

2021 SUSTAINABILITY REPORT

LIVING OUR VALUES

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marathonoil.com/sustainability-report





SECTION I

REPORT OVERVIEW

2021 SUSTAINABILITY REPORT

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INTRODUCTION

ABOUT THIS REPORT

Recognizing the importance of transparency, we're committed to providing an annual account of our performance on environmental, social and governance (ESG) issues.

In our *2021 Sustainability Report*, we provide information about our nonfinancial and financial performance, supported by quantitative metrics and qualitative examples. We've designed this report to be our definitive ESG source document and a one-stop resource for a variety of stakeholders, including investors and ESG rating and ranking services.

We determine the content and data included in this report based on an assessment of risks and impacts identified during our annual Enterprise Risk Management process and through discussions with our stakeholders. We also benchmark reporting practices of peer companies and review investment reports and media coverage.

We select ESG performance indicators using the [Sustainability Reporting Guidance for the Oil & Gas Industry](#), a joint publication of IPIECA, the American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP). Our approach is also aligned with the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB) and the Global Reporting Initiative (GRI).

Information and performance data in this report relate to Marathon Oil operations, unless otherwise stated.



We include certain information on non-operated assets and equity method investments, such as Equatorial Guinea LNG Operations, S.A. (EG LNG). Unless specified otherwise, data and information in this report pertain to calendar year 2021.

This report was reviewed by Marathon Oil subject-matter experts, legal and accounting staff, executives, the board of directors and a third-party ESG consultant. The financial highlights were sourced directly from the [2021 Annual Report on Form 10-K](#) filed with the U.S. Securities and Exchange Commission (SEC). ESG data is non-GAAP and not audited.

MARATHON OIL AT A GLANCE

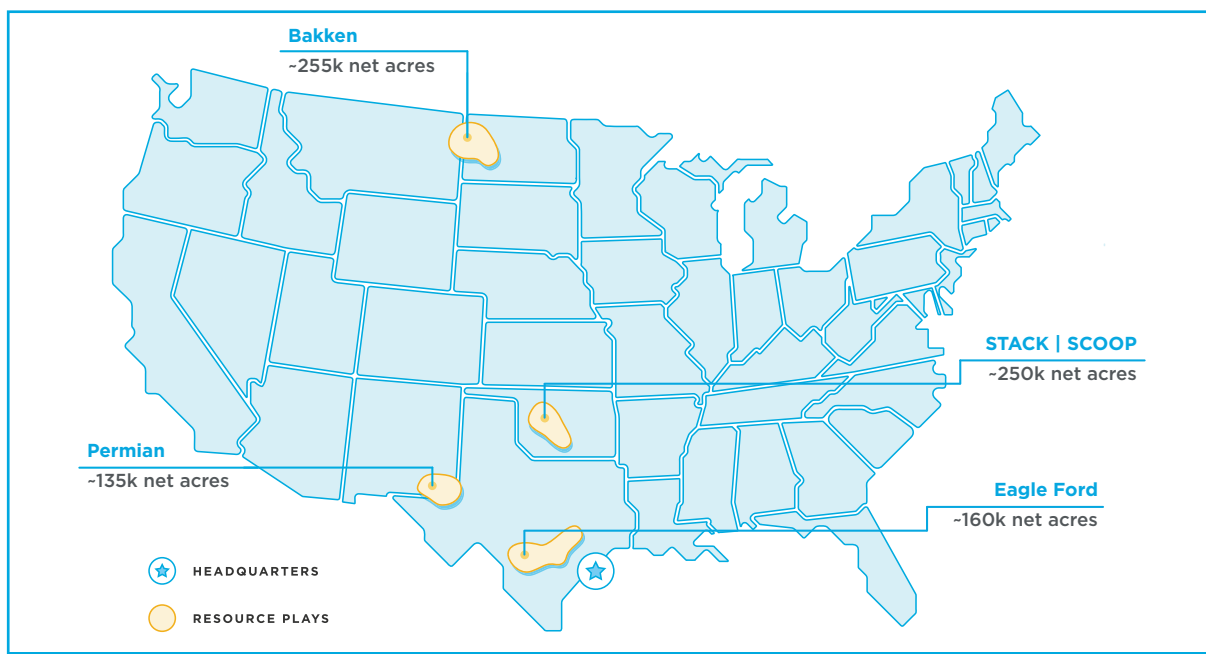
OUR OPERATIONS

Marathon Oil Corporation (NYSE:MRO) is an independent exploration and production (E&P) company focused on four of the most competitive resource plays in the U.S., complemented by a world-class integrated gas business in Equatorial Guinea.

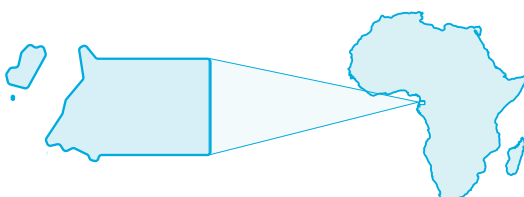
We're based in Houston, Texas, and as of Dec. 31, 2021, we employed approximately 1,500 full-time employees worldwide. United by a common set of corporate values, our employees help to create a responsible, safe and ethical culture.

We remain committed to our framework for success, with the foundation of a strong balance

sheet, ESG excellence and the competitive advantages of our multi-basin portfolio, including the Eagle Ford in Texas, the Bakken in North Dakota, the STACK and SCOOP in Oklahoma and the Permian in New Mexico. This diverse portfolio is well balanced, with an approximate 50% oil and 50% gas/natural gas liquid production mix.



EQUATORIAL GUINEA¹



OUR VALUES

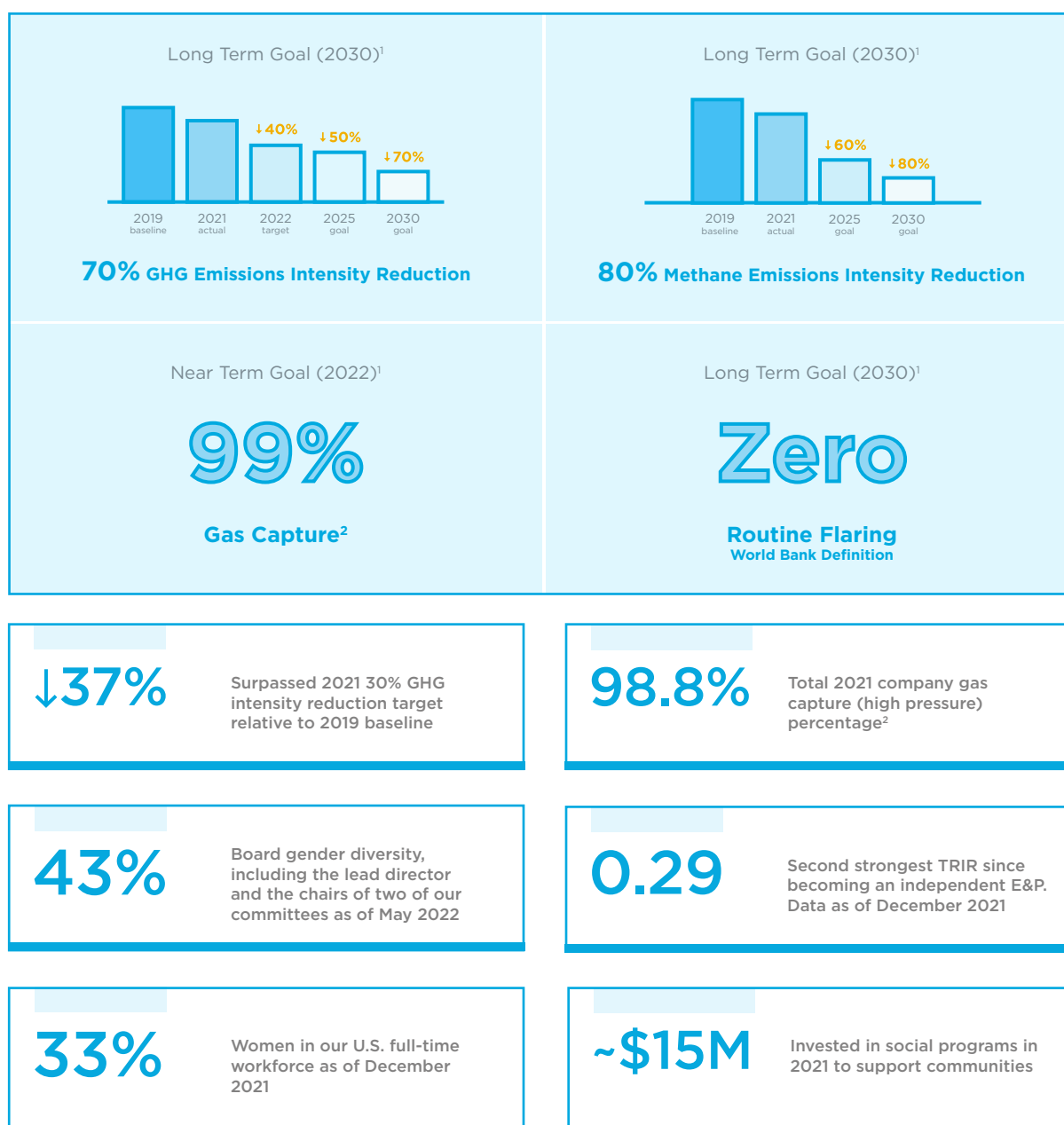
1. We are responsible, safe and ethical
2. We are bold
3. We take ownership
4. We are one team
5. We deliver results

¹ Operated interest in Alba Field PSC. Equity interests in world-class integrated gas infrastructure uniquely positioned for continued gas aggregation.

GOALS AND 2021 HIGHLIGHTS

SETTING THE BAR FOR ESG EXCELLENCE

Our quantitative objectives and key 2021 highlights demonstrate our commitment to meeting global energy demand with leading ESG performance.



¹ All percentage reductions are relative to 2019 baseline performance. Emission estimates and baselines may change as EPA updates its rules for calculating methane and GHG emissions

² Gas capture percentage: the percentage of volume of wellhead natural gas captured upstream of low pressure separation and/or storage equipment such as vapor recovery towers and tanks.

CEO MESSAGE

TO OUR STAKEHOLDERS

We pursue environmental, social and governance excellence in everything we do.

At Marathon Oil, we recognize that financial, operational and environmental, social and governance (ESG) excellence are foundational to our framework for success. 2021 was an outstanding year at Marathon Oil and I am particularly proud of our ESG progress. This includes strong safety and environmental performance; accelerating our diversity, equity and inclusion efforts; investing in our talented workforce; and contributing to our communities while providing responsible, affordable and reliable energy.

While we continue to feel the impacts of the pandemic on our supply chain and are closely watching labor shortages, Marathon Oil is meeting the demand of our customers and achieving our business objectives. This includes delivering financial sustainability that is competitive not only with our direct E&P peers but with the broader market, all while driving significant reductions to both the greenhouse gas (GHG) and methane intensity of our operations, consistent with the trajectory of the Paris Climate Agreement.

Another Record Year for Safety

I am pleased to announce that in 2021 Marathon Oil delivered another strong year of safety performance, as measured by a 0.29 Total Recordable Incident Rate (TRIR). This was our second lowest TRIR since becoming an independent exploration and production company and was achieved while we were still in the midst of the COVID-19 pandemic. This demonstrates our steadfast commitment to safety as a core value and reflects the maturity of our safety culture, the rigor of our management systems and the engagement of our leadership throughout the organization. Nevertheless, we know there are always opportunities for continued improvement, particularly as we leverage more short-service staff in 2022. As we do, safety will continue to be a top priority.



Lee Tillman
Chairman, President
and CEO

Enhancing Environmental Targets

During 2021, Marathon Oil realized significant progress against our core environmental objectives, achieving our GHG intensity reduction target of at least 30% and improving total company gas capture to 98.8%. In addition, the powerful combination of our quantitative GHG intensity reduction initiatives and disciplined capital allocation model that prioritizes free cash flow generation has contributed to a significant decline in the company's absolute GHG emissions.

To underscore our commitment to meeting the world's energy needs with leading environmental performance, we have announced a comprehensive set of new quantitative objectives intended to drive further improvement to our GHG intensity, methane intensity and natural gas capture for the near-, medium- and long-term time horizon. These goals complement our existing 2025 GHG intensity objective and are intended to promote external transparency and accountability while also enhancing the internal alignment and employee innovation necessary to deliver such strong performance.

Accelerating Diversity, Equity, Inclusion and Social Impact

As a leader in the E&P sector, we know that reflecting, valuing and leveraging diversity is essential to attracting, developing and retaining people who bring us the best ideas and the most innovative solutions. In 2021, we increased global gender and U.S. racial/ethnic representation to 29% and 30% respectively, compared to 26% and 27%, respectively since 2017. We also are committed to transparency and are making our [Equal Opportunity and Employment \(EEO-1\)](#) data public.

Employee-led resource groups (ERGs) are helping to support diversity efforts within our workplace. In 2021, our Black Employees and Allies of Marathon (BEAM) network celebrated its one-year anniversary, while our Women's Network continued to grow. We have also launched two new ERGs representing the Hispanic/Latin and the Asian American and Pacific Islander communities. And in Equatorial Guinea, we continue to increase the percentage of national citizens in our workforce.

