The foregoing contains “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements, other than statements of historical fact, included in this presentation that address activities, events or developments that Concho Resources Inc. (the “Company” or “Concho”) expects, believes or anticipates will or may occur in the future are forward-looking statements. The words “estimate,” “project,” “predict,” “believe,” “expect,” “anticipate,” “potential,” “could,” “may,” “enable,” “foresee,” “plan,” “will,” “guidance,” “outlook,” “goal” or other similar expressions that convey the uncertainty of future events or outcomes are intended to identify forward-looking statements, which generally are not historical in nature. However, the absence of these words does not mean that the statements are not forward-looking. These statements are based on certain assumptions and analyses made by the Company based on management’s experience, expectations and perception of historical trends, current conditions, current plans, anticipated future developments, expected financings and other factors believed to be appropriate. Forward-looking statements are not guarantees of performance. Although the Company believes the expectations reflected in its forward-looking statements are reasonable and are based on reasonable assumptions, no assurance can be given that these assumptions are accurate or that any of these expectations will be achieved (in full or at all) or will prove to have been correct. Moreover, such statements are subject to a number of assumptions, risks and uncertainties, many of which are beyond the control of the Company, which may cause actual results to differ materially from those implied or expressed by the forward-looking statements. These include the risk factors and other information discussed or referenced in the Company’s most recent Annual Report on Form 10-K and other filings with the U.S. Securities and Exchange Commission (the “SEC”). Any forward-looking statement speaks only as of the date on which such statement is made, and the Company undertakes no obligation to correct or update any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by applicable law. Information on Concho’s website is not part of this presentation.

To supplement the presentation of the Company’s financial results prepared in accordance with U.S. Generally Accepted Accounting Principles (“GAAP”), this presentation contains certain financial measures that are not prepared in accordance with GAAP, including the terms net debt and free cash flow. See the appendix for a description and reconciliation of the non-GAAP measure net debt to the most directly comparable financial measure calculated in accordance with GAAP. Free cash flow is cash flow provided by operating activities in excess of cash flow used in investing activities to add to oil and gas properties.

The SEC requires oil and gas companies, in their filings with the SEC, to disclose proved reserves, which are those quantities of oil and natural gas, which, by analysis of geoscience and engineering data, can be estimated with reasonable certainty to be economically producible—and from a given date forward, from known reservoirs and under existing economic conditions (using the trailing 12-month average first-day-of-the-month prices), operating methods and government regulations—prior to the time at which contracts providing the right to operate expire, unless evidence indicates that renewal is reasonably certain, regardless of whether deterministic or probabilistic methods are used for the estimation. The SEC also permits the disclosure of separate estimates of probable or possible reserves that meet SEC definitions for such reserves; however, the Company currently does not disclose probable or possible reserves in its SEC filings.

In this presentation, proved reserves attributable to the Company as of December 31, 2018 are estimated utilizing SEC reserve recognition standards and pricing assumptions based on the trailing 12-month average first-day-of-the-month prices of $62.04 per Bbl of oil and $3.10 per MMBtu of natural gas.

Cautionary Statements Regarding Resource

Concho may use the terms “resource potential”, “horizontal resource” and similar phrases to describe estimates of potentially recoverable hydrocarbons that SEC rules prohibit from being included in filings with the SEC. These are based on analogy to Concho’s existing models applied to additional acres, additional zones and tighter spacing and are Concho’s internal estimates of hydrocarbon quantities that may be potentially discovered through exploratory drilling or recovered with additional drilling or recovery techniques. These quantities may not constitute “reserves” within the meaning of the Society of Petroleum Engineer’s Petroleum Resource Management System or SEC rules. Such estimates and identified drilling locations have not been fully risked by Concho management and are inherently more speculative than proved reserves estimates. Actual locations drilled and quantities that may be ultimately recovered from Concho’s interests could differ substantially from these estimates. There is no commitment by Concho to drill all of the drilling locations that have been attributed to these quantities. Factors affecting ultimate recovery include the scope of Concho’s ongoing drilling program, which will be directly affected by the availability of capital, commodity prices, drilling and production costs, availability of drilling services and equipment, drilling results, lease expirations, transportation constraints, regulatory approvals, actual drilling results, including geological and mechanical factors affecting recovery rates, and other factors. Such estimates may change significantly as development of Concho’s oil and natural gas assets provide additional data. Concho’s production forecasts and expectations for future periods are dependent upon many assumptions, including estimates of production decline rates from existing wells and the undertaking and outcome of future drilling activity, which may be affected by significant commodity price declines or drilling cost increases or other factors that are beyond Concho’s control. Concho’s use of the term “premium resource” refers to assets with the capacity to produce at an internal rate of return that is greater than thirty-five percent based on sixty dollar oil and three dollar gas. Concho’s use of the term “horizontal resource” refers to hydrocarbons (or oil and gas resources) planned to be developed through the drilling of horizontal wellbores into the targeted subsurface reservoirs.
Concho Resources
Leading Development in the Permian Basin

