

Board and Committee Meeting Attendance (1 January 2014- 31 December 2014)¹

	Board of Directors	Audit and Finance Committee (A&F)	Human Resources and Compensation Committee (HRC)	Corporate Governance Committee (CGC)	Capital Projects Committee (CPC)	Executive Committee (EXE)	Pension Committee (PC)	Special Committee
Number of Meetings	9	7	4	3	4	1	4	1

Attendees (Independent Directors)

Norman M. Betts ²	5/5	2/3					2/2	
Alan A. Borger ³	5/5			2/2	3/3			
Phyllis Clark	8/9	6/7				1/1	3/4	1/1
Philip Deck ⁴	4/7		2/3		2/3			1/1
Colin Dodds	9/9		2/3				4/4	1/1
Douglas Emsley ⁵	4/6	4/7			1/2			1/1
Brian A. Henley ⁶	5/9			2/3	3/4	1/1		1/1
Monique Jérôme-Forget	9/9		4/4	3/3		1/1		1/1
Claire M. C. Kennedy	8/9	7/7	4/4	3/3				0/1
Derek D. Key	8/9			3/3	4/4	1/1		1/1
Hassan Khosrowshahi	8/9	7/7			4/4			0/1
Leo Ledohowski ⁷	4/4		1/1		1/1			0/1
Richard McGaw ⁸	4/4		1/1				1/2	1/1
Wes Scott ⁹	2/2							
Greg Stewart ¹⁰	2/3		1/1					

Notes:

An empty space indicates that the Director is not a member of the Committee

¹ Also includes meetings attended by telephone.

² Norman M. Betts was appointed to the Board in July 2014.

³ Alan A. Borger was appointed to the Board in July 2014.

⁴ Lead Directors, Philip Deck (January - April) and Derek D. Key (April 2014 to present), may attend any committee meetings. Philip Deck ceased to be a member of the Board in October 2014.

⁵ Douglas Emsley ceased to be a member of the Board in October 2014.

⁶ Brian A. Henley ceased to be a member of the Board in December 2014.

⁷ Leo Ledohowski ceased to be a member of the Board in July 2014.

⁸ Richard McGaw ceased to be a member of the Board in July 2014.

⁹ Wes Scott was appointed to the Board in October 2014.

¹⁰ Greg Stewart was appointed to the Board in October 2014.