

Message

From: Woods, Darren W [REDACTED]@exxonmobil.com]
Sent: 3/9/2018 8:03:21 AM
To: Al Monaco [REDACTED]@enbridge.com]; Al Walker [REDACTED]@anadarko.com]; Culpepper, Bruce B SHLOIL-HR/CCUS [REDACTED]@shell.com]; Dave Hager [REDACTED]@dvn.com]; Dave Stover [REDACTED]@nblenergy.com]; David Seaton [REDACTED]@fluor.com]; Gary Heminger [REDACTED]@marathonpetroleum.com]; Greg Garland [REDACTED]@p66.com]; John Hess [REDACTED]@hess.com]; John Minge [REDACTED]@bp.com]; Michael Wirth [REDACTED]@chevron.com]; Ryan Lance [REDACTED]@conocophillips.com]; Vicki Hollub [REDACTED]@oxy.com]
Subject: API Opportunities discussion next week
Attachments: API Opportunities.pptx

All,

I have received some questions regarding the format of the "Strategic Alignment" agenda item for our upcoming EC meeting. Specifically, it was asked whether we should do this in an executive session w/o Jack.

I have kept Jack as a participant because: 1) the discussion should focus on WHAT gaps we have vs. WHY we have them (i.e., no finger pointing / blame games); 2) if we agree on a set of gaps that we want to close, I would like to start that work ASAP vs. waiting for the next CEO. As such, I think Jack's "ownership" to work the issue will be improved if he is part of the discussion.

I have discussed this with Jack and reviewed the document I sent all of you (and is attached). He knows I have asked for your thoughts and feedback. I also discussed the format with Jack. I made it clear that the session would focus on the gaps the EC believes we have and want to close – not a diagnosis or defense of the gaps. To the extent we need to work root causes, we can do this outside next week's discussion and in the context of a proposed solution.

Having said this, in preparing the agenda, I told Jack that we might decide to move the "Strategic Alignment" agenda item to an executive session – if the members of the EC felt this would be better. So, if anyone feels strongly that we should do this in private (or keep Jack as a participant), please let me / the EC know. Thanks

Darren

Darren Woods
[REDACTED]

From: Woods, Darren W
Sent: Tuesday, February 27, 2018 2:55 PM
To: 'Al Monaco' [REDACTED]@enbridge.com>; 'Al Walker' <[REDACTED]@anadarko.com>; 'Bruce Culpepper' [REDACTED]@shell.com>; 'Dave Hager' [REDACTED]@dvn.com>; 'Dave Stover' [REDACTED]@nblenergy.com>; 'David Seaton' [REDACTED]@fluor.com>; 'Gary Heminger' <[REDACTED]@marathonpetroleum.com>; 'Greg Garland' [REDACTED]@p66.com>; 'John Hess' [REDACTED]@hess.com>; 'John Minge' [REDACTED]@bp.com>; 'Michael Wirth' [REDACTED]@chevron.com>; 'Ryan Lance' <[REDACTED]@conocophillips.com>; 'Vicki Hollub' [REDACTED]@oxy.com>
Subject: API Opportunities

All,

In preparation for the change in API leadership and in taking the Chair role, I asked my folks to put together an assessment of API's strengths, opportunities and ideas for potential improvements. I've attached it for your review and consideration. It is an ExxonMobil view, based on our representative's involvement in API over several years. I would welcome your perspective.

For our March meeting, I thought it might be worthwhile to broadly identify areas of agreement / disagreement. In areas of broad agreement and alignment on potential improvements, I can begin working this with Jack / API. In areas of disagreement, we can decide if it is important to reach an agreed position.

I think it will be important to have a clear view of where we want to take API and areas of focus (above & beyond advocacy priorities) for our new CEO. I'll work with you to make sure we have this before August.

Darren

Darren Woods

