



Coalition United for a Responsible Exxon (CURE)

February 2, 2021

Exxon Mobil Corporation
5959 Las Colinas Boulevard
Irving, TX 75039

Dear ExxonMobil Board of Directors:

The undersigned are a group of ExxonMobil Corporation ("Exxon" or the "Company") stakeholders, including Seattle City Employees' Retirement System, Dana Investment Advisors, and Members of the Interfaith Center on Corporate Responsibility, that have been disappointed with Exxon's lack of financial performance, poor capital allocation decisions and failure to capitalize on business opportunity of the clean energy transition. Together, we are the Coalition United for a Responsible Exxon (CURE) and represent 138 organizations that collectively manage more than \$2.27 trillion in assets.

For many years, Exxon has ignored both the desires of its key stakeholders and the financial risks and opportunities of the transition happening in energy markets toward cleaner, more sustainable forms of energy. This is no longer tenable for current shareholders, all stakeholders, the financial future of the Company, and future generations. Exxon has lost \$250 billion in market value since 2014, was removed from the Dow Jones where it had been a "blue chip" since 1928, and has lost 25% of its market-cap over the past 12 months. Without a change in leadership, the Company is positioned for much greater losses in the future.

As key stakeholders in Exxon, we urge the Company to embrace change with the ingenuity and rigorous analysis for which it was once known, ensuring that Exxon will not only survive, but will lead through this inevitable transition. In years past, Exxon led the world and was the most valuable company on the planet. But no longer.

Change is required.

We are pleased to see three shareholders – D.E. Shaw, the California State Teachers Retirement System (CalSTRS), and Engine No. 1 – urge the Company to reform its priorities and operating goals, with an eye toward much-improved financial performance, responsible growth in the clean energy transition, and improved environmental stewardship. We hope the Company will address these concerns substantively and engage with those owners, CURE, and all stakeholders, with an earnest desire to improve Exxon for the benefit of all.

We intend to offer our views, both publicly and privately, to drive Exxon to become a responsible energy company – one that all of its stakeholders, as well as our children and future generations, can be both

proud of and benefit from. We would be pleased to meet to discuss the steps we believe Exxon should take to leapfrog its peers and move to a sustainable business model with long-term competitive advantages. Exxon should again lead the world.

Sincerely,

Coalition United for a Responsible Exxon (CURE)

Coalition Members

Aargauische Pensionskasse (APK)	Fondation de prévoyance du Groupe BNP PARIBAS en Suisse
Adasina Social Capital	Fondation Interprofessionnelle Sanitaire de Prévoyance (FISP)
Adrian Dominican Sisters, Portfolio Advisory Board	Fondation Leenaards
Align Impact	Fondation Patrimonia
Ario Advisory	Fonds de Prévoyance de CA Indosuez (Suisse) SA
Arjuna Capital	Fonds interprofessionnel de prévoyance (FIP)
As You Sow	Franciscan Sisters of Allegany NY
ATISA Personalvorsorgestiftung der Tschümperlin-Unternehmungen	Fulcrum Asset Management
Bernische Lehrerversicherungskasse	Gebäudeversicherung Luzern
Bernische Pensionskasse (BPK)	Gebäudeversicherung St. Gallen
Bon Secours Mercy Health	Good Capital Investment Group
Broad Reach Fund	Green America
Caisse Cantonale d'Assurance Populaire (CCAP)	GreenFaith
Caisse de pension du Comité international de la Croix-Rouge	Hexavest
Caisse de pension Hewlett-Packard Plus	Pensionskasse Römisch-katholische Landeskirche des Kantons Luzern
Caisse de pensions de l'Etat de Vaud (CPEV)	Pensionskasse AR
Caisse de pensions du personnel communal de Lausanne (CPCL)	Pensionskasse Bank CIC (Schweiz)
Caisse de pensions ECA-RP	Pensionskasse Basel-Stadt
Caisse de prév. des Fonctionnaires de Police & des Etablissements Pénitentiaires	Pensionskasse Bühler AG Uzwil
Caisse de Prévoyance de l'Etat de Genève CPEG	Pensionskasse Caritas
Caisse de Prévoyance des Interprètes de Conférence (CPIC)	Pensionskasse der Basler Kantonalbank
Caisse de prévoyance du personnel communal de la ville de Fribourg	Pensionskasse der Stadt Winterthur
	Pensionskasse Pro Infirmis
	Pensionskasse Schaffhausen
	Pensionskasse SRG SSR
	Pensionskasse Stadt Luzern
	Pensionskasse Stadt St. Gallen

Caisse de prévoyance du personnel de l'Etat de Fribourg (CPPEF)	Pensionskasse Unia
Caisse de prévoyance du personnel de l'Etat du Valais (CPVAL)	Personalvorsorgekasse der Stadt Bern
Caisse intercommunale de pensions (CIP)	Prévoyance Santé Valais (PRESV) prévoyance.ne
Caisse paritaire de prévoyance de l'industrie et de la construction (CPPIC)	Profelia Fondation de prévoyance
CAP Prévoyance	Prosperita Stiftung für die berufliche Vorsorge
CERN Pension Fund	Providence St. Joseph Health
Caisse Inter-Entreprises de Prévoyance Professionnelle (CIEPP)	Proxy Impact
Committee on Mission Responsibility Through Investment of the Presbyterian Church U.S.A.	Region VI Coalition for Responsible Investment
CommonSpirit Health	Rentes Genevoises
Confluence Philanthropy	RP - Fonds institutionnel
Congregation of St. Joseph	School Sisters of Notre Dame Cooperative Investment Fund
CoreCommodity Management, LLC	Seattle City Employees' Retirement System
Dana Investment Advisors	Secunda Sammelstiftung
Daughters of Charity, Province of St. Louise	Seventh Generation Interfaith Inc.
Dwight Hall Socially Responsible Investment Fund at Yale	Sierra Club Foundation
Etablissement Cantonal d'Assurance (ECA VAUD)	Signet Strategic Wealth Management, Inc.
Ethos Foundation, Switzerland	Sisters of Bon Secours USA
Figure 8 Investment Strategies	Sisters of Mary Reparatrix
Impact Capital Strategies	Sisters of St. Francis o Philadelphia
Impact Investors	Sisters of St. Francis-Dubuque
Individual	Sisters of the Presentation of the BVM of Aberdeen SD
Interfaith Center on Corporate Responsibility	Social Justice Committee, UU Congregation at Shelter Rock
JLens Investor Network	Socially Responsible Investment Coalition
Jonas Philanthropies	SRI Investing LLC
JSA Sustainable Wealth Management	St. Galler Pensionskasse
Luzerner Pensionskasse	Stiftung Abendrot
Majority Action	SVA Zürich
Manaaki	Terre des hommes Schweiz
Merck Family Fund	The Prentice Foundation
Mercy Investment Services, Inc.	THE VELUX FOUNDATIONS
Miller/Howard Investments, Inc.	Unfallversicherungskasse des Basler Staatspersonals
Nathan Cummings Foundation	Université de Genève (UNIGE)
Natural Investments	US Trust
Nest Sammelstiftung	ValuesAdvisor

Newground Social Investment
North Berkeley Wealth Management
Fondation de la métallurgie vaudoise du
bâtiment (FMVB)
Fondation de prévoyance Artes & Comoedia
Fondation de prévoyance des Paroisses et
Institutions Catholiques (FPPIC)

Verein Barmherzige Brüder von Maria-Hilf
(Schweiz)
Vorsorge SERTO
Wallace Global Fund