The Permian Basin
- Our home for 30+ years
- Home-field advantage with HQ in Midland, Texas

Concho’s Strategy
- Building a great team
- Investing in high-margin assets
- Generating high-quality returns
- Maintaining a strong balance sheet

Note: Concho acreage as of December 31, 2018.
Permian Basin: High-Quality Resource Driving U.S. Oil Growth

Innovation and Technology Game Changers for U.S. Oil Production

Millions of Barrels of Crude Oil Produced per Day

Permian Basin  Other

2009

Russia  9.3
Saudi Arabia  8.1
United States  5.2
Iran  4.0
China  3.7
Mexico  2.7
Venezuela  2.7
Canada  2.5
U.A.E.  2.4
Kuwait  2.3

2019

United States  11.7
Russia  10.9
Saudi Arabia  10.1
Iran  4.8
Iraq  4.0
Canada  3.8
China  3.4
Iran  3.4
U.A.E.  2.8
Kuwait  2.7
Brazil  2.7

Source: EIA (May 2019).

The U.S. Oil Growth Story is a Permian Oil Growth Story

- From 2009 to 2019, U.S. oil production more than doubled
- Permian key driver of U.S. oil growth
- Permian expected to lead growth for the next decade
Key Messages

Differentiated Growth & Returns

Delivering on Execution
Strenght & Scale Advantage

› Operational and fiscal execution top priority
› Continuous cost and efficiency focus
› Leading large-scale development in the Permian Basin

Maximizing
Cash Flow

› Track record of generating free cash flow
› Confidence in outlook
› Improving corporate returns key

Commitment to Evolution
of the Business Model

› Strong balance sheet maximizes flexibility
› Initiated return of capital to shareholders
› Increasing returns as excess cash materializes

Clear strategy to drive differentiated and sustained oil growth, free cash flow expansion and corporate returns

Note: Free cash flow (FCF) is a non-GAAP measure; see page 2 for a definition.
Operational & Fiscal Execution Top Priority

Well Positioned to Deliver Free Cash Flow Expansion

Prudent Capital Investment

- This is a cyclical commodity business → plan around conservative price expectations (~$50/Bbl WTI)
- FY19 capital program $2.8-$3.0bn
  - Rig count and capital investment stair-step down over course of the year
- FY19 oil production growth outlook 27%-31%
  - Exit rate (4Q18 → 4Q19) oil production growth outlook 17%
- Capital program FCF+ inclusive of dividend
  - Strong FCF growth trajectory 2020+

Initial Guide $3.4-$3.6bn
Current Expectation $2.8-$3.0bn

Notes: Free cash flow (FCF) is a non-GAAP measure; see page 2 for a definition. 2018a capital investment represents investing cash flow (additions to O&G properties).
Delivering High-Margin Production Growth
Production (MBoepd)

2008-2018 Production per Debt-Adjusted Share CAGR: 21%

Reducing Cash Costs
Cash Expenses excl. GP&T ($/Boe)

- LOE
- G&A
- Interest

↓ 34% since 2015

Note: Debt-adjusted share count calculated as the sum of the weighted average of fully diluted shares outstanding plus "debt shares," which are calculated by dividing year-end net debt by the year-end CXO share price. Net debt is a non-GAAP measure. See appendix for a reconciliation.
Free Cash Flow Generation is Not New for Concho

Capital Discipline

Notes: Free cash flow (FCF) is a non-GAAP measure; see page 2 for a definition and a reconciliation in the appendix.
High-Graded Acreage Position

Premium Scale Provides Competitive Advantage

Transformational Asset Optimization

› High-quality portfolio delivers predictable, consistent performance
› Continuous focus on high-grading asset base with trades and non-core divestitures
Full-Field Development Approach

Confidence in Full-Field Development
Maximizing Resource Recovery and Economics

- Mitigate parent/child well performance and reduce downtime for offset activity
- Capture supply chain and logistics advantages
- Accelerate learning, innovation and adaptation

4 Dimensions of Development:
1. Vertical Spacing
2. Horizontal Spacing
3. Sequencing (co-developing zones)
4. Timing

Large-Scale Projects Account for All 4 Dimensions and...