We're proud of our continued strategic investments to build healthier, stronger and safer communities through initiatives including the Bioko Island Malaria Elimination Program in Equatorial Guinea, and My Home Library program and newly launched Unconventional Thinking in Teaching grant program in our U.S. assets, all discussed in more detail in this report. We also are committed to respecting human rights and recently released a [Human Rights Policy](#).

Looking Ahead

We believe Marathon Oil, as a global oil and gas producer, has a clear and much-needed role to play in the orderly, multi-decade transition to a lower carbon future. This belief has only been reinforced as energy markets have struggled to respond to a confluence of factors: continued demand recovery from the pandemic, struggling

global supply chains, U.S. labor shortages and systemic under-investment in both new oil and gas supply and the supporting infrastructure. We're focused on a pragmatic, free-market, innovative and "all of the above" approach to both meet growing world energy demand and mitigate global GHG emissions.

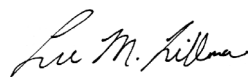
Throughout this report, I'm confident you'll see the efforts of our employees and contractors who strive every day to operate responsibly, work together as 'One Team,' support the communities where we live and work and maintain the values we believe in.

Through their efforts in 2021, we've increased our pace to meet our environmental goals – and positioned our company to deliver long-term value for our shareholders, communities, partners and the environment. Our strategic focus on resilience, optimization and innovation underpins our ability to meet the challenges posed by climate change head-on while also helping to meet growing world energy demand.

I am proud of the progress we have made thus far and even more excited about how we're positioned for the road ahead. At Marathon Oil, we have conviction that we're pursuing the right strategy for shareholders and stakeholders alike.

Finally, I would like to thank our investors for their confidence in our company and our board of directors and entire Marathon Oil team for their dedication to powering a sustainable future for people and the planet.

Sincerely,



Lee Tillman
Chairman, President and CEO

BOARD OVERSIGHT

A MESSAGE FROM OUR BOARD

At Marathon Oil, we believe improving our environmental, social and governance (ESG) performance maximizes long-term shareholder value.

Marathon Oil's commitment to ESG excellence is supported by effective corporate governance. In addition to achieving significant progress against core safety and environmental objectives and announcing new and enhanced environmental targets in 2021, the board restructured Marathon Oil's short-term incentive annual cash bonus scorecard to align with the performance areas we deem most critical, including ESG aspects. These performance areas are:

- Safety performance (TRIR)
- Environmental performance (GHG emissions intensity)
- Capital and operating efficiency (corporate free cash flow breakeven)
- Capital discipline/free cash flow generation (reinvestment rate)
- Financial/balance sheet strength (cash flow per debt-adjusted share)

In addition, we eliminated production and growth metrics from the company's annual bonus scorecard as our focus is on the powerful combination of differentiated financial performance and non-financial excellence.

We maintain an independent and diverse board of directors with strong skills and experience. In 2021, we welcomed two new highly-skilled, independent directors, bringing the total number of new directors added since 2018 to five. Six of our seven directors are independent, and all board committees are made up of entirely independent directors. We've also made progress on balancing various aspects of board diversity, and three of our directors are women, including our lead director, and one director self-identifies as racially/ethnically diverse. For a full list of our board's qualifications, including risk management expertise, please review our [Board Skills and Experience Diversity Matrix](#).



Over the past year, the company remained focused on its mission and core values despite ongoing impacts created by the pandemic, including global labor and supply chain challenges that continue to affect nearly all sectors, including oil and gas. Marathon Oil's financial and non-financial performance is a testament to the resilience and dedication of its employees.

As we look ahead toward a lower carbon intensity energy transition, oil and gas will remain a critical component of energy security, particularly as demand grows and geopolitical forces constrain global supply. Now more than ever, the oil and gas sector is essential to providing uninterrupted access to the responsible, affordable energy vital to the national and economic security of the United States and its allies. The continued responsible development of oil and gas is crucial to protecting the standard of living we have all come to enjoy and just as important, it's central to elevating the current standard of living for billions of people around the world – many of whom are in developing countries, living in energy poverty.

In this year's report, we're pleased to share our progress, as well as the challenges and opportunities we face, in addressing these and other core ESG issues and to do so in a meaningful way. We remain committed to continuous improvement and ongoing transparency and will work with regulators to develop standards that are fair and equitable across industries.

Our focus moving forward will be providing low-cost and reliable energy that supports a strong economy and our quality of life, while we also innovate to address the risks of climate change. We look forward to the opportunities ahead and to updating you on our progress.

Sincerely,



Lisa Hyland
Chair, HES&CR Committee
Marathon Oil Corporation Board of Directors

STAKEHOLDER MAP

Engaging with stakeholders is a key part of risk management that helps us manage community impacts, access new resources and avoid project delays.

	INVESTORS	GOVERNMENTS	COMMUNITIES	EMPLOYEES	NGOs	INDUSTRY
PRIORITIES	• Ethics • Financial performance • Risk management • Access to resources • Long-term shareholder value • ESG performance • Board diversity and expertise • Human capital management	• Regulatory requirements • Taxes and royalties • Energy supply • Economic development • Job creation and national capacity • Seismicity • Hydraulic fracturing	• Operational impacts • Local employment • Local supplier opportunities • Land access and compensation • Community development • Issues management • Public health and safety	• Safety and health • Job security • Compensation and benefits • Professional development • Career advancement	• Air emissions • Water impacts • Seismicity • Hydraulic fracturing • Human rights • National capacity • Revenue transparency • Sustainable development	• Safety, health and environment • Access to resources • Regulatory oversight • Public policy positions • Contractor management • Innovation
CORPORATE ENGAGEMENT	• Investor presentations, conferences and webcasts • Investor discussions • SEC filings • Questionnaires and surveys from rating and ranking services	• Policy development • Industry and trade associations • Advocacy • Social investment programs • Public-private partnerships	• Corporate website, media and social media • Social investment programs • Owner relations	• Performance management • Training and development • Internal communications • Code of Business Conduct and Integrity Helpline • Participation on industry and trade association committees	• Environmental management programs • Respect for human rights • Social investment programs • Advocacy	• Trade associations • Research and consortia • Emergency response organizations • International business councils
FIELD ENGAGEMENT	• Tours	• Regulatory compliance • Permit reviews • Regulatory audits • Regional development • Tours • Collaboration on social investment programs • County commissions and local officials	• Employment opportunities • Local supply chain • Community outreach and investment • Landowner and town hall meetings • Media and social media • Feedback	• Management systems • Safety leadership • Cost management • Volunteering • Employee resource groups	• National training, education and scholarship programs • Respect for human rights • Security training • Feedback	• State and regional trade organizations • Chamber of commerce meetings • Peer-to-peer engagement • Coordination on best practices



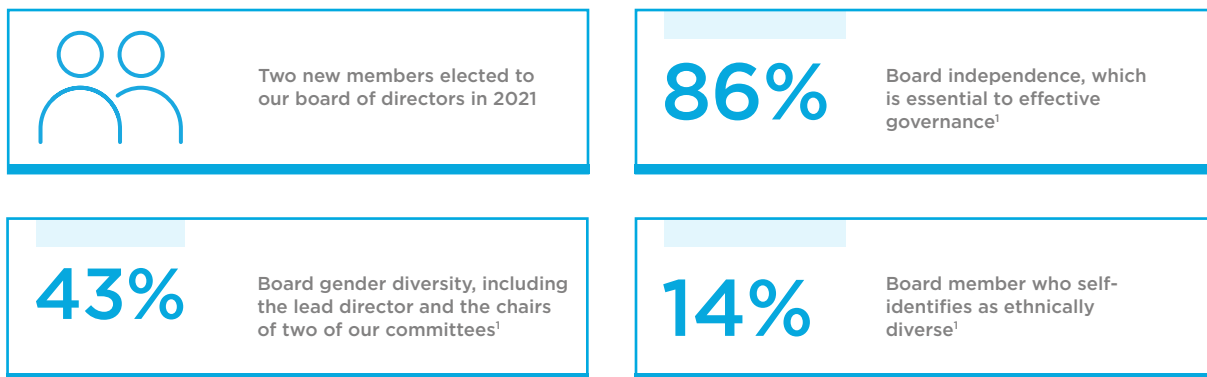
SECTION II

GOVERNANCE

GOVERNANCE

CORPORATE GOVERNANCE

At Marathon Oil, we prioritize effective corporate processes that govern the way we do business every day.


¹ As of May 25, 2022

Board Structure

The Marathon Oil board of directors oversees our business and assesses risk to promote high levels of environmental, social and governance (ESG) performance for the benefit of our stakeholders. Our Corporate Governance Principles describe the roles, responsibilities and functions of the board. Detailed information about the selection, election, independence, structure, diversity, committees, evaluation, risk management responsibilities and compensation of our board is available in our 2022 Proxy Statement.

Marathon Oil's board of directors consists of seven members, six of whom are independent. Lee Tillman is our chairman, president and CEO, and the non-employee directors selected Marcela Donadio to serve as independent lead director, effective May 26, 2021.

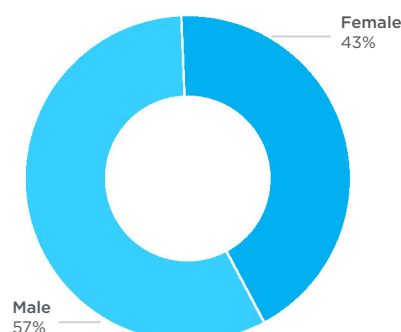
Our board does not have a policy regarding whether the roles of chairman and CEO should be separate but decides based on what is best for our company. We believe that independent board oversight is essential to effective governance and our Corporate Governance Principles require that all of our principal committees are composed entirely of independent directors.

The board has four principal standing committees: Audit and Finance; Compensation; Corporate Governance and Nominating; and Health, Environmental, Safety and Corporate Responsibility.

Board Diversity

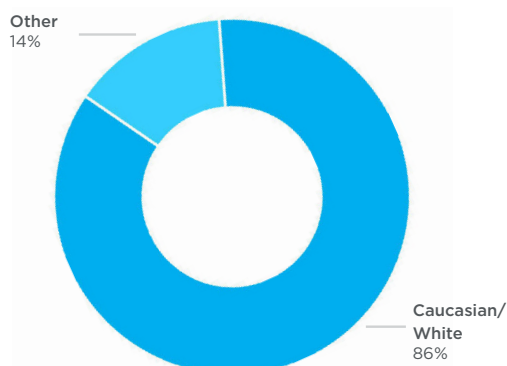
At Marathon Oil, promoting a culture of diversity and inclusion is important to us, and it begins at the top. We've made progress on balancing various aspects of diversity so that our board and workforce better represent our stakeholders and the communities where we operate. We view and define diversity in its broadest sense, encompassing gender, ethnicity, age, education, experience and leadership qualities. As of May 25, 2022, three of our seven directors self-identify as female, including our lead director. Two of our standing four board committees are led by women. See our [Board Skills and Experience Diversity Matrix](#) and relevant charts, as of May 25, 2022.

BOARD GENDER^{ab}



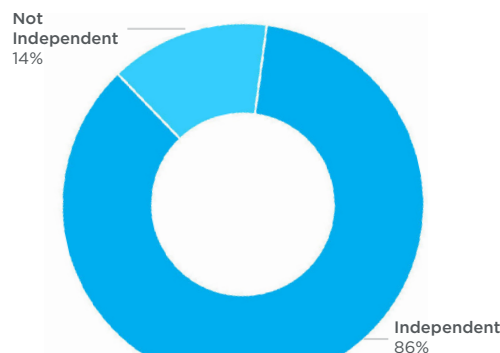
^a Three of our seven directors, including the lead director and the current chairs of the Audit and Finance and HES&CR Committees, are female.
^b Data is reflective of our board composition as of May 2022.

BOARD ETHNICITY^{ab}



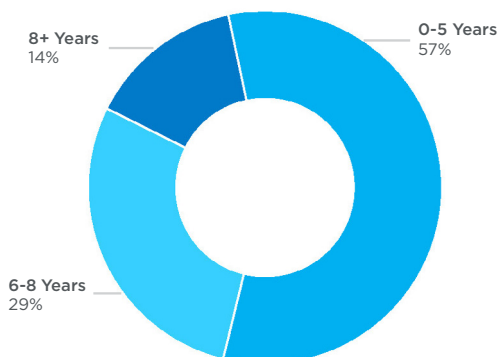
^a 14% of our directors self-identify as an ethnicity other than Caucasian/White.
^b Data is reflective of our board composition as of May 2022.

BOARD INDEPENDENCE^{ab}



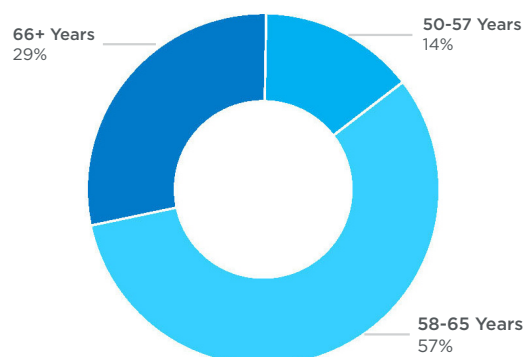
^a The Board has determined that each director, other than Mr. Tillman, meets the NYSE's independence standards.
^b Data is reflective of our board composition as of May 2022.

