



ANNUAL MEETING OF SHAREHOLDERS – MANAGEMENT Q&A

Wednesday, May 6th, 2026 at 11:00 a.m.

SPEAKER LIST

Alex Pourbaix

Chair of the Board

Kim Guttormson

Director of Communications

The below transcript reflects Management's responses to questions from a registered shareholder or duly appointed proxyholder that were submitted online:

Kim Guttormson: Given the scale of Cenovus's decommissioning liabilities and the number of judgments required to estimate them, what specific steps did the committee take to scrutinize the assumptions applied by management, such as the asset lives and the discount rate, and to satisfy itself that this area received sufficient audit scrutiny, particularly in light of the absence of any critical audit matter relating to decommissioning liabilities?

Alex Pourbaix: Cenovus provides disclosure relating to our decommissioning liabilities, including the undiscounted amount of estimated future cash flows to settle all our decommissioning liabilities. We exercise reasonable judgment to assess liabilities and estimate future values. All of our disclosures are made in accordance with IFRS accounting standards. With respect to timing, it is important to note that oil and natural gas currently make up over 50% of total energy demand. And that demand continues to grow.

For example, the International Energy Agency expects oil demand to remain above 100 million barrels per day by 2050, and upstream oil production will require about \$540 billion in annual investments through 2050 to maintain global supply. And I think it is important to note that recent global events have only reinforced that oil and gas remain critical strategic commodities for continued economic development. This points to an incredible opportunity for Canada to deliver our oil and natural gas to a growing world for decades to come.

Kim: Using share buybacks as a way to create value for shareholders is a coin flip at best. Further, using company earnings to repurchase its own shares is not in keeping with a vision of long-term growth. Doesn't it make more sense to deploy this capital in ways that will actually grow the company, or to return these earnings directly to shareholders who have risked their own money in the form of higher or special dividends? With this in mind, my question is, why has the board adopted this policy of repurchasing its own shares?

Alex: Our framework very intentionally delivers a balance of shareholder returns and deleveraging, targeting to return approximately 50% of excess free funds flow to shareholders while net debt is above \$6 billion, with the remainder allocated to deleveraging. As we have said before, our capital allocation framework is not formulaic, but guidelines, and shouldn't be viewed as something we manage quarter-to-quarter, but over longer timeframes.

To the extent that oil prices remain elevated, you could see us having more bias towards deleveraging to bring the debt down faster. Paying debt down faster allows us to protect our equity holders if we do see weaker commodity prices in the future. While returns on buybacks aren't as attractive at high prices, we continue to see value in repurchasing our shares and will continue to do so. Our track record has been strong. We have repurchased 337 million shares

for an average price of \$23.25 a share, an attractive price in relation to our view of intrinsic value.

Kim: Thank you, Mr. Pourbaix. There are no further questions.