



ConocoPhillips Company
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March 29, 2023

The Honorable Kevin McCarthy, Speaker
U.S. House of Representatives
Washington, D.C. 20515

The Honorable Hakeem Jeffries, Democratic Leader
U.S. House of Representatives
Washington, D.C. 20515

Dear Speaker McCarthy and Leader Jeffries:

ConocoPhillips is one of the world's largest independent oil and natural gas exploration and production companies and is headquartered in Houston, Texas. The company operates in 13 countries worldwide. In 2020, we announced our ambition to become a net-zero company for operational emissions by 2050. Since then, we've published a plan for the Net-Zero Energy Transition, built upon the company's Triple Mandate, which is focused on three objectives that are integral to our strategic goals: 1) meet transition pathway demand, 2) deliver competitive returns, and 3) achieve our net-zero emissions ambitions.

We believe all energy sources, including oil and natural gas, will be needed to meet global energy demand through the energy transition. The U.S. is well positioned to provide the world with a secure supply of all energy sources, produced under high environmental standards, to help meet that demand. A stable regulatory environment, including more efficient permitting and a rational judicial review process, is necessary to enable infrastructure development for all energy projects. H.R. 1, the *Lower Energy Costs Act of 2023*, can help make the transition an orderly one, reducing the likelihood for disruptions to our economy and the American way of life.

As our CEO Ryan Lance articulated at CERAWeek, 'it's procedurally impossible to build many of the energy projects the Inflation Reduction Act encourages without enacting permitting reform.' American energy security should have bipartisan support, and members of both parties agree that permitting reform is necessary.

On behalf of ConocoPhillips, I would like to extend our support for passage of H.R. 1 by the House of Representatives. By reforming the federal permitting and judicial review processes, this legislation will promote continued United States leadership in energy production, including natural gas/LNG, oil, solar, wind, nuclear and the critical minerals we need for all energy sources.

Please let me know if we can be a technical resource. I can be reached directly at (202) 833-0914.

Sincerely,

Kevin J. Avery
Vice President
Federal Government Affairs

CC: The Honorable Steve Scalise, Majority Leader, U.S. House of Representatives
The Honorable Tom Emmer, Majority Whip, U.S. House of Representatives