

## **CORPORATE GOVERNANCE GUIDELINES**

### **1. Director Qualifications**

The Board will have a substantial majority of directors who meet the criteria for independence required by the New York Stock Exchange. The Committee on Directors' Affairs is responsible for reviewing with the Board, on an annual basis, the requisite skills and characteristics of potential new directors as well as the composition of the Board as a whole. This assessment will include members' qualification as independent, as well as consideration of character, judgment, diversity, age, skills, including financial literacy, and experience in the context of the needs of the Board. Nominees for directorship made by the Board will be selected by the Committee on Directors' Affairs and approved by the Board in accordance with such policies and principles as the Board shall promulgate after considering the recommendation of the Committee. The invitation to join the Board should be extended by the Chair of the Committee on Directors' Affairs and the Chairman of the Board on behalf of the entire Board of Directors.

The Board believes that maintaining a board with a range of skills and experience meeting the needs of the Company is important, as is maintaining a size that both facilitates group discussion and collegiality while also offering a variety of viewpoints deriving from diverse skills and experiences.

It is the sense of the Board that individual directors who change their principal occupation should volunteer to resign from the Board in order to give the Board an opportunity to review the continued appropriateness of Board membership under the circumstances. In the course of such review, the Board will receive and consider the recommendation of the Committee on Directors' Affairs. It is not the sense of the Board that in every instance the directors who retire or change from the position they held when they came on the Board should necessarily leave the Board. The Board will make the determination of whether to accept resignations as specified in Section 13(b) of Article II of the By-Laws (other than, to avoid doubt, the provisions of Section 13(b) requiring public disclosure of such determinations).

Each director should be able and prepared to devote sufficient time and effort to his or her duties as a director. The Committee on Directors' Affairs will conduct an evaluation of current directors before selecting nominees to the Board for the ensuing year. The Board does not believe it should establish term limits. Directors who have served on the Board for an extended period of time are able to provide valuable insight into the operations and future of the Company based on their experience with and understanding of the Company's industry, business operations, history, policy and objectives. The Board believes that, as an alternative to term limits, it can ensure that the Board continues to evolve through the evaluation and nomination process described in these Guidelines.

It is the sense of the Board that a director should not, as a general matter, stand for re-election after his or her 72nd birthday. In special circumstances, the Committee on Directors' Affairs may request that a director stand for re-election at the annual meeting of

stockholders immediately following his or her 72nd birthday. In such an instance, the Committee on Directors' Affairs will determine at the time of making such request the expected duration of such additional service and will review its request at least annually.

## **2. Director Responsibilities**

The basic responsibility of the directors is to exercise their business judgment to act in what they reasonably believe to be the best interests of the Company and its stockholders. In discharging that obligation, a director is entitled to rely on the Company's executives, employees, outside advisors and auditors as to matters the director reasonably believes are within such person's professional or expert competence. The directors shall also be entitled to have the Company purchase reasonable directors' and officers' liability insurance on their behalf, to the benefits of indemnification to the fullest extent permitted by law and the Company's charter, Bylaws and any indemnification agreements, and to exculpation as provided by state law and the Company's charter.

Directors are expected to attend Board meetings and meetings of committees on which they serve, and to spend the time needed and meet as frequently as necessary to properly discharge their responsibilities. To the extent feasible, information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting should be distributed in writing to the directors before the meeting and directors should come prepared to contribute substantively at the meeting by reviewing these materials in advance of the meeting. Directors are expected to attend the annual meeting of stockholders.

Each director is free to suggest the inclusion of items on the agenda of any Board meeting. Each director is free to raise at any Board meeting subjects that are not on the agenda for that meeting. The Board will review the Company's long-term strategic plans, including succession plans, and the principal issues that the Company will face in the future during at least one Board meeting each year.

The Board has no general policy with respect to the separation of the offices of Chairman of the Board and the Chief Executive Officer and, if such offices are separated, whether the Chairman of the Board should be selected from the non-employee directors or be an employee. The Board believes that it is in the best interests of the Company for the Board to make a determination from time to time whether the offices of Chairman of the Board and Chief Executive Officer should be separated, and to make such a determination at the time it elects a new Chief Executive Officer or Chairman of the Board.

If the offices of Chairman of the Board and Chief Executive Officer are held by the same person, the non-employee directors (defined below) will, from time to time and in consultation with the Chairman and Chief Executive Officer, select a lead director from among the non-employee directors. If the offices are separated, the independent Chairman of the Board shall act as the lead director (the lead director or independent Chairman being hereinafter referred to as the "Lead Director"). The non-employee directors will meet in executive session at each Board meeting. The Lead Director shall preside at these meetings and such director's name will be disclosed in the annual proxy statement. Each executive

session may include, among other things, (1) a discussion of the performance of the Chief Executive Officer (which, if he or she is also serving as Chairman of the Board, may include his or her performance as Chair), (2) matters concerning the relationship of the Board with the management directors and other members of senior management, and (3) such other matters as the non-employee directors deem appropriate. In addition, the Lead Director shall relate the discussions of the executive sessions to the Chief Executive Officer, participate in the discussion of Chief Executive Officer performance with the Human Resources and Compensation Committee, and ensure that the Board annually conducts self-assessments. The Lead Director shall also be available to meet during the year with individual directors about any areas of interest or concern they may have.