BOARD TENURE^{ab}



^a We believe the mix between short- and long-tenured directors reflects a balance of company experience and new perspectives.
^b Data is reflective of our board composition as of May 2022.

BOARD AGE^{ab}



^a The average age of the directors is 62 years.
^b Data is reflective of our board composition as of May 2022.

Executive Compensation Philosophy

Our success is based on financial performance and operational results, and we believe that our executive compensation program is an important driver of that success. The program's primary objectives are to link pay to performance, encourage creation of long-term shareholder value and pay competitively.

The board's [Compensation Committee](#) reviews and recommends to our board all matters of policy and procedure relating to executive officer compensation, incorporating executive compensation best practices such as engaging an independent compensation consultant to advise the committee.

We believe improving our ESG performance is essential to maximizing shareholder value. Our short-term incentive program metrics align our financial and operational goals with our health, environmental, safety and security (HES&S) and corporate sustainability commitments.

In 2020, we reinforced our HES&S and sustainability commitments by adding a greenhouse gas (GHG) emissions intensity metric to our strategic objectives. Building on that commitment, in 2021, we aligned compensation scorecards with key ESG priorities by adding a GHG emissions intensity target to our short-term, executive incentive scorecard. This target aims for an approximately 30% reduction in GHG emissions intensity measured against 2019 levels.

We believe adding this metric strengthens the link between our operations and our commitment to addressing climate change risk.

For more information about our 2021 executive compensation program, including our compensation philosophy, please see our [2022 Proxy Statement](#) and the [Compensation Committee Charter](#).

SUSTAINABILITY MANAGEMENT

DRIVING ESG EXCELLENCE

Effectively managing environmental, social and governance (ESG) performance underpins our efforts to build a successful and sustainable business.

Our board of directors provides oversight of our operations, risk management efforts and strategic plans. The board's Health, Environmental, Safety and Corporate Responsibility (HES&CR) Committee assists the full board and plays a vital oversight role in our sustainability efforts by identifying, evaluating and monitoring trends, issues, practices and concerns related to climate change; HES&S; public policy; legislation; regulations; political, charitable and educational contributions; and other matters.

Our vice president of Health, Environment, Safety, Security (HES&S) and Corporate Sustainability has leadership accountability for driving our corporate sustainability programs and commitments to responsible ESG performance. This role also leads our cross-functional Sustainability Forum, which provides a mechanism for ongoing dialogue on issues related to ESG risks and mitigations, performance updates against reported goals and targets and updates on reporting and performance trends. Our sustainability management structure and specific roles are described in more detail in the graphic on the following page.

To address our stakeholders' critical needs, we look beyond our office walls and operational facilities and consider the broader effects of our business decisions, actions and operations. Please see our Stakeholder Map on page 11 for examples.

HES&S Policies, Standards, Practices and Audits

Mandatory health, environment and safety (HES) policies, standards and procedures drive consistency, communicate expectations and set performance requirements across Marathon Oil.

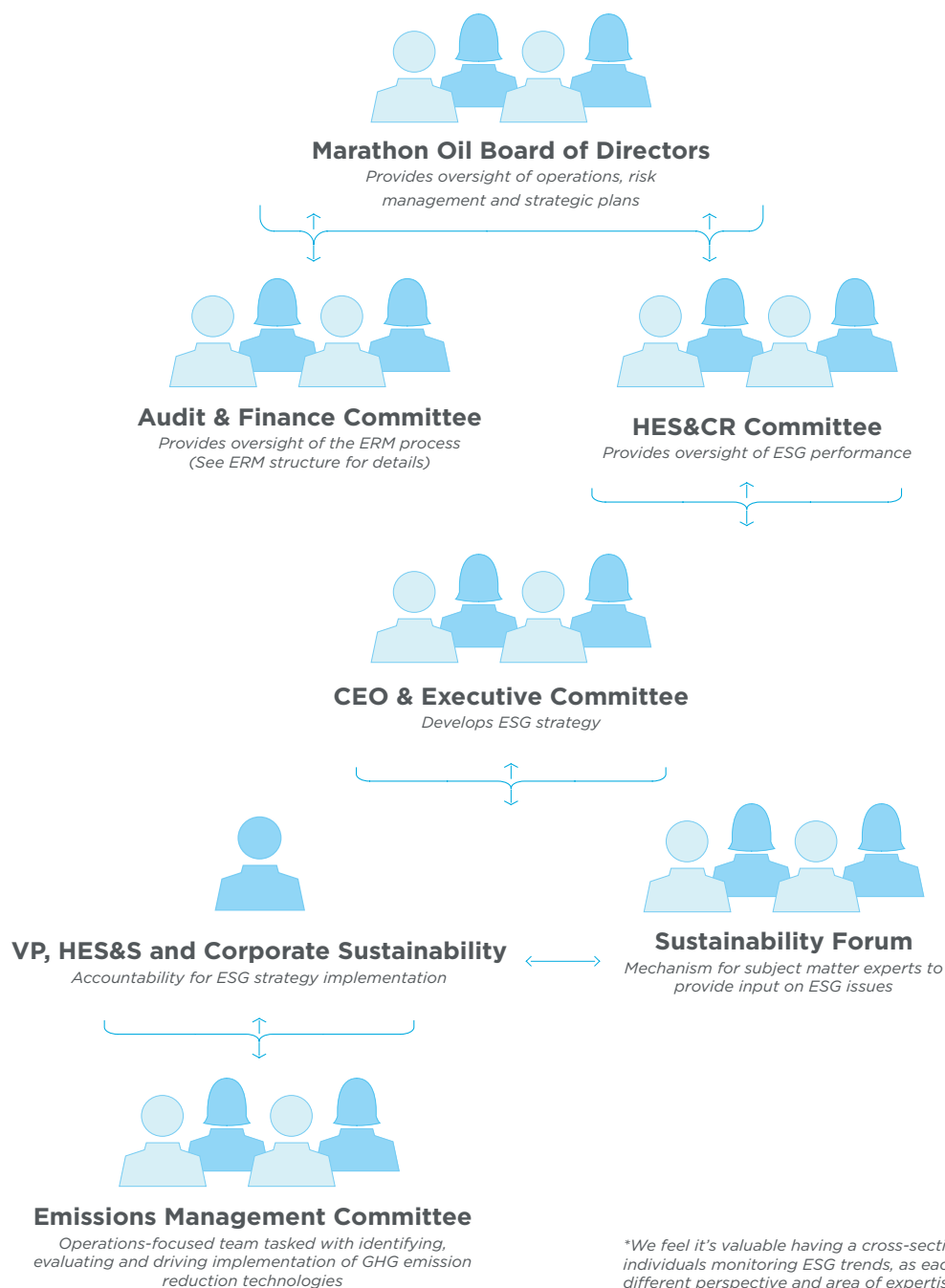
Our policies and standards cover a range of activities, including Stop Work Authority, Event Management, Risk Mitigation, Control of Hazardous Energy and Hot Work. We update our standards to reflect changes in laws or regulations, incorporate recommendations arising from audits and incident investigations and share lessons learned with employees, contractors and suppliers to raise awareness and drive performance improvement.

The Responsible Operations Management System, described in more detail on page 19, has an Audit and Improvement element that promotes adherence to our standards and regulatory requirements that focus on:

- **Tier I:** Checks of physical conditions and procedural tasks.
- **Tier II:** Risk-based audit to monitor management system compliance.
- **Tier III:** Management system audit to determine compliance and effectiveness of management system expectations.

Business units develop plans to address audit findings, track the plans through completion of corrective actions and share lessons learned. Key audit findings and trends are communicated to HES&S leadership and executive management, who then set priorities to seek solutions for gaps or issues that are identified.

MARATHON OIL'S SUSTAINABILITY MANAGEMENT STRUCTURE*



RISK MANAGEMENT

FOCUSING ON ACCOUNTABILITY

Marathon Oil's systems help identify enterprise, business unit and operational risks, enabling our employees to mitigate issues, leverage opportunities, drive improvement and promote sustainability.

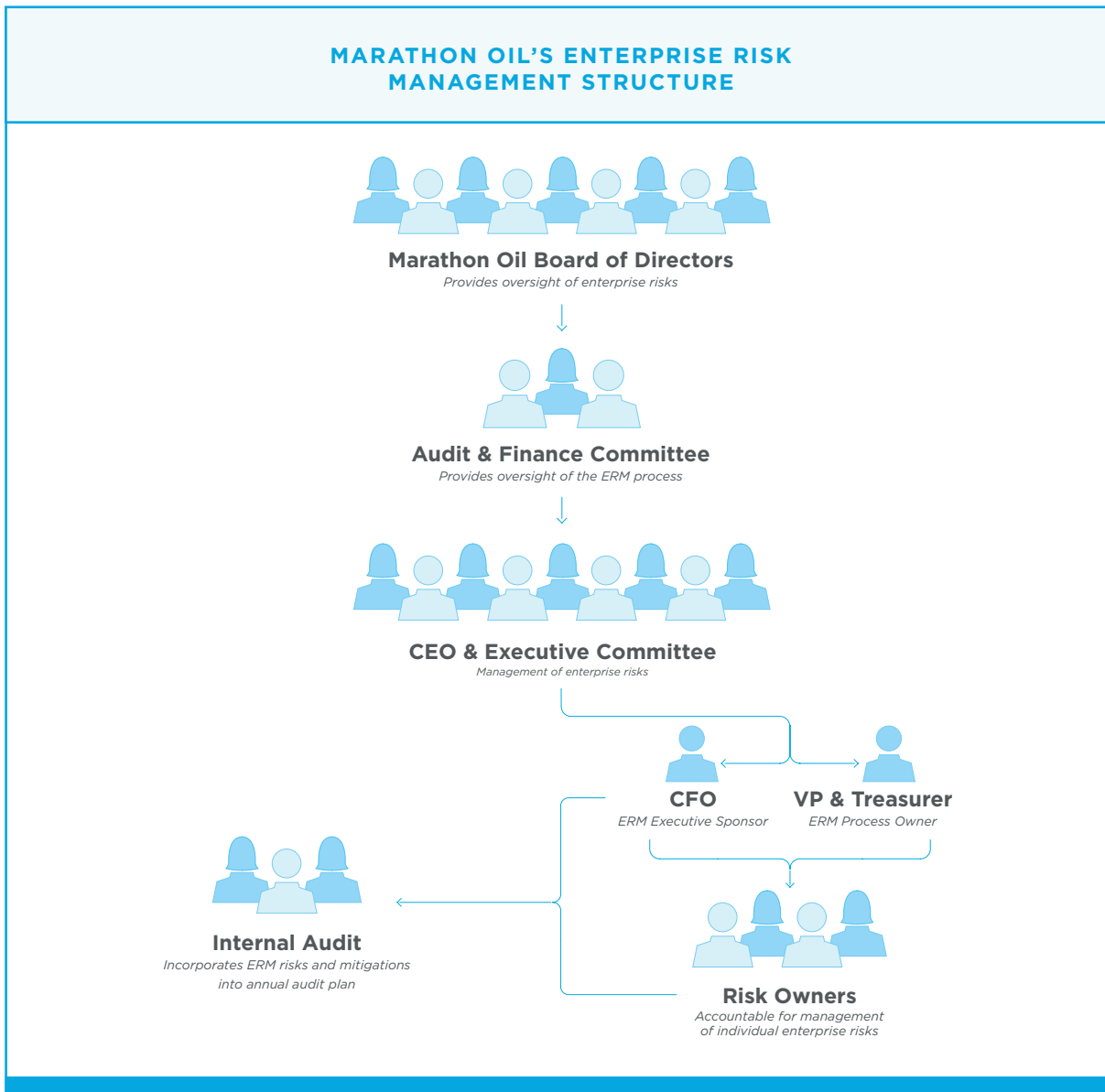
Our board of directors and its committees oversee corporate risk management, and each board committee has specific risk oversight responsibilities. The Compensation Committee reviews executive compensation to prevent excessive risk-taking; the HES&CR Committee oversees operational risks, including those related to climate change and HES&S; the Governance and Nominating Committee reviews governance policies and procedures to confirm legal compliance; and the Audit and Finance Committee reviews risks associated with financial, accounting, cyber security and compliance matters and reviews our Enterprise Risk Management (ERM) process.

Marathon Oil executive and senior management are responsible for day-to-day risk management at the enterprise level through the ERM process. Our risk management structure and specific roles are described in more detail in the graphic on the following page.

Marathon Oil employs the ERM process to identify and manage risk based on impact to the organization from multiple perspectives. Led by treasury and internal audit, the process includes group interviews with senior leaders and key personnel in their organizations, biannual internal risk assessments and risk-owner meetings, in addition to an annual board update and discussion. Each identified enterprise risk has an owner and an assessor to promote ownership, accountability and transparency.

