

July 25, 2018

A regular meeting of the Board of Directors was held in the Board Room at the Corporation's Headquarters office at 5959 Las Colinas Boulevard, Irving, Texas, on Wednesday, July 25, 2018, at 9:18 A.M., pursuant to resolution of the Board adopted May 30, 2018.

Present at the above address were: Susan K. Avery, Angela F. Braly, Ursula M. Burns, Kenneth C. Frazier, Steven A. Kandarian, Douglas R. Oberhelman, Samuel J. Palmisano, Steven S. Reinemund, William C. Weldon and Darren W. Woods.

Neil A. Chapman, Michael J. Dolar, Andrew P. Swiger and Jack P. Williams were also present.

Darren W. Woods, Chairman, presided and Neil A. Hansen, Secretary, recorded the proceedings.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Ms. McCarron and Mr. Welberry also discussed strategy details of the 2018 campaign initiative, *Unexpected Energy*.

Board members actively engaged in discussion about various components of the campaign initiative.

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

Secretary

*RME*