

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, Gregory 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. Birdsell reviewed and discussed with the Committee an overview of the International Energy Agency (IEA) net-zero emissions scenario.

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Messrs. Effron and Verbinen left the meeting; Messrs. Christopher J. Birdsall, Pete W. Trelenberg, and Theodore J. Wojnar joined the meeting.

Climate
Science and
Policy

Mr. Trelenberg presented and the Board discussed an overview of recent developments in climate science and policy, including a summary of IPCC findings on climate science.

Energy Outlook
Reconnect

Mr. Birdsall reviewed and the Board discussed the Outlook for Energy, which includes a detailed assessment of energy markets, and forms the basis for the Company plan discussions.

IEA Net Zero
2050 Overview

The discussion of IEA net zero was deferred.

Messrs. Birdsall, Trelenberg, and Wojnar left the meeting.

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Secretary

ccm

HC