If any non-employee directors are not independent, at least once per year the independent directors shall meet alone in an executive session.

No formal action of the Board shall be taken during any executive session of the non-employee directors, although the non-employee directors may subsequently recommend matters for consideration by the full Board. For purposes of these Guidelines, non-employee directors shall mean only those directors who (1) are not current employees of ConocoPhillips, and (2) have not been employees of ConocoPhillips at any time during the past three years. The Board believes that management speaks for the Corporation. Individual directors may, in special circumstances, meet or otherwise communicate with various constituencies that are involved with the Corporation. However, it is expected that directors will do this only with the knowledge of management and as authorized by the Chairman, the Board or an appropriate committee of the Board.

### **3. Service on Other Boards**

Interlocking directorships will only be allowed in conformance with applicable laws and regulations. Directors should advise the Chairman of the Board and the Chair of the Committee on Directors' Affairs in advance of accepting an invitation to serve on another public company board.

### **4. Board Committees**

The Board will have at all times the following standing committees: an Executive Committee, an Audit and Finance Committee, a Human Resources and Compensation Committee, a Committee on Directors' Affairs and a Public Policy Committee. The Audit and Finance Committee shall comply with the independence, experience and other requirements of The New York Stock Exchange and the Sarbanes-Oxley Act of 2002. The Human Resources and Compensation Committee and the Committee on Directors' Affairs shall comply with the rules regarding independence set forth by The New York Stock Exchange. Committee members will be appointed by the Board, which shall consider the recommendation of the Committee on Directors' Affairs and the desires of individual directors. It is the sense of the Board that consideration should be given to rotating committee members

periodically, but the Board does not feel that rotation should be mandated as a policy. The Board will consider the recommendation of the Committee on Directors' Affairs regarding rotating Chairmanships. Each standing committee will have its own charter. The charters of the Audit and Finance Committee, Human Resources and Compensation Committee and Committee on Directors' Affairs will comply with the listing standards of the New York Stock Exchange and all laws applicable to such committees. All committee charters will set forth the purposes, duties, goals and responsibilities of the committees as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations and committee reporting to the Board. The charters will also provide that each committee (except the Executive Committee) will annually evaluate its own performance and report such to the Board as a whole.

The Chair of each committee, in consultation with the committee members, will determine the frequency and length of the committee meetings consistent with any requirements set forth in the committee's charter. The Chair of each committee, in consultation with the appropriate members of the committee and management, will develop the committee's agenda for each meeting. At the beginning of the year each committee will establish a schedule of agenda subjects to be discussed during the year (to the degree these can be foreseen). The schedule for each committee will be furnished to all directors.

The Board may, from time to time, establish or maintain additional committees as it deems necessary or appropriate.

#### **5. Director Access to Officers, Employees and Independent Advisors**

Directors have full and free access to officers and employees of the Company. Any meetings or contacts that a director wishes to initiate with officers or other Company employees may be initiated directly by such director, or arranged, at such director's option, through the Chairman or the Secretary or a Board committee. The directors will use their judgment to ensure that any such contact is not disruptive to the business operations of the Company and will, to the extent not inappropriate, copy the CEO on any written communications between a director and an officer or employee of the Company. Such communications will not be directive other than as relates to routine administrative matters.

The Board expects regular attendance and participation at each Board meeting by senior officers of the Company.

The Board and each standing committee have the power to hire independent outside, accounting, legal, financial or other advisors as they may deem necessary, without consulting or obtaining the approval of any officer of the Company.

#### **6. Non-Employee Director Compensation and Stock Ownership Requirements**

The form and amount of director compensation and benefits of non-employee directors will be determined by the Board, after consideration of the recommendation of the Committee on Directors' Affairs. The Committee on Directors' Affairs will conduct an annual review of director compensation, such review to include outside advice when appropriate. The Committee on Directors' Affairs will consider that directors' independence

may be jeopardized if the Company makes substantial charitable contributions to organizations with which a director is affiliated or if the Company enters into consulting contracts with (or provides other indirect forms of compensation to) a director or an organization with which the director is affiliated.

The Board believes that all non-employee directors should own equity in the Company in accordance with the guidelines established by the Committee on Directors' Affairs.

