



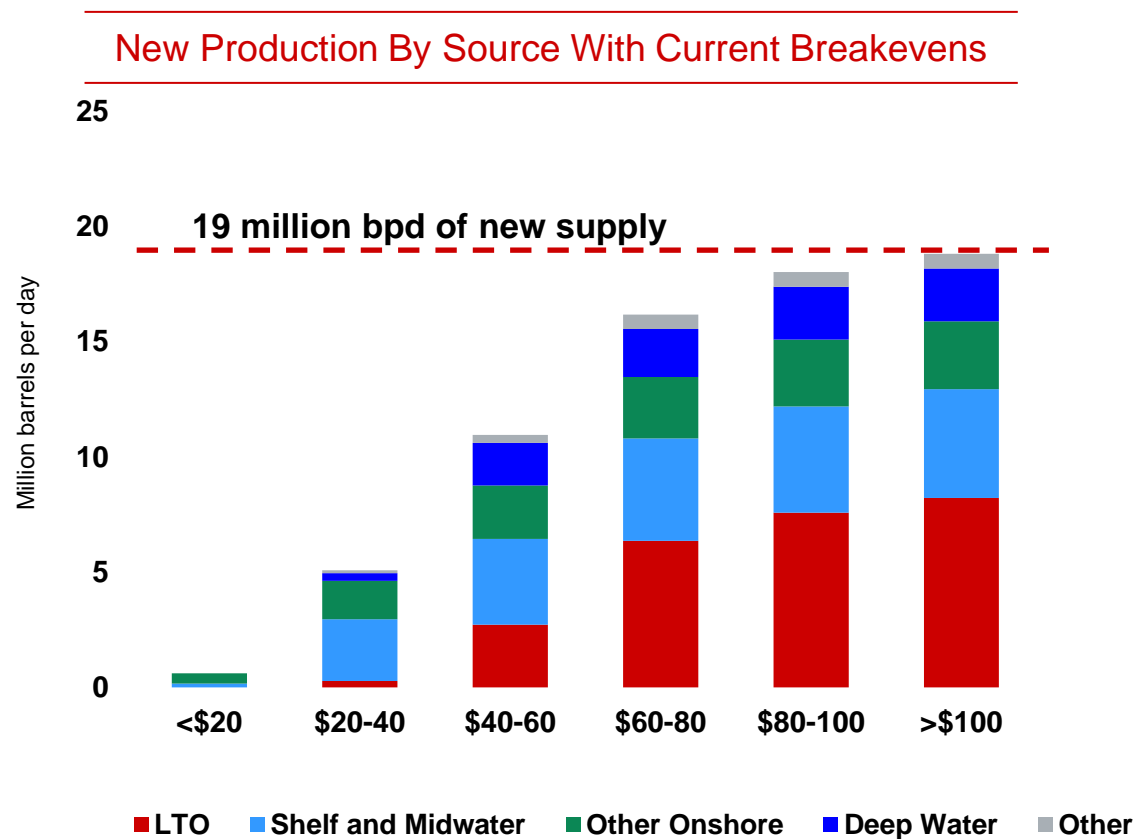
Deep Water

Deepwater project breakeven by approval year



Source: Rystad Energy, February 2016

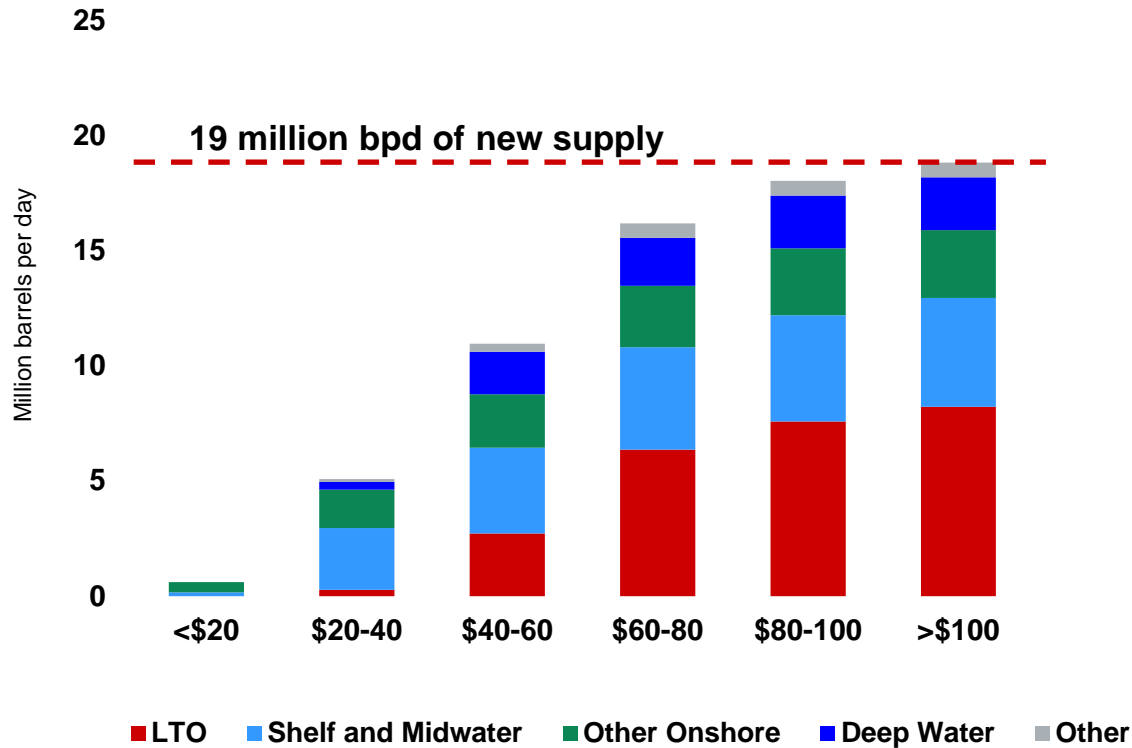
Light Tight Oil Expected To Be The Largest Source Of New Production in 2020