IDENTIFIED ERM RISKS FOR 2022	
Higher Risk	Commodity Price Climate Change Regulatory & Compliance
Medium Risk	Resources Talent Cyber EG Sovereign Operational Execution HES&S
Lower Risk	Portfolio Financial Strength Reserves

Marathon Oil provides additional information on risk oversight and our material risks in our forward-looking statement disclosures in our [Annual Report on Form 10-K](#), our Quarterly Reports on Form 10-Q, other public filings and press releases. These resources are available at www.marathonoil.com.



Responsible Operations Management System

The Responsible Operations Management System (ROMS) is the framework we use to drive continuous improvement and regulatory compliance and reduce operational risk across Marathon Oil. Business units must meet the minimum standards for HES&S performance set within ROMS.

The ROMS ownership structure assures accountability and transparency and promotes

knowledge sharing across the enterprise. An executive steering committee oversees ROMS implementation, with business unit-level ROMS committees further driving accountability. Each ROMS element has an executive owner, technical advisors and subject-matter experts who drive progress. See the ROMS oversight document to learn about a specific element's owner or advisor.

ETHICAL BUSINESS PRACTICES

LIVING OUR VALUES

Our Code of Business Conduct reinforces our commitment to integrity and applies to all employees, officers, directors and other parties when acting on behalf of Marathon Oil.

Our board of directors and its Audit and Finance Committee oversee business ethics, and our chief executive officer has oversight for Marathon Oil's anti-bribery and anti-corruption program. Marathon Oil updated our publicly available [Code of Business Conduct \(Code\)](#) and associated Code training in 2021. The Code is also placed on company-issued laptops and phones, and hard copies of the Code summary are available in Marathon Oil offices.

Every new Marathon Oil employee receives a communication summarizing their roles and responsibilities under the Code, including ways they can raise Code-related questions and concerns. All active employees, including new hires, are required to complete an annual Code Questionnaire and Certification, and additional online Code training annually, with modules on anti-corruption, harassment, security and protecting information and reporting concerns. We regularly assess our business environment and update our compliance programs to address current and emerging risks and to strengthen compliance and mitigations through various mechanisms.

Preventing Corruption and Bribery

Marathon Oil maintains a framework of requirements and procedures to detect, prevent and address potential violations of applicable anti-corruption and commercial bribery (collectively, anti-corruption) laws and to support our commitment to conducting business honestly and ethically.

This framework includes an Anti-Corruption Compliance Policy (ACCP) and supporting Anti-Corruption Standard (ACS) and well-established processes to address potential anti-corruption risk areas. Our ACCP outlines clear expectations and specific prohibitions, including the prohibition of facilitation payments, as well as processes for addressing anti-corruption risk areas. We regularly conduct anti-corruption training for designated personnel and conduct compliance audits.

Reporting Mechanisms

- Contacting a direct manager or another member of management within Marathon Oil.
- Contacting the Marathon Oil organization(s) referenced in each section of the Code.
- Contacting Marathon Oil's Corporate Compliance & Ethics organization at Integrity@marathonoil.com.
- Utilizing Marathon Oil's anonymous Integrity Helpline via 877-713-8314 or secure.ethicspoint.com/domain/media/en/gui/51028/index.html.

Marathon Oil does not tolerate retaliation for good faith reporting of actual or potential Code violations, and we consider retaliation for good faith reporting a violation of the Code.

POLITICAL CONTRIBUTIONS AND LOBBYING ACTIVITIES

ENGAGING IN THE CONVERSATION

Marathon Oil promotes responsible energy development and advocates for reasonable and balanced regulations. We also support policies and legislation that are designed to preserve societal access to affordable energy.

We regularly and proactively communicate with our legislators, regulators and other policymakers through our Government Relations team and our executives and subject-matter experts where needed. We have a three-pronged approach to advocacy:

- Educating our elected officials, congressional delegations and regulators on issues affecting the company and our industry.
- Elevating the conversation above partisan politics.
- Engaging with legislators and federal, regional and local regulatory agencies to serve as a resource, better understand and inform possible impacts on our operations and support responsible and reasonable laws and regulations.

Engaging Stakeholders through Industry Collaboration

Trade associations advocate for targeted public policies and allow us to proactively engage with our stakeholders as an industry. See [here](#) for a list of trade associations in which Marathon Oil employees participate and take leadership roles.

We support these organizations with our membership dues (a portion of which are used for lobbying efforts). We recognize that our advocacy positions will not always align with all advocacy positions taken by our various trade organizations. Therefore, we provide our advocacy positions on key issues related to climate change in this report for clarity.

Engaging on Climate Change Public Policy

Marathon Oil shares the oil and gas industry's commitment to providing abundant, low-cost and reliable energy while reducing carbon emissions. We believe real, lasting climate solutions are driven by innovation and technology breakthroughs that enhance our way of life and reduce emissions.

We believe that successful public policy must recognize that oil and gas underpin our standard of living and that American oil and gas is critical to our national security and economic prosperity. We will support policy that:

- Facilitates meaningful GHG emissions reductions;
- Requires proportional participation from all sectors of the economy;
- Utilizes fair, consistent and transparent measurement methodologies across industries;
- Encourages and appropriately accounts for early and/or voluntary actions;
- Minimizes inconsistent, redundant and/or contradictory regulations and policies;
- Attributes to energy producers only emissions arising during production operations;
- Balances economic, environmental and energy security needs;
- Ensures the development of critical energy infrastructure;
- Makes the costs and associated climate benefits of any policy fully transparent to the American public;
- Ensures that the United States shoulders an equitable burden under international agreements;
- Does not disadvantage American oil and gas producers and workers against foreign competitors;
- Promotes innovation;
- Champions economy-wide public and private investment to develop cost-effective technologies that will materially reduce GHG emissions;
- Relies upon predictable and economically efficient policy frameworks, such as the use of market-based policies and/or offsets, to deliver outcomes at the lowest cost to society; and
- Allows all energy sources to compete for innovation funding.

Working with Elected Officials and Community and Tribal Leaders

We believe that constructive engagements with local and state elected officials help us to be a more effective operator and community partner. We meet with county commissioners, mayors, county judges, tribal leaders and other local officials to update them on our plans, resolve issues, understand community concerns, and develop positive and meaningful relationships.

As an example, we have engaged with leaders of the Three Affiliated Tribes near our Bakken Asset in North Dakota for more than 10 years, discussing infrastructure, economic development, employment opportunities, land access and more. At our Permian Asset in New Mexico, we joined environmental organizations, academics, tribes, industry experts and other operators, and participated in the [Methane Advisory Panel](#) (MAP) in 2021. The MAP was tasked with identifying methods to reduce methane emissions, and its findings are the basis of new regulations adopted by the state.

In Texas, in response to Winter Storm Uri and the subsequent passage of Senate Bill 3, we encouraged the Texas Railroad Commission to adopt winterization requirements for critical power-generating infrastructure and [highlighted our own proactive steps](#) to prepare for cold weather. These include remote digital monitoring, smart alerts, line heaters, backup power generation and weatherization action plans. In Oklahoma, home of our STACK/SCOOP Asset and a state also affected by Winter Storm Uri, we participated in the Energy Assurance Tabletop Exercise. All of these responses are designed to help us maintain an uninterrupted supply of much-needed affordable energy.

For more information on our interactions with stakeholders, see our Stakeholder Map on page 11. For information on engagement with Indigenous suppliers, see the Supply Chain Management section on page 88.

Political Contributions

We contribute to candidates and organizations that support responsible energy development. In 2021, we made direct corporate contributions totaling \$55,000 to five candidates, political party organizations and political action committees (PACs), as allowed by state law in New Mexico.

Through the Marathon Oil Company Employees Political Action Committee (MEPAC), eligible employees can contribute to candidates for U.S. federal and state elected office. In 2021, MEPAC donated \$56,750 to 22 candidates, political party organizations and PACs. MEPAC is registered with the U.S. Federal Election Commission (FEC) and complies with FEC, state and local rules and reporting requirements.

MEPAC is managed by a board of employee directors, with the Health, Environmental, Safety and Corporate Responsibility (HES&CR) Committee of the Marathon Oil board of directors serving in an advisory role. PAC contributions are based on a candidate's position on business issues and without regard for the personal political preferences of company executives or PAC board members.

Marathon Oil also makes payments to organizations and trade associations that engage in, among other things, lobbying activities. Through these trade associations, we participate in the U.S. public policy dialogue about critical environmental and energy policies, including rulemaking comment periods regarding issues related to climate change. In the interest of good governance and transparency, we voluntarily report these payments and our policies and procedures for lobbying and political activities in our Report of Lobbying and Political Contributions. Our [2021 Lobbying Report](#) discloses corporate contributions made to tax-exempt 527s and 501(c)(4)s that exceeded \$35,000 and which the recipient may use for political purposes. Based on information we received from our trade associations, the report also discloses the lobbying portion of our payments and dues made to trade organizations that, if made directly by the company, would not be deductible under section 162(e) of the Internal Revenue Code and that exceed \$35,000.

CYBER SECURITY

SAFEGUARDING OUR BUSINESS AND OPERATIONS

Marathon Oil implements effective cyber security controls to identify, detect, protect against, respond to and recover from threats.

Ensuring Strong Cyber Security Resiliency

As society's reliance on energy and information technology grows, so do the number and sophistication of cyber security threats. While Marathon Oil has avoided any material impacts to our business, operations or reputation due to cyberattacks or other cyber security-related incidents because of the safeguards we have put into place, we remain vigilant.

We've designed our enterprise cyber security programs to fortify people, processes and technologies across our assets, facilities and operations. We also seek to do business with partners and service providers who share our vision of implementing and enforcing effective cyber security controls across the following key areas.

- In terms of people, cyber security awareness remains one of our best defenses. We leverage formal training and incorporate other training and educational opportunities through videos, hands-on training, and periodic cyber security-related bulletins and helpful tips. We also conduct cyber security awareness campaigns to provide resources to help employees.
- Our processes include a suite of IT and security policies and procedures, including a cyber security incident response plan, an Information Use and Governance Policy and tabletop simulation exercises that involve different stakeholder groups that leverage our relationships with external legal, forensics and crisis communications partners.
- Our technical controls are regularly evaluated and assessed. We also have processes and technologies to provide redundant computing operations should a cyber event occur that requires the backup of online and offline data. In 2021, we focused on improvement in the following areas: ransomware defense, user training and awareness, vendor vulnerabilities and event correlation and threat detection, both in the cloud and on-premises.

Our approach is informed by external cyber security experts and assessed against the U.S. National Institute of Standards and Technology (NIST) standards.

Marathon Oil's senior leadership and the Audit and Finance Committee of our board receive regular cyber security updates, with formal reporting to the full board two times per year. As of May 2022, one board member has experience with cyber security issues facing the oil and gas industry. In addition, 100% of our Audit and Finance Committee members are independent.

Data Privacy and Protection

Marathon Oil's Data Privacy Policy sets out the privacy principles we have implemented for the processing of personal data about our personnel.

We endeavor to maintain physical, technical and procedural safeguards appropriate to the sensitivity of the personal data in question, and these safeguards are designed to protect this personal data from loss, unauthorized access, copying, use, modification or disclosure.

While all Marathon Oil personnel have a responsibility to appropriately use and protect personal data, our Corporate Compliance organization has the primary responsibility and authority for implementing and monitoring compliance with our Data Privacy Policy. Our Human Resources organization is responsible for ensuring adherence to the Data Privacy Policy as it relates to Human Resources process and procedures.



Safeguarding Data

We have strong policies in place to protect personal data.



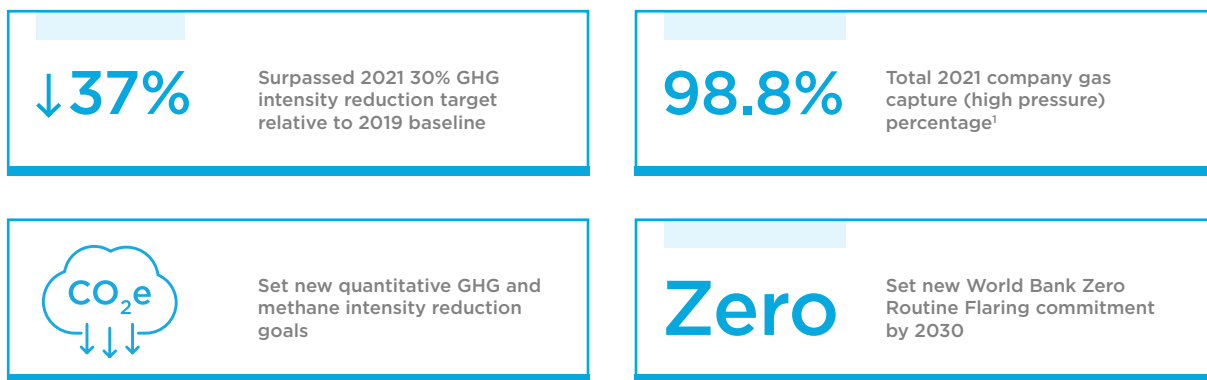
SECTION III

ENVIRONMENT

ENVIRONMENT

MINIMIZING OUR ENVIRONMENTAL IMPACT

Safe, environmentally responsible operations are central to our company values and a key part of our commitment to stakeholders.