Driving Efficiencies
Optimizing Development

- FY19 program ~80% large-scale development & avg. lateral length of ~9.7k’
- Utilizing multiple rigs and completion crews per project to improve project cycle times
- Enhancing completion efficiency with zipper fracs and tailored completion designs
- Reducing above-ground costs with shared infrastructure
Top 100 Wells in the Permian Basin by Cumulative Oil Production

2017-2018 Wells Put on Production

Source: IHS Enerdeq as of 5/17/2019. Permian wells with production start date January 2017 through December 2018. Peers include APA, APC, CDEV, CVX, DVN, EOG, FANG, NBL, OXY, PDC, PE, PXD, RDS, WPX, XEC and XOM.
### Capital Allocation Framework

**Reflections Evolution of the Business Model**

**Evolution of the Business Model**

- Historically guided by growth within cash flow
- Focus on free cash flow generation and increasing corporate returns

- Strong balance sheet
- Disciplined approach to growth
- Capital returns to shareholders

---

**Capital Allocation Framework**

<table>
<thead>
<tr>
<th>Cash Flow Priorities</th>
<th>Capital Program</th>
<th>Free Cash Flow Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend</td>
<td>Disciplined, returns-based oil growth</td>
<td>$500-$750mm debt reduction 2019-2020</td>
</tr>
<tr>
<td>Capital Program</td>
<td>Focus on FCF generation and improving returns</td>
<td>Commitment to additional returns as excess cash materializes</td>
</tr>
<tr>
<td>Strengthen Balance Sheet</td>
<td>Strong financial position a competitive advantage for through-cycle performance</td>
<td>Allocate capital to maximize total returns</td>
</tr>
<tr>
<td>Additional Returns to Shareholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portfolio Enhancement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Free cash flow (FCF) is a non-GAAP measure; see page 2 for a definition.
Our Advantages

- Execution Strength & Scale
- Breadth & Depth of High-Quality Portfolio
- Top-Tier Capital Efficiency
- Financial Strength

A Compelling Investment Thesis
Leveraging Our Unique Competitive Advantages

Delivering on Execution Strength & Scale Advantage

Maximizing Cash Flow

Commitment to Evolution of the Business Model

Best positioned to deliver on a compelling growth algorithm: oil growth, competitive FCF yield and increasing returns

Note: Free cash flow (FCF) is a non-GAAP measure; see page 2 for a definition.
1Q19 Operational Highlights
Strong Performance Across High-Quality Portfolio

Asset Performance

Delaware Basin
- Added 23 wells (avg. lateral length 9,125’)
  - Avg. 30-day peak rate: 1,817 Boepd (73% oil)
  - Avg. 60-day peak rate: 1,647 Boepd (72% oil)

Midland Basin
- Added 27 wells (avg. lateral length 10,379’)
  - Avg. 30-day peak rate: 986 Boepd (86% oil)
  - Avg. 60-day peak rate: 879 Boepd (85% oil)

Large-Scale Projects Demonstrate Execution Strength

1 Dominator (23 wells)
   - Wolfcamp A
   - Avg. lateral length: 4,422’

2 Eider (12 wells)
   - Avalon
   - Avg. lateral length: 7,100’

3 Jack (6 wells)
   - 3rd Bone Spring, Wolfcamp A, Wolfcamp B
   - Avg. lateral length: 9,660’

4 Mabee (11 wells)
   - Middle Spraberry, Lower Spraberry, Wolfcamp A, Wolfcamp B
   - Avg. lateral length: 10,725’

5 Spanish Trail (5 wells)
   - Lower Spraberry, Jo Mill, Wolfcamp A, Wolfcamp B
   - Avg. lateral length: 7,123’
   - Avg. 30-day peak rate: 1,014 Boepd per well (89% oil)
   - Avg. 60-day peak rate: 835 Boepd per well (87% oil)

Major projects ahead of schedule due to improved efficiencies and faster cycle times