## **7. Director Orientation and Continuing Education**

All new directors must participate in the Company's Orientation Program, which should be conducted within two months of each new director's election. This orientation will include presentations by senior management to familiarize new directors with the Company's strategic plans, its significant financial, accounting and risk management issues, its compliance programs, its Code of Business Conduct and Ethics, its principal officers, and its internal and independent auditors. In addition, the Orientation Program will include visits to Company headquarters and, to the extent practical, certain of the Company's significant facilities. All other directors are also invited to attend the Orientation Program. In addition, directors shall be provided with continuing education on subjects that would assist them in discharging their duties, including regular reviews of compliance and corporate governance developments; business-specific learning opportunities through site visits and board meetings; and briefing sessions on topics that present special risks and opportunities to the Company. The Company will also provide the directors with access to outside educational programs pertaining to the directors' responsibilities and will pay reasonable expenses for a director's participation in non-Company continuing education programs approved by the Committee on Directors' Affairs.

## **8. Annual Compensation Review of CEO**

Specific performance goals and objectives for the Chief Executive Officer's compensation purposes will be determined by the Human Resources and Compensation Committee. The Lead Director and the Human Resources and Compensation Committee will meet annually to evaluate the Chief Executive Officer's performance in light of those goals and objectives and will discuss such evaluation with the non-employee directors meeting in executive session. The Lead Director and the Chair of the Human Resources and Compensation Committee will discuss the results of the evaluations with the Chief Executive Officer.

## **9. Succession**

The Committee on Directors' Affairs shall oversee the succession planning process for the Chairman of the Board, for the Chief Executive Officer, and for other senior officers of the Company and shall make an annual report to the Board. The entire Board will work with the Committee on Directors' Affairs to evaluate potential successors. The Chief Executive Officer should at all times make available his or her recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals.

## **10. Annual Board Performance Evaluation**

The Board will conduct an annual self-evaluation to determine whether it and its committees are functioning effectively. The Committee on Directors' Affairs shall develop Board evaluation policies and procedures and shall discuss its assessment of the Board's performance with the full Board following the end of each fiscal year. The assessment will include an assessment of the Board's contribution to the Company and specifically focus on areas in which the Board or management believes that the Board could improve.

## **11. Independence of Directors**

As required by the listing standards of the New York Stock Exchange, a majority of the members of the Board must be independent. A director is independent if the Board affirmatively determines that he or she has no material relationship with the Company (either directly or as a partner, shareholder or officer of an organization that has a relationship with the Company), and such director is not otherwise automatically deemed to be not independent by applicable NYSE listing standards. The Board will review annually the relationship that each director has with the Company to determine whether each director qualifies as an independent director. The Board has determined that any director meeting the following categorical standards may be deemed independent if the Board determines the director has no other director or indirect material relationship with the Company:

- A director who has not received, and whose immediate family members have not received, during any twelve-month period in the past three years, more than \$120,000 in direct compensation from the Company. Director and committee fees, pension or other forms of deferred compensation for prior service (provided such compensation is not contingent in any way on continued service), and compensation received by an immediate family member for service as a non-executive employee of the Company are not considered in making this determination;
- A director who is not, and for the past three years has not been, an employee of the Company and who does not have an immediate family member who is, or within the past three years has been, an executive officer of the Company;
- A director who is not, and has not for the past three years been, affiliated

with, a partner of or employed by an internal or external auditor of the Company, and who has no immediate family members who are current partners of such an auditor, who are current employees of such an auditor and who personally work on the Company's audit, or who have during the last three years been partners or employees of such an auditor and personally worked on the Company's audit within that time;

- A director who is not, and for the past three years has not been, employed as an executive officer of another company where any of the Company's present executives serve or served on that company's compensation committee, and who has no immediate family members who are or have been employed as an executive officer for such a company during the past three years; and
- A director who is not, and in the previous three years has not been, an employee, and whose immediate family members are not and have not in the previous three years been an executive officer, of a company that makes payments to, or receives payments from, the Company for property or services in an amount which, in any single fiscal year, exceeds the greater of \$1 million, or 2% of such other company's consolidated gross revenues.

An immediate family member shall include the director's spouse, parents, children, siblings, in-laws and anyone who resides in the director's home.

The Committee on Directors' Affairs is responsible for assessing compliance with these standards on an annual basis. Any director who does not meet these standards will be referred to the Board, and the Board will review the relationship or transaction that prevents such director from meeting these standards and make a determination of whether such relationship or transaction is a material relationship with the Company.

## **12. Review of Corporate Governance Guidelines**

The Committee on Directors' Affairs will review on at least an annual basis these Guidelines and recommend, as appropriate, to the Board amendments to the Guidelines.

## **13. Publication**

These Guidelines, along with the Corporate Code of Business Conduct and Ethics, and each committee charter shall be published by the Company in appropriate print and electronic vehicles.

Revised and effective: December 7, 2018