

2021 COMMITTEES OF THE BOARD

Directors who are members of the Audit Committee, Human Resources and Compensation Committee and Safety, Environment, Responsibility and Reserves Committee are independent, as determined by the Board. Our Board Chair, Keith A. MacPhail, is also independent, as determined by the Board.

Alex J. Pourbaix, Cenovus's President & Chief Executive Officer is a non-independent director, and does not serve as a member of any of the standing committees of the Board.

Frank J. Sixt is a non-independent director, and serves on the Nominating and Corporate Governance Committee.

| Committee | Members |
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| Audit | C. Mongeau (<i>Chair</i>) J.E. Kinney R.J. Marcogliese W.E. Shaw K.A. MacPhail * |
| Human Resources and Compensation | R.I. Zygocki (<i>Chair</i>) K.M. Casey H.N. Kvisle E.L. Kwok K.A. MacPhail * |
| Nominating and Corporate Governance | H.N. Kvisle (<i>Chair</i>) E.L. Kwok K.A. MacPhail F.J. Sixt R.I. Zygocki |
| Safety, Environment, Responsibility and Reserves | R.J. Marcogliese (<i>Chair</i>) K.M. Casey J.E. Kinney C. Mongeau W.E. Shaw K.A. MacPhail * |

* An *ex officio* non-voting member of this committee and will attend as schedule permits. Non-voting members may vote when necessary to achieve a quorum.