Note: Well results provided for wells with >60 days of production data in 1Q19. Delaware Basin asset performance excludes New Mexico Shelf results. CXO acreage as of December 31, 2018.
Enhancing Value Through Midstream & Marketing Focus

Scale Drives Key Strategies

Permian Oil Takeaway

Strong Growth Leading to Infrastructure Build-Out

Focus on maximizing realized prices
- Oil basis hedges mitigate price risk & volatility
- Price diversification & access to premium markets: 50 MBopd gross to receive waterborne pricing in late 2019

Building infrastructure ahead of growth
- 50/50 joint venture to construct BCC system in Northern Midland Basin with initial capacity ~150 MBopd and initial flows by mid-2019
- Follows recent success of ACC & Oryx I

Announced (FID) long-haul projects expected to add 3+ MMBopd of takeaway capacity 3Q19-3Q21

Positive long-term outlook for West Texas Light (WTL) demand
- Concho’s diversified asset base & regional demand support price realizations

Key Strategies

Beta Crude Connector System
Permian Natural Gas Dynamics

Demand Pull Necessary to Improve Market Outlook

Regional Gas Price Differentials

![Regional Gas Price Differentials Graph]

- Waha Basis
- El Paso Permian Basis

Gulf Coast Express
Permian Hwy

Oil & Liquids-Weighted Revenue Stream

1Q19 Revenue Mix
(3-Stream Basis)

- Crude Oil: 85%
- NGLs: 11%
- Residue Gas: 4%

New long-haul pipes to alleviate regional price dislocation

- Aligned with advantaged midstream operators with fully-integrated operations
- Residue gas contributes <5% of total revenues
- NGL uplift partially offsets weak regional residue gas prices

Source: Bloomberg as of 4/29/19.
Hedge Position

Updated as of April 30, 2019

<table>
<thead>
<tr>
<th></th>
<th>2Q</th>
<th>3Q</th>
<th>4Q</th>
<th>Total</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Oil Price Swaps¹:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volume (Bbl)</td>
<td>16,819,750</td>
<td>14,829,000</td>
<td>12,513,000</td>
<td>44,161,750</td>
<td>39,340,000</td>
<td>13,137,000</td>
</tr>
<tr>
<td>Price per Bbl</td>
<td>$57.21</td>
<td>$57.06</td>
<td>$56.65</td>
<td>$57.00</td>
<td>$57.21</td>
<td>$55.33</td>
</tr>
<tr>
<td><strong>Oil Costless Collars¹:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volume (Bbl)</td>
<td>1,213,250</td>
<td>1,135,000</td>
<td>1,058,000</td>
<td>3,406,250</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ceiling price per Bbl</td>
<td>$64.00</td>
<td>$63.47</td>
<td>$62.95</td>
<td>$63.50</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Floor price per Bbl</td>
<td>$56.06</td>
<td>$55.74</td>
<td>$55.43</td>
<td>$55.76</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Oil Basis Swaps²:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volume (Bbl)</td>
<td>11,965,500</td>
<td>12,742,000</td>
<td>16,053,000</td>
<td>40,760,500</td>
<td>44,537,000</td>
<td>10,585,000</td>
</tr>
<tr>
<td>Price per Bbl</td>
<td>$(3.03)</td>
<td>$(2.80)</td>
<td>$(2.19)</td>
<td>$(2.63)</td>
<td>$(0.64)</td>
<td>0.54</td>
</tr>
<tr>
<td><strong>Natural Gas Price Swaps³:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volume (MMBtu)</td>
<td>17,241,387</td>
<td>17,298,537</td>
<td>17,209,535</td>
<td>51,749,459</td>
<td>24,703,000</td>
<td>-</td>
</tr>
<tr>
<td>Price per MMBtu</td>
<td>$2.87</td>
<td>$2.87</td>
<td>$2.87</td>
<td>$2.87</td>
<td>$2.70</td>
<td>-</td>
</tr>
</tbody>
</table>

¹The oil derivative contracts are settled based on the New York Mercantile Exchange ("NYMEX") – West Texas Intermediate ("WTI") calendar-month average futures price.
²The basis differential price is between Midland – WTI and Cushing – WTI. The majority of these contracts are settled on a calendar-month basis, while certain contracts assumed in connection with the RSP acquisition are settled on a trading-month basis.
³The natural gas derivative contracts are settled based on the NYMEX – Henry Hub last trading day futures price.
Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow
(Unaudited)