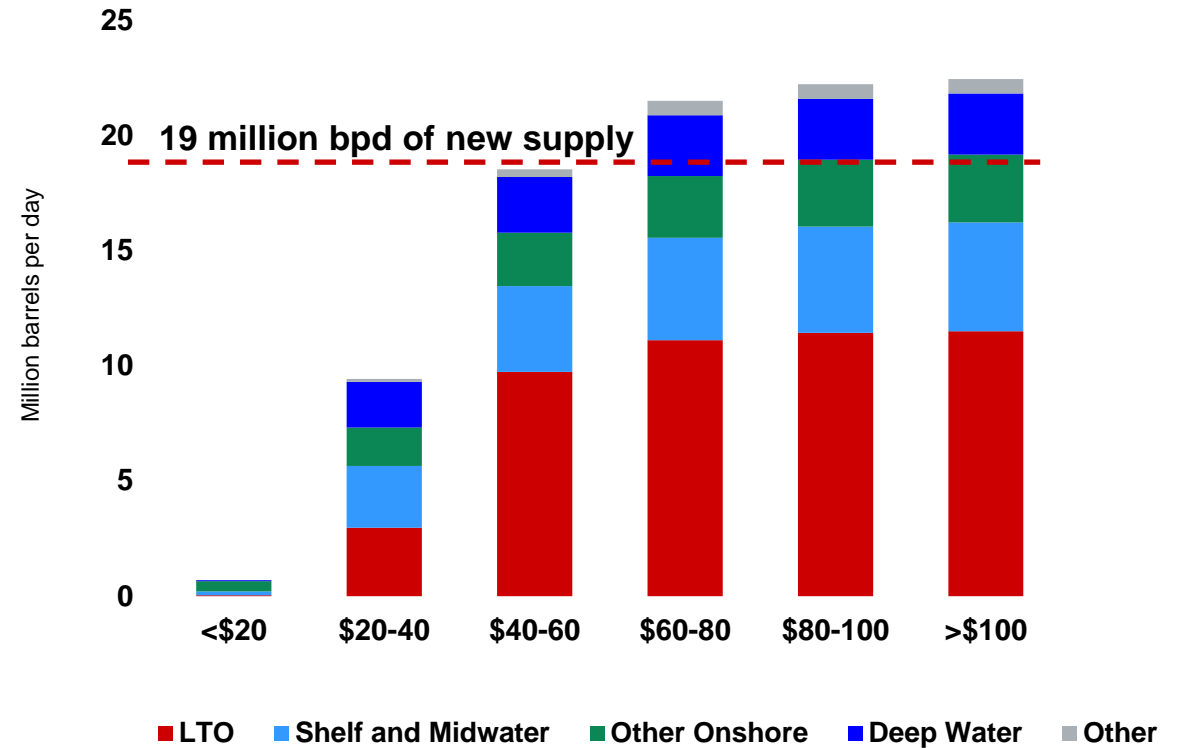
Source: Rystad Energy, February 2016

Light Tight Oil Expected To Be The Largest Source Of New Production in 2020

New Production By Source With Current Breakevens



New Production By Source with Continued Productivity Gains*



*Productivity assumptions include:

- 30% total cost reduction for LTO and deepwater from 2015-20
- 40% increase in production from new LTO assets
- 15% increase in production from new deep water assets

Source: Rystad Energy, February 2016



THANK YOU