

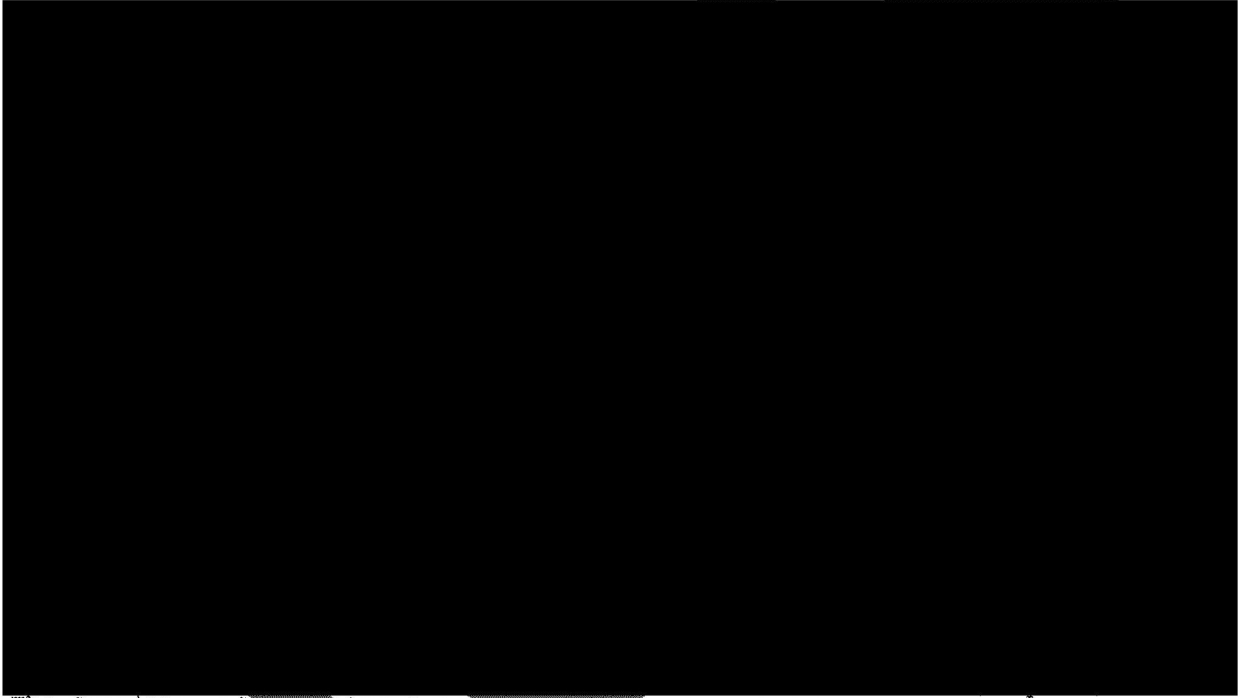
January 27, 2021

A meeting of the Board Affairs Committee was held in Room 8 at the Corporation's Headquarters office at 5959 Las Colinas Boulevard, Irving, Texas, on Wednesday, January 27, 2021, at 10:15 A.M., pursuant to prior notice.

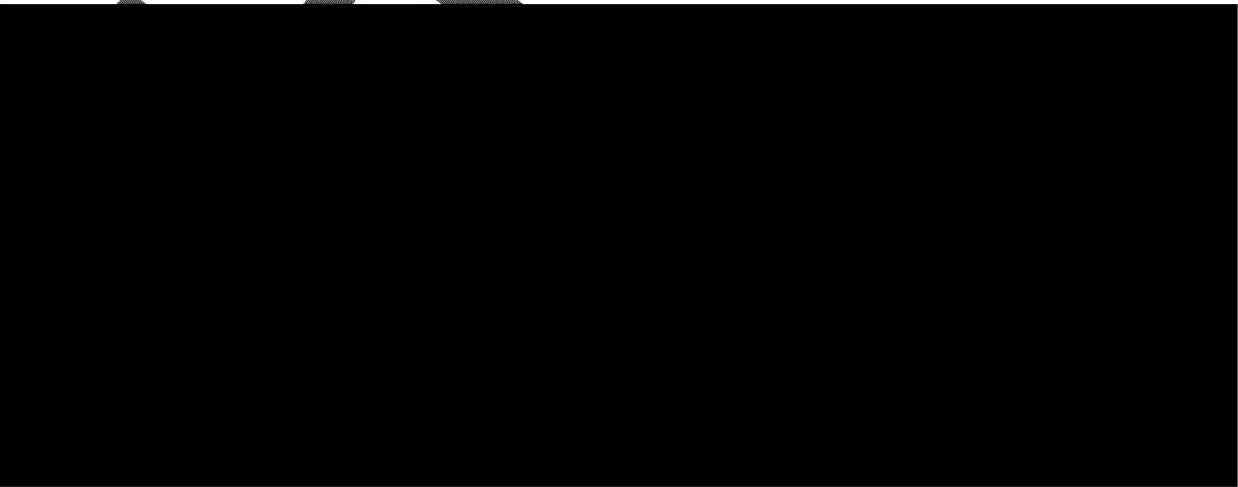
Participating by teleconference were Susan K. Avery, Kenneth C. Frazier, Samuel J. Palmisano and Wan Zulkiflee.

Present at the above address was Darren W. Woods in attendance at the invitation of the Committee Chair.

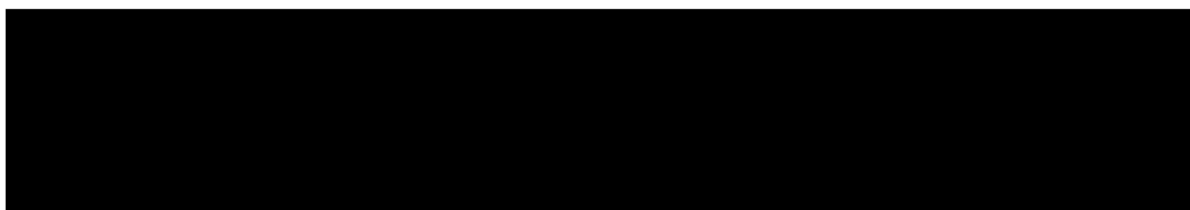
Mr. Frazier, Chair, presided, and Stephen A. Littleton, Secretary, recorded the proceedings. Mr. Littleton confirmed that all participants in the meeting could clearly hear each other.



The Committee also reviewed qualifications of candidates recommended by Engine No. 1: Gregory Goff, Kaisa Hietala, Alexander Karsner and Anders Runevad, as well as candidates recommended by D. E. Shaw: Stuart Davies, Marvin Odum and Linda Stuntz.



January 27, 2021



Secretary

HCOR