¹ Gas capture percentage: the percentage of volume of wellhead natural gas captured upstream of low pressure separation and/or storage equipment such as vapor recovery towers and tanks.

Managing Environmental Risk

Our sustainability efforts inform our risk management processes. The executive vice president of Operations has leadership accountability for our environmental function, including emissions, biodiversity, water conservation and sourcing, spill prevention, seismicity and waste management. Oversight is provided by the Health, Environmental, Safety and Corporate Responsibility (HES&CR) Committee of the board of directors, which meets at least twice per year. In addition, all directors bring experience with industry regulations to their board role.

Our Environmental Management Standard guides our business units in identifying relevant environmental risks. To mitigate operational environmental impacts, we've developed sound local and regional management practices, including:

- Designing and constructing facilities that are intended to comply with existing, applicable regulations.
- Identifying and installing solutions to reduce air emissions, waste and fresh water use and mitigate spill potential.
- Vetting waste disposal facilities prior to use to minimize negative outcomes, such as induced seismicity or mishandling of waste.
- Tracking environmental performance and reporting data and management practices to stakeholders, who may add in benchmarking and performance improvement where appropriate.

CLIMATE CHANGE

MANAGING CLIMATE-RELATED RISKS

Marathon Oil is committed to reducing our GHG emissions footprint, while helping to supply the world with reliable and affordable energy.

Engaging with external stakeholders to understand their perspectives helps inform our strategy to manage climate-related risks. We understand that market changes could result from U.S. policy, global agreements and evolving domestic and international climate change laws and regulations. At the same time, we recognize the need for reliable and responsibly produced energy and petrochemical feedstock.

In February 2022, consistent with our objective to help successfully meet global energy demand, we set new aggressive near- (2022), medium-

(2025) and long-term (2030) goals for critical environmental performance metrics, including our methane intensity, GHG intensity and annual gas capture (flaring intensity). These objectives are intended to drive strong environmental performance, promote external transparency and accountability, and enhance internal alignment and employee innovation.

The following Climate Change subsection of our Sustainability Report is aligned with the Task Force on Climate-related Financial Disclosures (TCFD).

PERFORMANCE TOWARD EMISSIONS OBJECTIVES AND GOALS/TARGETS Quantitative objectives promote transparency and accountability, and we are making progress toward our emissions targets.		
	GOAL/TARGET	2021 PERFORMANCE
Methane Intensity (Scope 1 & 2)	60% ¹ reduction by 2025 80% ¹ reduction by 2030	On Track On Track
GHG Intensity (Scope 1 & 2)	30% ¹ reduction by 2021 40% ¹ reduction by 2022 50% ¹ reduction by 2025 70% ¹ reduction by 2030	Achieved 37.7% reduction in 2021 compared to baseline
Annual Gas Capture ²	99% by 2022	Improved total 2021 company gas capture to 98.8%
World Bank Zero Routine Flaring	Zero routine flaring by 2030	On Track

¹ All percentage reductions are relative to a 2019 baseline. Emission estimates and baselines may change as EPA updates its rules for calculating methane and GHG emissions.

² Gas capture percentage: the percentage of volume of wellhead natural gas captured upstream of low-pressure separation and/or storage equipment such as vapor recovery towers and tanks.

Governance: Climate Change

Our board of directors, senior management and operations-level employees all have a role in identifying, assessing and managing climate-related risk.

The board has ultimate responsibility for risk management, and their decision-making takes climate-related risks into account. In 2019, we added climate change risk oversight to the charter of the Health, Environmental, Safety and Corporate Responsibility (HES&CR) committee of the board of directors to highlight our commitment and how seriously we approach a robust understanding and evaluation of climate risk. This committee meets at least twice per year to understand and monitor climate-related

trends, issues, legislation, policies, practices and concerns, including performance against our stated emissions reduction objectives.

Our executive vice president of Operations, who reports directly to the CEO, has leadership responsibility for climate-related issues and provides regular updates to the board regarding performance. Our vice president of Health, Environment, Safety, Security (HES&S) and Corporate Sustainability, who reports to the executive vice president of Operations, has leadership accountability for driving our corporate sustainability programs. This role provides the strategic focus necessary to align all areas of our corporate ESG strategy and embed sustainability practices into the way we run our business.

Strategy: Identifying and Managing Risks

Our Enterprise Risk Management (ERM) and Responsible Operations Management System (ROMS) processes are the primary internal assessment tools we use to identify and communicate climate-related risk.

We use the ERM process to identify and manage the most significant risks facing the company, with the goals of facilitating risk oversight by the board, managing enterprise risks and ensuring accountability for risk management. Internal risk assessors present ERM process outcomes related to climate risk to the HES&CR, and Audit and Finance committees to inform the board's oversight responsibilities.

Through our ERM process, our board and management examine a wide range of strategic, reputational, operational and financial risks that could impact the company. The primary potential climate-related risks identified through the ERM process are:

- Market forces that could affect commodity prices, including renewables uptake and pace of energy transition.

- Access to capital markets.
- Evolving U.S. federal and state and global climate change policies, laws and regulations.
- Chronic physical risks (such as persistent drought and sea level rise).
- Business interruption and acute physical risks from extreme weather events.
- Value chain disruption.

We continue to evaluate and enhance our risk assessment processes to provide company leaders with the information they need to manage climate risk.

Our corporate HES&S group monitors a number of key environmental performance indicators. Operational leaders identify, assess and manage GHG emissions and other aspects of climate change risk using ROMS. The ROMS executive steering team and owners of relevant ROMS elements are then accountable for driving performance improvement, including managing climate change risk. For more information, see the Sustainability Management section on page 16.

Strategy to Mitigate Our Risks

We evaluate our business model by applying our risk assessment tools and measuring alignment with our governance models, and we monitor and take proactive steps to mitigate risks to our business strategy related to climate change.

We have operationalized key environmental performance indicators that are used to drive asset performance improvements. In addition, we monitor regulatory changes and risks through our trade organizations and government relations professionals, which allows us to adjust business plans and operations to mitigate risks.

CLIMATE-RELATED RISK	MANAGEMENT STRATEGY
Market forces, access to capital markets and renewables penetration	• Active portfolio management and high-quality multi-basin portfolio • Disciplined Reinvestment Rate Capital Allocation Framework • Maintaining a strong balance sheet • Reducing our GHG intensity
Evolving laws and regulations	• GHG emissions management • Voluntary industry initiatives • Government engagement
Chronic physical risks (such as persistent drought and sea level rise)	• Sustainable water sourcing and management • Regional water management strategies • Facility design and placement
Business interruption and acute physical risks from extreme weather events	• Emergency response and business continuity planning • Contractual allocation of risk
Value chain disruptions	• Flexible global supply chain management • Multi-vendor strategy for critical products and services

Risks: Managing Our Business for Resilience to Market Forces

Marathon Oil's diverse portfolio seeks to mitigate market risks.

Resilience of our Capital Expenditure Program

We primarily allocate our capital expenditures to high-return, short-cycle, unconventional resource plays. Due to the production profile for the typical unconventional well, the commodity price during the first few years of production has a much greater effect on project economics than longer-dated commodity prices. Most of the wells we drill have short payback periods. This mitigates the longer-term commodity price risk related to our capital investment decisions (reduces stranded asset risk) and enhances our capital allocation flexibility and ability to respond to changes in the macro environment.

Our short-term planning horizon is two years, and our medium-term planning horizon is five years, consistent with both the short-cycle nature of our portfolio and Securities and Exchange Commission (SEC) rules governing proved reserve bookings. Our long-term planning horizon is 10 years.

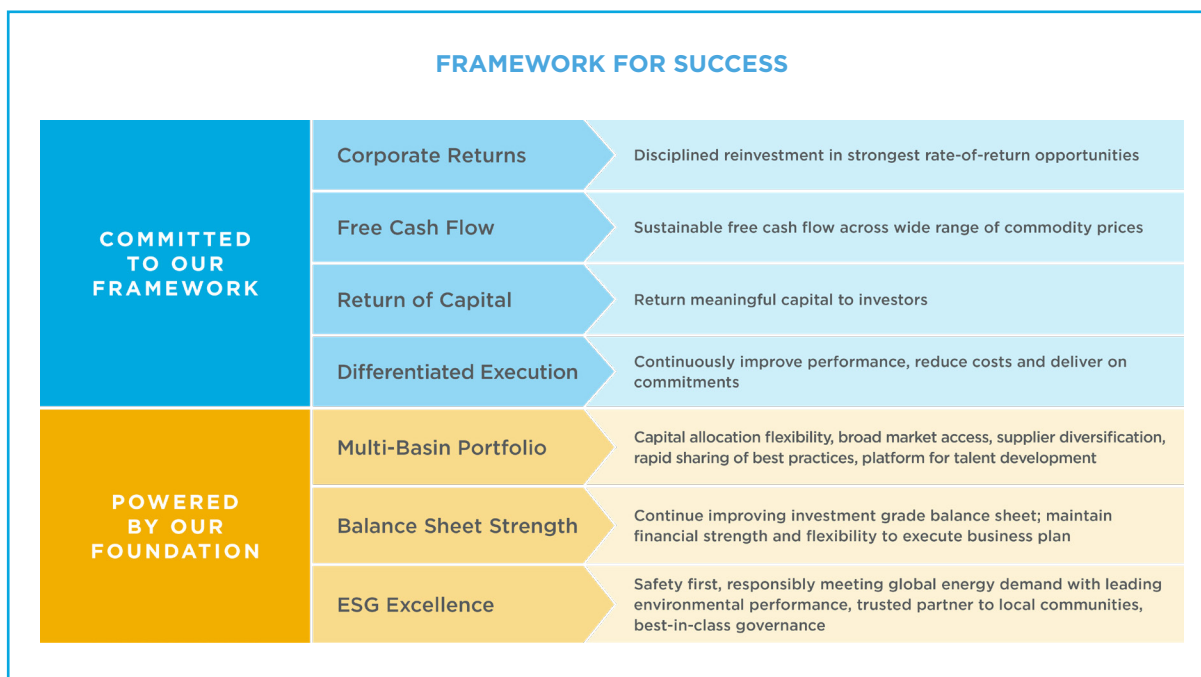
We typically disclose a detailed annual plan and budget in the first quarter of every calendar year. In each of the last two years, we have augmented our annual plan with the disclosure of a Five-Year Benchmark Maintenance Scenario that holds oil production flat and maximizes our

free cash flow generation – fully consistent with our corporate priorities and disciplined capital allocation framework. We also frequently assess our capital investment program and the robustness of our portfolio over our longer-term 10-year planning horizon.

The financial returns and competitiveness of our capital investment program are routinely stress-tested across these time horizons using conservative commodity price assumptions. Projects must meet specific financial targets and/or strategic objectives to be sanctioned.

Our Approach to Mitigating Market Risks

Marathon Oil's corporate strategy is informed by our assessment of the competitive environment for energy and longer-term oil and gas fundamentals. We take proactive steps to mitigate risks and uncertainties associated with climate change and market forces, including the potential for lower future commodity prices and the potential for a future cost on carbon emissions. This includes actively managing and maintaining a high-quality multi-basin portfolio; sticking to a disciplined capital allocation framework; maintaining a strong balance sheet; and driving significant GHG emission reductions. All of which are included in our Framework for Success shown on the next page.



Active Portfolio Management and High-Quality, Multi-Basin Portfolio

We've simplified and concentrated our portfolio to improve our competitive positioning. Over the last decade, we've divested higher-cost, higher-risk, lower-margin assets including: Canadian oil sands; Libya; the U.K. and Norway North Sea; Kurdistan; Wyoming; and conventional offshore exploration.

These divestments have lowered our enterprise and regulatory risk, enhanced our financial performance, improved our cost structure, reduced our corporate free cash flow breakeven and lowered our longer-term liabilities (including asset retirement obligations).

Our U.S. resource plays are complemented by our high-quality integrated gas business in Equatorial Guinea, which is highly cash flow generative with minimal sustaining CAPEX requirements. Our U.S.-focused unconventional portfolio has less execution risk in comparison to more globally diversified operations. Our low-cost, high-margin U.S. assets also contribute to our low enterprise breakeven, which mitigates our vulnerability to lower commodity prices.

Additionally, the short-cycle nature of our portfolio reduces our "stranded asset" risk and enhances our capital allocation flexibility and ability to respond to changes in the macro environment.

Our strategic decision to optimize our portfolio and primarily focus our capital investment on high-quality U.S. resource plays is affirmed by the International Energy Agency (IEA) and U.S. Energy Information Administration (EIA) long-term modeling assumptions that testify to the global cost competitiveness and expected resilience of U.S. tight oil production. Under the IEA's latest Sustainable Development Scenario (a Paris Climate Agreement aligned framework), the global supply of tight oil (95% of which comes from the United States) is expected to increase by approximately 10% from 2020 to 2040 to help meet global energy demand. This is in stark contrast to an expected decline in total world oil supply of approximately 30% from 2020 to 2040. So even though global oil demand and global oil supply are expected to decline by 2040, the supply of tight oil (the overwhelming focus of Marathon Oil's capital investment) must actually rise from current levels to help meet global demand.

