

InnerViews Podcast Inaugural Interview

Revised: October 10, 2017

Interviewee	Darren W. Woods Chairman and CEO of ExxonMobil
Interviewer	Pat McCarthy Corporate Communications Manager[HYPERLINK "████████████████████dallasnews.com"]
Date	Thursday, October 12, 2017 – <i>to be rescheduled TBD</i>
Time	TBD
Location	Conference Room 12
Format	One-on-one interview with DWW. This format is conducive to personal story-telling and allows for more personal stories/perspectives so that employees are hearing directly from leadership.

~~We will launch the~~ *The InnerViews* podcast channel ~~will launch~~ in November with an interview with DWW. Topics of discussion will include the chairman's views on the company's performance, strategy for growth and the future of corporation.

~~Below are the questions included in the podcast strategy document endorsed by that DWW approved on 9/20/17. We have drafted some suggested talking points are included for DWW to consider, but are not intended as this is not a script. The podcast is meant to be will be a conversation between DWW and Pat.~~

QUESTIONS

ExxonMobil's Performance

- **What are the company's greatest strengths? Where can we improve?**
 - We have the most talented and capable employees in the industry. They're committed to pushing boundaries and challenging paradigms, while maintaining the highest standards of safety and integrity. They continue to innovate, grow and challenge the company to be the best we can be.
 - We have a very disciplined and value-oriented workforce, but do have some areas where we need to drive changes. This includes adopting a "Risk Manager" – rather than a "Risk Avoider" – mindset in our operations... looking outside of the company to better understand our stakeholders and our competition... and always keeping the big picture in mind.
 - I want our people to really think about how they can make an impact in their jobs. We should consistently ask ourselves how we can improve and evolve. Don't be afraid to challenge the status quo.

Strategy and Vision for the Future of the Corporation

- **What's your vision for the future of ExxonMobil? How do we get there?**
 - There are many challenges that will affect our industry in the coming years: creating value in an oversupplied market, tackling energy poverty and addressing the risk of climate change to name a few examples.

- During times like these, I'm convinced there's no company better positioned to tackle these challenges than ours.
- No company is more disciplined ~~than ours~~ when it comes to capturing the most value from every molecule and managing costs. These strengths are most important in a low-price environment such as the one we're currently in.
- We're already a ~~world leader in clean energy innovation and research. We're pursuing breakthrough innovations in carbon capture and storage and next-generation biofuels and advanced battery technologies.~~
- We're ~~also~~ developing ways to improve efficiency in our operations and help our customers achieve their own emissions reductions. All of these efforts will contribute to a brighter energy future. I'm proud of what we've already accomplished on this front, and I'm excited by our prospects for the future.
- **One word we often hear you say is "win." How will we know when we've won?**
 - Simple. When we exceed our competition in creating the most shareholder and stakeholder value, we will know we've won.
 - That means we're not just running this race to finish it. We're running it to win. We're running to be the best. So we have to do more than continually improve. We have to improve better and faster than our competition.
 - Given the capabilities of our people, the strength of our organization and the competitive advantages we've built over the decades, I would be disappointed with anything other than a win.

Commented [JAT1]: Not sure I'd call this out since it's largely in university partnerships

Perspectives of Effective Leadership

- **What does leadership mean to you?**
 - Two things: think boldly and create ownership. When you go into work to make a difference for the company – instead of just protecting your job – you can be bold and take measured risks. There's no downside when you take that approach. Also, leadership means empowering people by giving them a real stake in the success. ~~This isn't my company. It's ours. This is our company.~~ We win – or lose – together.
- **You've had multiple leadership roles throughout your career. What's your best advice to managers – and those who aspire to be managers – for how to motivate employees and develop the leaders of the future?**
 - When I joined ExxonMobil, my manager stressed the importance of understanding the business from the ground up before trying to manage it. The more you can interact with and learn about the various roles and products you manage, the more effectively you can do your job.
 - ~~You learn something from every job. After spending a year of my time serving as ExxonMobil's Investor Relations manager in Dallas, for example,~~ I know the importance of keeping both internal and external stakeholders informed.
 - I'm making it one of my top priorities to ensure all of our people understand where we're headed as a company and how we're going to get there - together.
 - We're exploring new methods and tools to share information with employees, including more forums with management, new *Inside ExxonMobil* website content, this podcast and more.

Year-end Wrap Up

- **You've been CEO for nearly a year – is it what you expected? Has anything surprised you?**
 - It's been an extraordinary first year so far. I've spent much of it meeting ~~our~~ people across functions and around the world. I've had some meaningful conversations about where we're heading as a company.

- We're an oil, gas and chemical company – that's where we create the most value for our shareholders and for society. But we always have to be ready to adapt and willing to change as technology advances and the world's needs evolve.
- As we move into 2018, it will be imperative that we understand what's happening in our world, seek to address any needs we find, and be okay with challenging each other to find the best solution possible.
- **What have you enjoyed the most?**
 - I've really enjoyed meeting and interacting with our employees. We come together and have each other's backs in times of need, no matter where we are in the world.
- **You sent a message to all employees after Hurricane Harvey hit the Texas Gulf Coast. Is there anything else you would like to add about the response and on-going recovery effort?**
 - We've seen through all of this that our employees — and our operations — are resilient.
 - We're all committed to rebuilding stronger than before.
 - We've seen our employees help each other in extraordinary ways.
 - I'm so proud to see us come together as a family during this critical time.
 - We all should be very proud of the way we looked after each other and got the job done — safely shutting down our facilities and quickly restoring them to help get things back to normal and provide the products that are vital for today's economy.
 - The worst of the hurricane brought out the best in ExxonMobil.
- **Finally, what is it about ExxonMobil that has kept you here for 25 years?**
 - ExxonMobil is a company of integrity. What we do is important and we do it well. We do big things, and we do them well.
 - I've told my kids that I hope they find a company that has the values of ExxonMobil, because it's a place where you never only have to worry about doing the right thing.

CLOSING SEGMENT

The closing segment provides an opportunity to personalize the interview for levity after 15-20 minutes of focused conversation between the host and guest, and allows a moment for a personal, human touch from the interviewee. This is the only question that was not included in the podcast strategy document that DWW has approved.

Closing Question

- **Darren, we're reaching the end of our podcast. We've had some enlightening discussions about a number of topics, so thank you for your insight. Before you go, I'd like to ask you a question that pertains to your life outside of ExxonMobil. When you're not at work, where do you focus your energy?**
 - (response TBD by DWW)