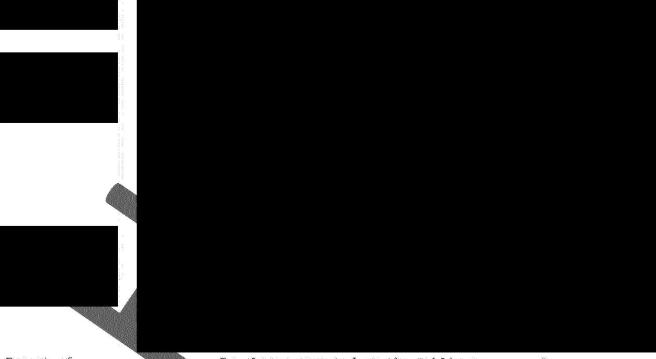
July 28, 2021

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 28, 2021, at 9:03 A.M., pursuant to resolution of the Board adopted May 27, 2020.

Present at the above address were Michael J. Angelakis, Susan K. Avery, Angela F. Braly, Ursula M. Burns, Kenneth C. Frazier, Greeory J. Goff, Joseph L. Hooley, Steven A. Kandarian, Alexander A. Karsner, Jeffrey W. Ubben, and Darren W. Woods. Participating in the meeting by teleconference was Ms. Kaisa H. Hietala.

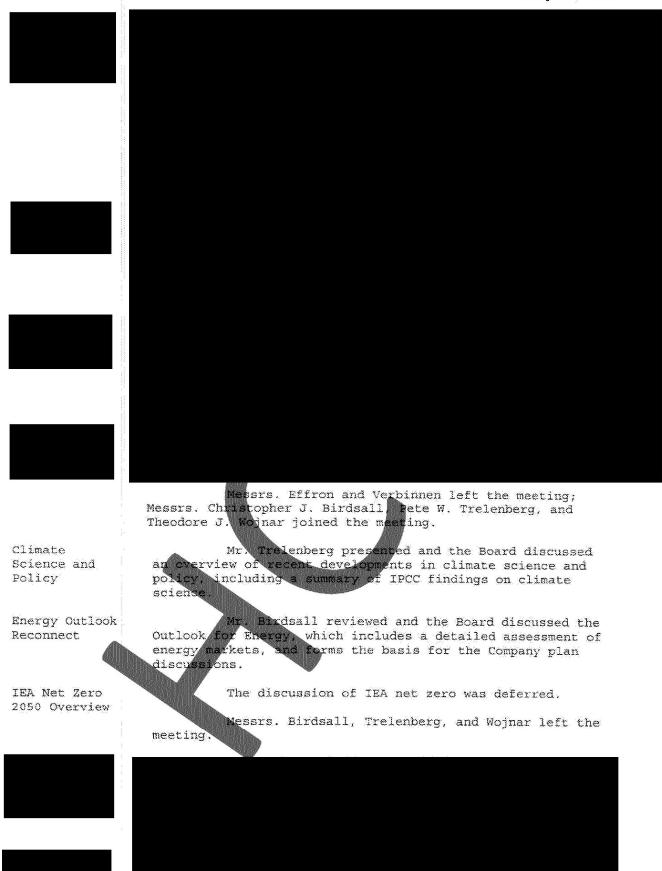
Also present were Neil A. Chapman, Andrew P. Swiger and Jack P. Williams.

Darren W. Woods, Chairman, presided; and Stephen A. Littleton, Secretary, recorded the proceedings. Mr. Littleton confirmed the quorum for the conduct of business and that all participants in the meeting could hear each other clearly.

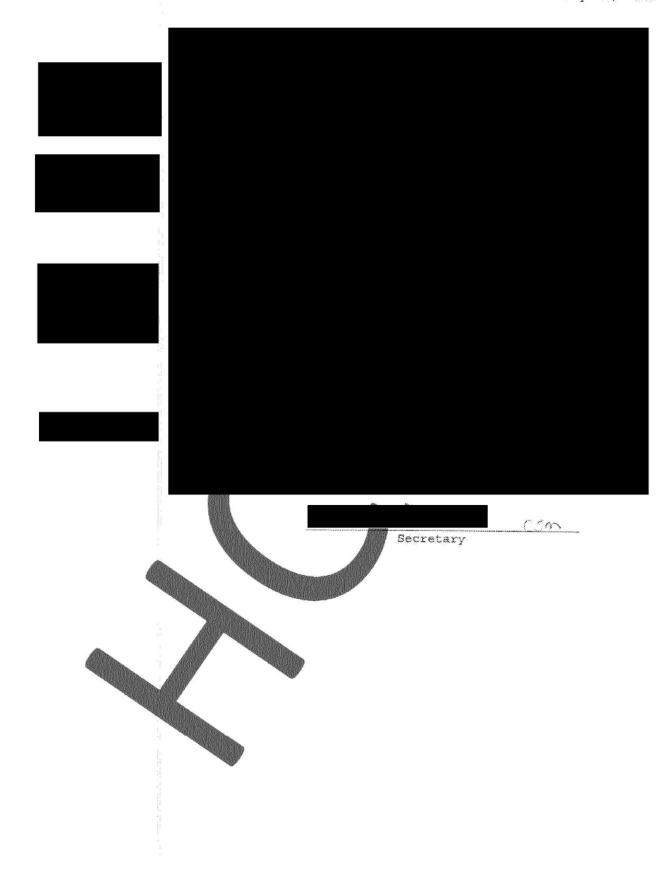


Report of Public Issues and Contributions Committee Meeting Dr. Avery reported on the Public Issues and Contributions Committee meeting held on July 27, 2021. Mr. Christopher J. Birdsall reviewed and discussed with the Committee an overview of the International Energy Agency (IEA) net-zero emissions scenario.

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CONFIDENTIAL EM-HCOR3-00132945