We believe this is consistent with the advantaged cost structure, profitability and environmental profile of U.S. tight oil production, which is among the safest, most responsible and lowest GHG intensity sources of production globally.

Disciplined Capital Allocation Framework

Marathon Oil's disciplined reinvestment rate capital allocation framework prioritizes strong corporate returns, sustainable free cash flow generation and meaningful return of capital to investors. We believe this capital allocation framework is optimal for a cyclical commodity business and that it appropriately contemplates the longer-term risks and uncertainties associated with climate change and related market forces.

We closely monitor our reinvestment rate, corporate free cash flow breakeven, cash flow per share (all of which are core metrics within our short-term incentive compensation scorecard) and the portion of our cash flow from operations that we return to investors. We believe these are tangible metrics upon which investors concerned with longer-term market risk should be focused.

- **Reinvestment Rate:** Our reinvestment rate represents the ratio of expected capital spending to cash flow generation. Assuming an oil price of \$45/bbl WTI or higher, we target a reinvestment rate of 70% or less of our cash flow from operations. Our reinvestment rate framework instills discipline and competition into our capital allocation framework, enhances our financial returns and protects our ability to generate free cash flow throughout the commodity price cycle. Investing with discipline further reduces the risk that we

CLEAR PRIORITIES FOR CAPITAL ALLOCATION

>\$60/bbl WTI	Significant Price Support • Return at least 40% of cash flow from operations to equity investors; >\$1B of capital return annually • Retire future debt at maturity • Production growth cap of 5% underscores commitment to discipline and sustainable FCF
\$50 to \$60	Modest Price Support • Return at least 30% of CFO to equity investors; >\$600MM of capital return annually • Retire future debt at maturity • Production growth cap of 5% underscores commitment to discipline and sustainable FCF
\$40 to \$50	Conservative Planning Basis • Return at least 30% of CFO to equity investors at \$45/bbl+ WTI and retire future debt at maturity • Reinvestment rate of ~70% or less at \$45/bbl+ WTI • Maintain sub 1.5x net debt to EBITDAX assuming this price environment • Competitive and sustainable base dividend (~10% of CFO assuming this price environment)
<\$40	Lower Price Environment • Corporate free cash flow (FCF) breakeven below \$35/bbl WTI solidifies resilience • Competitive and sustainable base dividend

overcapitalize our business into a potentially more challenging market environment.

- **Corporate Free Cash Flow Breakeven:** Our corporate free cash flow breakeven represents the oil price necessary to generate cash flow from operations to cover our capital spending. For comparison, our 2021 sub \$35/bbl WTI breakeven is below the IEA's NZE 2030 oil price assumption of \$36/bbl (real 2020 dollars). Through ongoing cost structure optimization, disciplined capital allocation and a relentless focus on our capital and operating efficiency, our objective is to maintain our low corporate breakeven and even drive it lower over time. Our focus is consistent with our objective to be the low-cost operator, better positioning us to manage through market environments that could be more challenging in the future.
- **Growth in Cash Flow Per Debt Adjusted Share:** Our focus is per share growth on the metrics that matter most to our investors.

Returning capital to investors is a critical strategic objective and our unique percent of cash flow from operations model prioritizes our shareholders. Above \$60/bbl WTI, our goal is to return at least 40% of our cash flow from operations to our shareholders through the combination of dividends and share repurchases. We believe that significant return of capital helps mitigate longer-term risks for investors in our sector and promotes our company as a compelling investment within the broader market.

Maintaining a Strong Balance Sheet

Maintaining our strong balance sheet, as evidenced by our investment grade credit rating, is foundational to executing our strategy and enhancing our resilience to market forces. We have a demonstrated track record of conservative financial policy and we plan to maintain our balance sheet strength through our disciplined capital allocation framework and our conservative leverage targets, including a net debt to EBITDA objective of sub-1.5x assuming a \$45/bbl to \$50/bbl WTI oil price. A strong balance sheet will help us execute our strategy in a more challenging market environment.

Reducing our GHG Intensity

Driving significant and continuous reductions in our GHG emissions intensity is a core part of our strategy to mitigate the longer-term market risks related to climate change. Intensity metrics are more indicative of our underlying reduction initiatives by normalizing to production levels and provide for more direct comparisons across our peers independent of scale or changes to production levels. Our GHG reduction initiatives are supported by transparent, quantitative objectives intended to promote accountability and ingenuity throughout our organization.

Our target-setting efforts are focused on GHG and methane intensity. Further, our disciplined capital allocation framework puts limits on both our capital investment levels and our production growth outcomes. This will contribute to lower absolute emissions over time in comparison to more aggressive production growth initiatives that have historically characterized the E&P industry. For example, relative to our 2019 baseline, we have driven a 48% reduction in our total absolute GHG emissions, which exceeds the 38% reduction in our GHG intensity over the same timeframe.¹ Looking ahead to 2030, assuming a 10-year Maintenance Scenario that holds our production flat, achieving our long-term GHG intensity reduction goal would imply an absolute GHG emissions reduction of approximately 75% relative to our 2019 baseline.

The Role of Long-term Scenario Analysis

This report provides the results of an analysis of the potential impacts to our asset portfolio and business under different scenarios, including the IEA's Sustainable Development Scenario and Net Zero Emissions by 2050 Scenario, none of which are intended to be predictions of what is likely to happen or what we believe is likely to happen. Instead, the scenarios are meant to examine the potential effects of several regulatory, economic and societal conditions that could occur — a scenario should not be confused with a solution. They do not provide a comprehensive description of all possible future outcomes and there can be no assurance that the scenario modeling

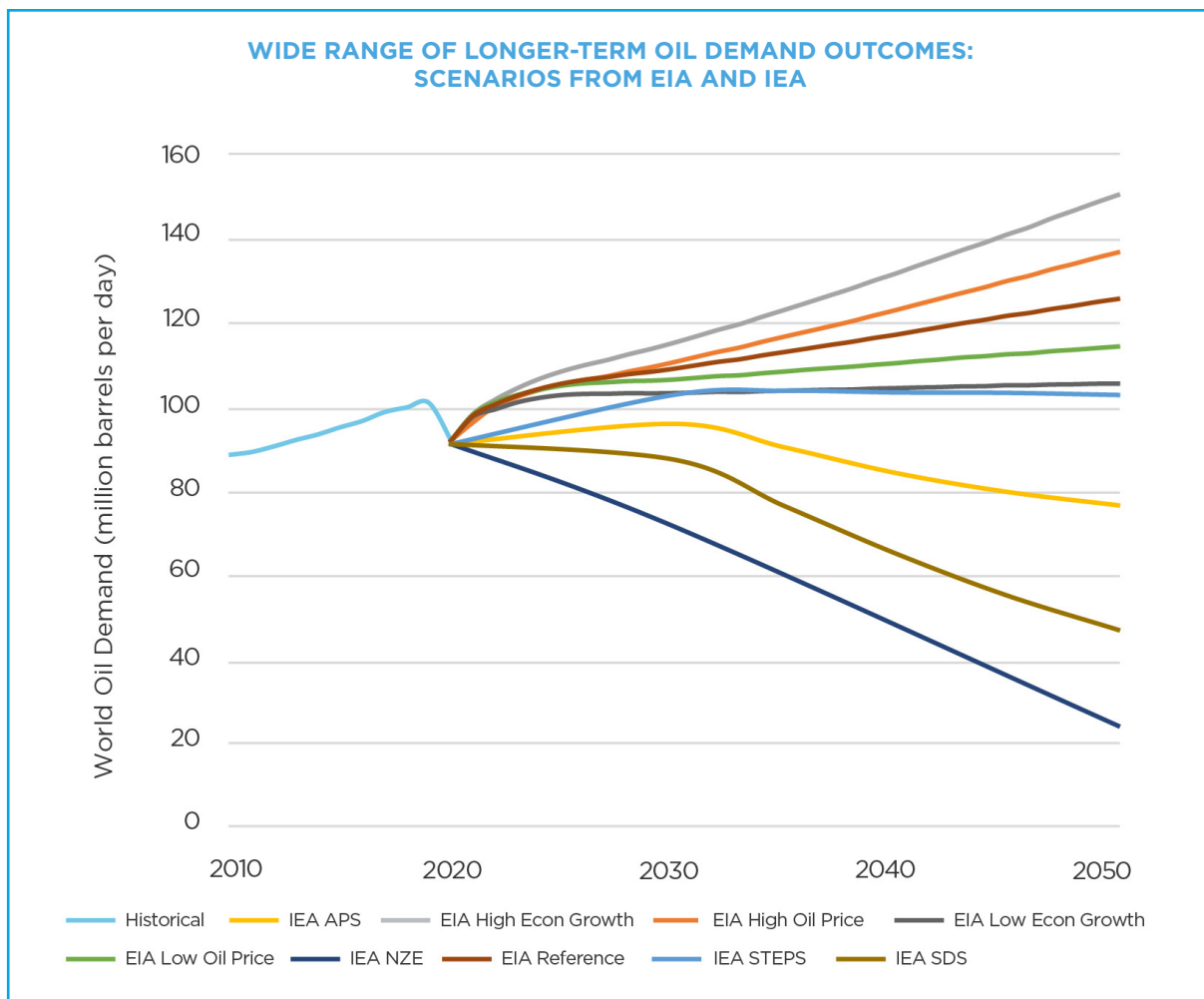
¹ Emission estimates and baselines may change as EPA updates its rules for calculating methane and GHG emissions.

and assessment presented in this report are reliable indicators of the actual impact of climate change, or efforts to address climate change, on Marathon Oil's asset portfolio or business. The scenario models and assessments were based on our portfolio as of Dec. 31, 2021, and exclude any changes to laws, regulations or policies that occurred subsequent to Dec. 31, 2021. Moreover, the wide range of unpredictable variables and externalities affecting long-term outcomes makes long-term modeling of these scenarios inherently speculative.

Due to the short-cycle nature of our portfolio, our capital allocation flexibility and our limited risk for "stranded assets," we believe scenario analysis beyond 10 years has limited usefulness for our company. IPIECA's 2019 awareness briefing (*The Role of Scenario Analysis in Climate Reporting*) makes a similar point, pointing out the risks of

scenario analysis for E&P companies. The briefing states that "companies are valued on proven reserves, which are usually monetized over a shorter horizon than, for example, the extent of the IEA Sustainable Development Scenario, thus indicating that the risk of 'stranded assets' is small and unlikely to be indicated by such a scenario." Similarly, a simple analysis of our market equity valuation relative to our cash flow generation potential at prevailing commodity prices indicates we have limited long-term (10+ years) commodity risk, as the equity market appears to be assigning little to no value to potential cash flows beyond the next 10 years.

While we understand the limitations, we still believe longer-term scenario analysis can be a useful tool to inform our strategy, help us better understand how supply and demand dynamics and the market environment may evolve in the coming decades,



Sources: U.S. Energy Information Administration (EIA) and International Energy Agency (IEA).

test the robustness of our strategy and portfolio across different long-term environments and satisfy the interests of certain specialist investors.

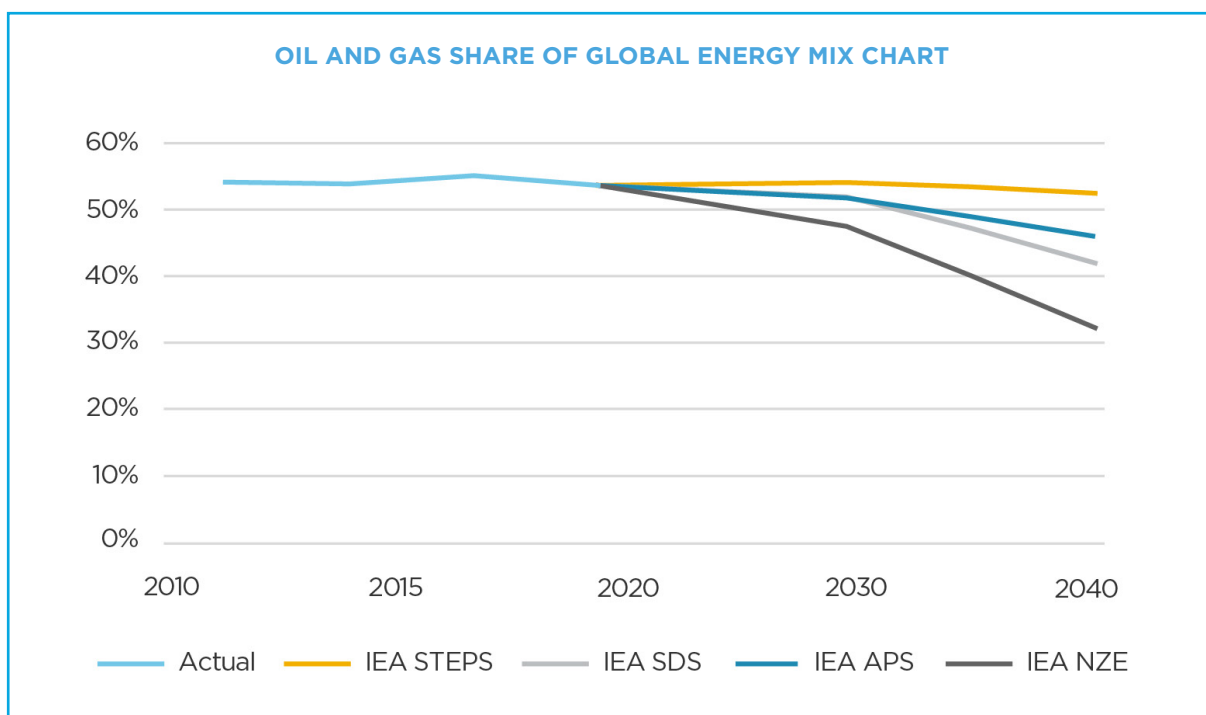
We monitor longer-term forecasts and scenarios regarding the potential evolution of oil and gas supply and demand, commodity prices and the potential for a price on carbon. This includes third-party forecasts and scenarios from leading investment banks and energy forecasting agencies, including the EIA and IEA (see page 35). However, we also recognize that we are price takers, not price predictors, with no ability to influence the selling price of the global commodities we produce. We believe we should therefore test our business model across a broad range of commodity prices while continuing to enhance our long-term resilience – by driving our enterprise free cash flow breakeven price as low as reasonably possible maintaining a balanced portfolio and protecting our investment grade balance sheet.

