From: @exxonmobil.com [@exxonmobil.com]

Sent: 9/11/2019 12:53:28 AM

To: Heminger, Gary R. (Findlay) @marathonpetroleum.com]

Subject: Re: Climate Change Discussion

Thanks for the note Gary. Glad it helped.

To the extent AFPM is going to take a more explicit position on climate policy - perhaps they can coordinate with API so that neither organization looks as if they were "forced" into making a change.

Darren

> On Sep 9, 2019, at 7:10 AM, Heminger, Gary R. (Findlay) @marathonpetroleum.com> wrote:

> Darren. Loic Vivier and Guy Powell presented ExxonMobil's template on Climate Change yesterday at the AFPM Executive Committee. I want to thank you for being so open on your internal strategy and communication. What was most enlightening is that we are not nearly as separated in our models and strategies as maybe we thought earlier. I believe by having an open discussion the Excom was able to understand the nuances but also understand ways to bridge some differences. Chevron and BP also presented and for the most part were in sync. This was a big step forward in trying to get everyone on the same page. Thanks for the leadership. Gary

> Sent from my iPhone

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