The Company's presentation of free cash flow is a non-GAAP financial measure. Free cash flow is defined as net cash provided by operating activities less additions to oil and natural gas. Free cash flow is presented herein and reconciled from the GAAP measure of net cash provided by operating activities because the Company believes that it provides useful information to analysts and investors. For example, free cash flow can be used to assess the Company's ability to internally fund its capital expenditures and service or incur debt. Free cash flow should not be considered in isolation or as a measure of net income or net cash provided by operating activities, as defined by GAAP, and may not be comparable to other similarly titled measures of other companies.

The following table provides a reconciliation from the GAAP measure of net cash provided by operating activities to free cashflow (non-GAAP), for the periods indicated:

<table>
<thead>
<tr>
<th>Years Ended December 31,</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided by operating activities</td>
<td>$2,558</td>
<td>$1,695</td>
<td>$1,384</td>
</tr>
<tr>
<td>Additions to oil and natural gas</td>
<td>(2,496)</td>
<td>(1,581)</td>
<td>(1,046)</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>$62</td>
<td>$114</td>
<td>$338</td>
</tr>
</tbody>
</table>
The Company's presentation of net debt is a non-GAAP financial measure. Net debt is defined as long-term debt less cash and cash equivalents. Net debt is presented herein and reconciled from the GAAP measure of long-term debt because the Company believes that it provides useful information to analysts and investors. Net debt should not be considered in isolation or as a measure of long-term debt, as defined by GAAP, and may not be comparable to other similarly titled measures of other companies.

The following table provides a reconciliation from the GAAP measure of long-term debt to net debt (non-GAAP), for the periods indicated:

<table>
<thead>
<tr>
<th>(in millions)</th>
<th>Years Ended December 31,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>$4,194</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$</td>
</tr>
<tr>
<td><strong>Net debt</strong></td>
<td><strong>$4,194</strong></td>
</tr>
</tbody>
</table>
# 2019 Guidance

**Updated as of April 30, 2019**

## Production

<table>
<thead>
<tr>
<th>3Q19 Guidance</th>
<th>2019 Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Production</strong></td>
<td></td>
</tr>
<tr>
<td>Total production growth</td>
<td>23% - 27%</td>
</tr>
<tr>
<td>Oil production growth</td>
<td>27% - 31%</td>
</tr>
</tbody>
</table>

## Price realizations, excluding commodity derivatives

- **Oil differential (per Bbl)** (Relative to NYMEX - WTI; excludes Midland-Cushing basis differential): ($2.00) - ($2.50)
- **Natural gas (per Mcf)** (% of NYMEX - Henry Hub): 80% - 100%

## Operating costs and expenses ($ per Boe, unless noted)

<table>
<thead>
<tr>
<th>Operating costs and expenses</th>
<th>2019 Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease operating expense and workover costs</td>
<td>$6.00 - $6.50</td>
</tr>
<tr>
<td>Gathering, processing and transportation</td>
<td>$0.85 - $0.95</td>
</tr>
<tr>
<td>Oil and natural gas taxes (% of oil &amp; natural gas revenues)</td>
<td>7.60%</td>
</tr>
<tr>
<td>General and administrative (&quot;G&amp;A&quot;) expense:</td>
<td></td>
</tr>
<tr>
<td>Cash G&amp;A expense</td>
<td>$2.20 - $2.40</td>
</tr>
<tr>
<td>Non-cash stock-based compensation</td>
<td>$0.70 - $0.90</td>
</tr>
<tr>
<td>DD&amp;A</td>
<td>$15.75 - $16.25</td>
</tr>
<tr>
<td>Cash exploration and other</td>
<td>$0.25 - $0.50</td>
</tr>
<tr>
<td>Interest expense ($mm):</td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$200 - $220</td>
</tr>
<tr>
<td>Non-cash</td>
<td>$6</td>
</tr>
<tr>
<td>Income tax rate (%)</td>
<td>22%</td>
</tr>
<tr>
<td>Capital program ($bn)</td>
<td>$2.8 - $3.0</td>
</tr>
</tbody>
</table>

---

Note: The Company’s capital program guidance excludes acquisitions. All guidance is subject to change without notice depending upon a number of factors, including commodity prices, industry conditions and others that are beyond the Company’s control.