An analysis of forecasts and scenarios from the EIA and IEA, as shown below, highlights the wide range of potential outcomes for oil and gas supply and demand fundamentals and commodity prices over the coming decades.

Most forecasts and scenarios also indicate that oil and gas will continue to comprise a significant share of the global energy mix, including the scenarios most recently published by the IEA in its *World Energy Outlook 2021*. For example:

- In 2020, oil and gas accounted for 54% of global energy demand.
- By 2030, IEA scenarios indicate oil and gas could account for 48% to 54% of global energy demand.
- By 2040, IEA scenarios indicate oil and gas could account for 33% to 54% of global energy demand.

We recognize that oil and gas supply and demand fundamentals have proven difficult to predict – especially over multi-decade time horizons. Therefore, there is a wide range of potential long-term outcomes for market fundamentals. However, hydrocarbons are foundational to our modern society and way of life, billions of people continue to live in energy poverty and need access to reliable energy, and the global population continues to grow. Reliably and responsibly produced oil and gas should continue to comprise a significant share of



Source: International Energy Agency (IEA)

the global energy mix through at least 2040. These conclusions are supportive of our current strategy and our belief that an elite group of E&P companies – positioned at the low end of the global cost curve and that operate responsibly – will be needed to provide the energy the world needs for continued global economic progress.

goals but assumes that nonenergy emissions will be reduced in the same proportion as energy emissions. It is consistent with limiting the global temperature rise to 1.5°C without a temperature overshoot (with a 50% probability). The NZE effectively back solves for a predetermined 2050 Net Zero outcome.

Reviewing IEA Long-term Scenarios

In conducting our long-term scenario analysis, we leveraged scenarios published by the IEA. The IEA's *World Energy Outlook 2021* includes four scenarios, which are summarized below.

- **The Net Zero Emissions by 2050 Scenario (NZE)** shows a narrow pathway for the global energy sector to achieve net zero CO₂ emissions by 2050, with advanced economies reaching net zero emissions in advance of others. This scenario also meets key energy-related United Nations Sustainable Development Goals (SDGs), in particular achieving universal energy access by 2030. The NZE does not rely on emissions reductions from outside the energy sector to achieve its

- **The Sustainable Development Scenario (SDS)** is a “well below 2°C” pathway and represents an approach to achieving the outcomes targeted by the Paris Agreement. The SDS assumes all energy-related SDGs are met, all current net zero pledges are achieved in full, and there are increased efforts to realize near-term emissions reductions; advanced economies reach net zero emissions by 2050, China around 2060 and all other countries by 2070 at the latest. Without assuming extensive net negative emissions, this scenario is consistent with limiting the global temperature rise to 1.65°C (with a 50% probability). With some level of net negative emissions after 2070, the temperature rise could be reduced to 1.5°C in 2100. The SDS effectively back solves for a predetermined “well below 2°C” pathway outcome.

TEMPERATURE RISE IN THE WEO-2021 SCENARIOS (°C)						
SCENARIO	2030		2050		2100	
CONFIDENCE LEVEL:	50%	33% – 67%	50%	33% – 67%	50%	33% – 67%
Stated Policies	1.5	1.4 – 1.6	2.0	1.8 – 2.1	2.6	2.4 – 2.8
Announced Pledges	1.5	1.4 – 1.6	1.8	1.7 – 2.0	2.1	1.9 – 2.3
Sustainable Development	1.5	1.4 – 1.6	1.7	1.5 – 1.8	1.6	1.4 – 1.7
Net Zero Emissions by 2050	1.5	1.4 – 1.5	1.5	1.4 – 1.7	1.4	1.3 – 1.5

Note: Shows the maximum temperature rises with 33%, 50% and 67% confidence levels.

Source: IEA analysis based on outputs of MAGICC 7.5.3.

- **The Announced Pledge Scenario (APS)** takes account of all the climate commitments made by governments around the world, including Nationally Determined Contributions as well as longer-term net zero targets, and assumes that they will be met in full and on time. The global trends in this scenario represent the cumulative extent of the world's efforts to tackle climate change as of mid-2021. The remaining difference in global emissions between the APS and the goals in the NZE or the SDS shows the "ambition gap" that needs to be closed to achieve the goals agreed to in the Paris Agreement in 2015. The APS is not designed to achieve any particular outcome.
- **The IEA Stated Policies Scenario (STEPS)** does not take for granted that governments will reach all announced goals. Instead, the STEPS explores where the energy system might go without additional policy implementation. As with the APS, it is not designed to achieve a particular outcome. It takes a granular, sector-by-sector look at existing policies and measures and those under development. The remaining difference in global emissions between the STEPS and the APS represents the "implementation gap" that needs to be closed for countries to achieve their announced decarbonization targets.

We specifically focused on the IEA's SDS and NZE, as both achieve all outcomes targeted by the Paris Climate Agreement and represent "well below 2°C" warming pathways, consistent with TCFD guidance to take into consideration "2°C or lower" scenarios.

Yet while the SDS and NZE may be appropriate for scenario analysis, neither is consistent with our base-case planning forecast as they represent unlikely longer-term outcomes. In particular, the NZE approach of back solving for the predetermined 2050 net-zero outcome results in less credible market and behavioral assumptions at odds with current trends, an unprecedented decoupling in the relationship between population

growth, economic output and energy use, and the aggressive deployment of technologies that currently do not exist at scale. Approximately 50% of modeled emissions reductions in the NZE come from technologies that currently are in the demonstration or prototype phase. All of this underscores the fact that scenarios are not solutions and generally reflect broad-based assumptions that rely on many factors, including both policy changes and technical innovation.

Scenario Analysis Methodology

We first established a baseline portfolio value using a non-escalated commodity price deck of \$50/bbl oil and \$2.50/MMBtu natural gas. This price deck is conservative relative to both current and forward curve commodity prices and is consistent with how we routinely test the economic quality of our U.S. unconventional inventory and capital investments. We made no assumptions for a cost of carbon in our baseline assessment as there is currently no cost of carbon for U.S. producers. We believe using conservative commodity price assumptions while excluding a price of carbon, enables us to establish a transparent baseline portfolio value against which we can sensitize our portfolio to different market environments.

We then leveraged the aforementioned IEA SDS and NZE forecasts to generate scenarios that test the robustness of our portfolio in a carbon-constrained world. Specific SDS and NZE modeling assumptions and outputs are summarized on the following page.

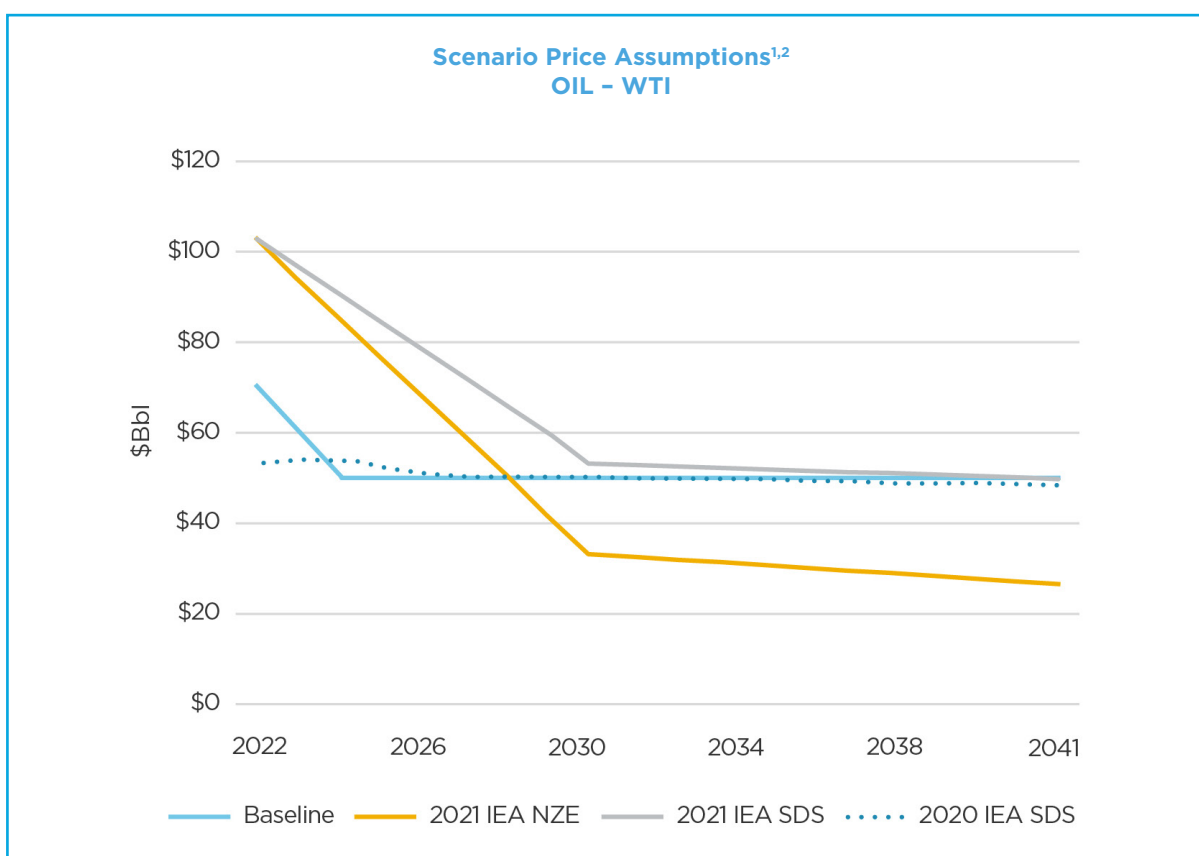
We assessed the impact to our net present value and economic resource base by comparing the results from the IEA scenarios to our baseline scenario. We also considered the potential impact to planned capital expenditures, remaining asset lives, as well as the potential impact to asset valuations (impairments) and future asset retirement obligations (AROs) as reflected in our financial statements for the year ended Dec. 31, 2021.

Key IEA SDS Assumptions:

- **Global Oil and Gas Demand:** From 2020 to 2030, global oil and gas demand increases by 2%. From 2020 to 2040, global oil and gas demand declines by 22%. The share of oil and gas in the global energy mix is 52% in 2030 and 42% in 2040 (compared to 54% in 2020).
- **Commodity Prices:** Crude oil prices average \$56/bbl in 2030, declining to \$53/bbl in 2040. U.S. natural gas prices average \$1.90/MMBtu in 2030, slightly rising to \$2.00/MMBtu in 2040 (real 2020 dollars).
- **Carbon Price:** price on carbon for advanced economies is assessed at \$100/tonne by 2030, rising to \$205/tonne in 2040 (real 2020 dollars).

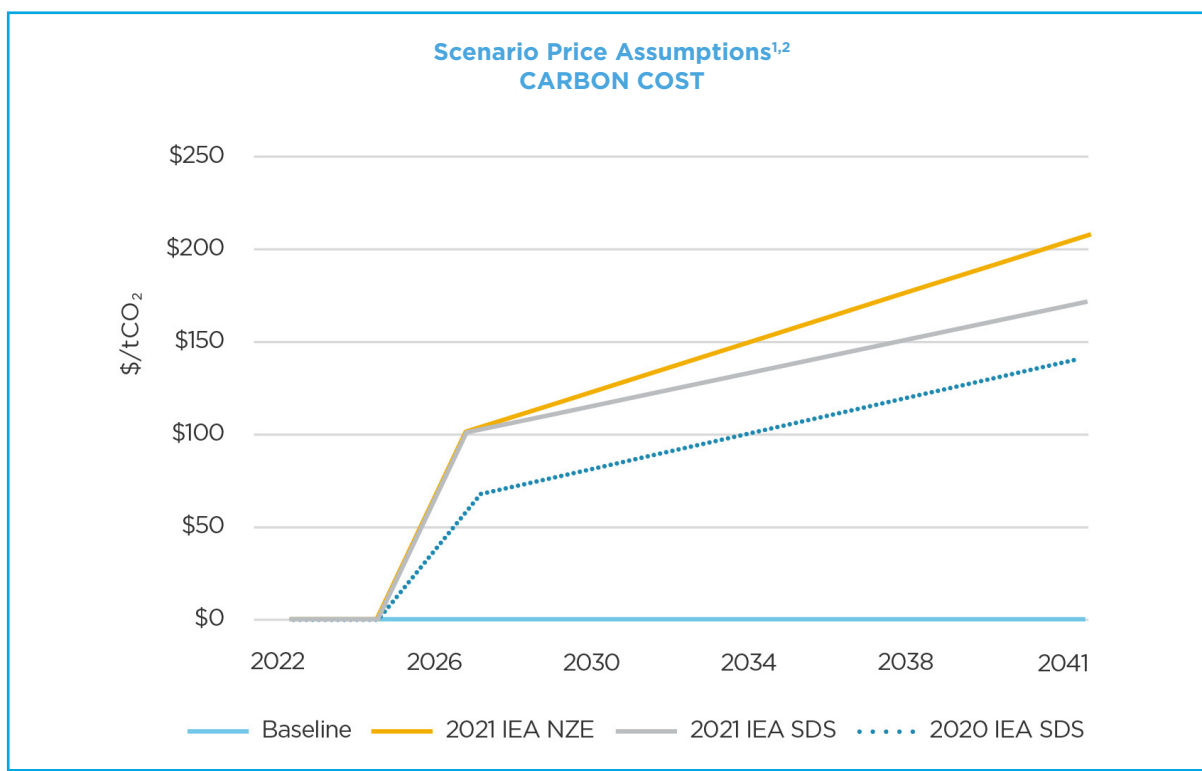
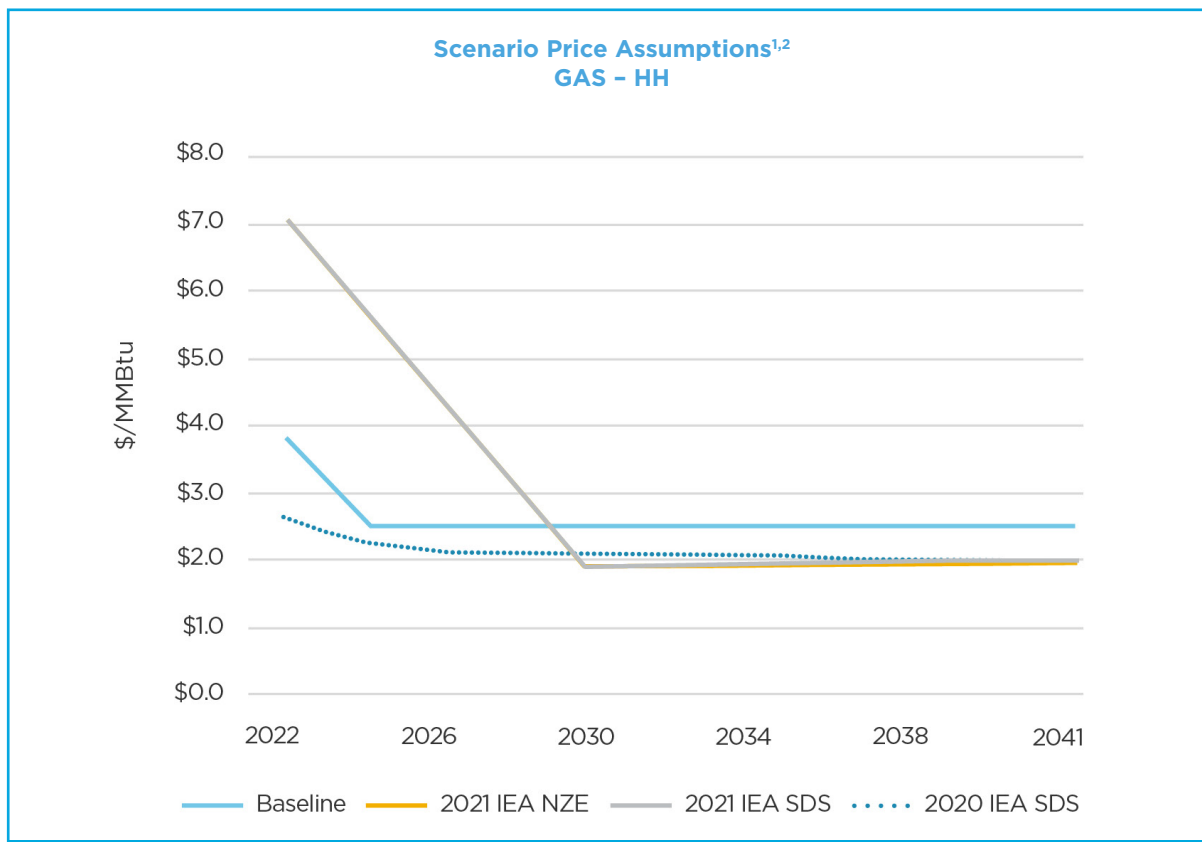
Key IEA NZE Assumptions:

- **Global Oil and Gas Demand:** From 2020 to 2030, global oil and gas demand declines by 16%. From 2020 to 2040, global oil and gas demand declines by 47%. The share of oil and gas in the global energy mix is 48% in 2030 and 32% in 2040 (compared to 54% in 2020).
- **Commodity Prices:** Crude oil prices average \$36/bbl in 2030, declining to \$28/bbl in 2040. U.S. natural gas prices average \$1.90/MMBtu in 2030, slightly rising to \$2.00/MMBtu in 2040 (real 2020 dollars).
- **Carbon Price:** A price on carbon for advanced economies is assessed at \$75/tonne by 2025, rising to \$130/tonne by 2030 and \$205/tonne by 2040.



¹ IEA sustainable development 2021 price deck is based on 2020 real prices with no inflation. Similarly, 2020 IEA deck is based on 2019 real prices with no inflation.

² IEA net zero emissions 2021 price deck assumptions same as SDS. No 2020 price deck available.



¹ IEA sustainable development 2021 price deck is based on 2020 real prices with no inflation. Similarly, 2020 IEA deck is based on 2019 real prices with no inflation.

² IEA net zero emissions 2021 price deck assumptions same as SDS. No 2020 price deck available.

Scenario Analysis Observations

Overall, long-term scenario analysis supports our belief that both our current strategy and portfolio are resilient to a more carbon-constrained future that achieves both United Nations Sustainable Development Goals and Paris Climate Agreement objectives. Should the NZE's post-2030 business environment become a reality, we would take steps to aggressively reduce our costs, improve our efficiencies, capture deflation, and continue to optimize our portfolio - all of which could help us mitigate any potential negative impacts to our business, consistent with our track record during historic down-cycles. None of these potential economic enhancements are included in the scenario analysis.

- **Net Present Value (NPV) Of Future Cash Flows:**

The NPV of our future cash flows is a useful metric as it is a proxy for the potential market valuation of our company. Neither the SDS nor the NZE is expected to have a negative impact to the NPV of future cash flows relative to our Baseline Scenario, as the positive impact of currently elevated commodity prices outweighs the impact of much lower commodity prices in 2030 and beyond. The application of a carbon cost that is consistent with the IEA's SDS could have a modestly negative impact on our NPV of future cash flows - helping us to understand the materiality of any such future regulation.

- **Economic Resource Base:** Well below 2°C warming scenarios could modestly reduce our net economic resource base relative to our Baseline Scenario, largely due to lower assumed commodity prices beyond 2030 and the assumed carbon cost. The SDS could result in a reduction to our net economic resource base of less than ~10% while the NZE impact could be less than ~15%. However, under both the SDS and NZE, our underlying resource base remains sufficiently robust to deliver on our strategic objectives for the foreseeable future.
- **Planned Capital Expenditures:** The application of IEA NZE and/or SDS assumptions and outputs is unlikely to have any material impact to our planned capital expenditures through at least 2030. This is largely because our capital investment program is already conservative, consistent with our disciplined framework that prioritizes free cash flow generation over

production growth. For 2022, we are executing a maintenance-level program that maximizes our free cash flow generation and has an enterprise free cash flow breakeven below \$35/bbl WTI (at a conservative natural gas price below the current strip). Our sub \$35/bbl WTI breakeven is below the IEA's NZE 2030 oil price assumption of \$36/bbl (real 2020 dollars), underscoring the resilience of our capital program and portfolio.

- **Asset Valuations and Impairments:** We screened our long-lived assets for potential impairments under both SDS and NZE Scenarios, recognizing neither scenario is consistent with our baseline planning forecast. Under the SDS, we believe asset impairments are unlikely. Under the NZE, our analysis indicates approximately 10% or less of our long-lived assets could potentially be subject to impairment, due to the decline in commodity prices beyond 2030 and the escalating carbon cost. We do not believe that this impairment risk would have any material impact on our ability to deliver on our strategic objectives.
- **Asset Retirement Obligations and Estimated Useful Lives of Assets:** Our asset retirement obligations (AROs) primarily relate to the abandonment of oil and gas producing facilities. We carried a \$288 million ARO liability on our balance sheet as of Dec. 31, 2021, equivalent to approximately 2% of our net property, plant and equipment (PP&E) on our balance sheet as of Dec. 31, 2021. Notably our ARO balance is down considerably from the year-end 2016 balance of approximately \$1.7 billion due to our success in portfolio optimization. Application of the IEA's SDS assumptions and outputs are not expected to drive any material changes to our current ARO balance (including timing or composition thereof). The lower longer-term commodity prices in the IEA NZE could contribute to an acceleration in estimated retirement dates for certain assets. To estimate the potential impact of the IEA NZE on our ARO, we conducted a high-level sensitivity analysis and assumed the retirement date for all assets was reduced by 10 years. Under these assumptions, our current ARO liability of approximately 2% of net PP&E could potentially increase to approximately 3% of net PP&E.

Perspective on Scope 3 Emissions

Our GHG and methane intensity objectives are focused on our operated Scope 1 and 2 emissions – the emissions under our control. We believe driving significant reductions to our operated Scope 1 and 2 emissions is the right objective for our company and global consumers of energy.

While we have disclosed our estimated Scope 3 emissions within this report for the sake of transparency, we do not believe our estimated Scope 3 emissions data is material information for our shareholders and we believe the usefulness of Scope 3 data for individual company comparison or performance is compromised by a number of considerations, a few of which we highlight below:

- As an E&P, we do not manufacture products or sell directly to our consumers.
- Scope 3 includes emissions outside of our direct control that can be difficult if not impossible to reduce or even estimate accurately. The oil and natural gas that we produce have a variety of end uses which are ultimately determined by consumer behaviors and economic demand.
- Scope 3 emissions are subject to double (or more) counting across companies and industries.
- Scope 3 disclosure from one company to the next is often inconsistent, incomparable, misleading and therefore can be a poor indicator of a company's relative climate risk.
- Scope 3 emissions at an individual company level do not provide a holistic view of carbon emissions and therefore provide an incomplete, if

not misleading perception of a company's relative impact on overall GHG emissions. For example, the increased consumption of U.S. natural gas to displace coal increased the Scope 3 emissions of many companies but simultaneously drove tremendous net reductions to GHG emissions in the U.S. electric sector.

- A primary focus on reducing Scope 3 emissions without consideration of global demand trends could have negative consequences for global consumers of energy, energy security and the environment. For example, a specific company-level focus on reduction of Scope 3 emissions notwithstanding end-user demand trends could result in a reduction of domestically produced oil and gas which could contribute to a shortage of U.S.-produced energy and elevated global oil and gas prices that reduce societal access to energy. Additionally, if U.S. produced oil and gas is displaced by other sources of global supply, there could be negative environmental consequences. Oil and gas produced in the U.S. is done so at the highest environmental and regulatory standards and with relatively lower GHG intensity when compared to other sources of global production. One could argue that growth in U.S. oil and gas production should be encouraged given its global top decile environmental footprint and should be the preferred supply source to meet global oil and gas demand, even though such growth could potentially increase Scope 3 emissions for the U.S. sector.

Risks: Regulatory, Weather and Value Chain

We're subject to numerous legal, regulatory and other requirements intended to uphold the health and safety of people and protect the environment, including those relating to natural gas flaring and greenhouse gas emissions.

Our primary strategies for managing regulatory risk are applying technologies and techniques to reduce emissions; participating in voluntary industry initiatives to reduce emissions; monitoring proposed regulatory or legislative changes; and engaging in the regulatory and legislative process at all levels of government.

Although regulatory risks are uncertain, these developments could: set limits on emitted greenhouse gases; reduce the demand for crude oil, condensate, natural gas liquids and natural gas; increase costs to operate and maintain our facilities, limit future development opportunities, require installation of new emissions controls or participation in potential GHG or carbon trading or tax programs; and delay obtaining air pollution permits for our new or modified facilities. Marathon Oil monitors and prepares for regulatory changes that could impact our business and has implemented mitigation practices that help ensure resilience to a number of regulatory and legislative scenarios. These are discussed elsewhere in this report.

Managing Weather-Related Risks

Scientists have concluded that the increase in greenhouse gases in the earth's atmosphere produces climate changes that can have significant effects. This includes chronic physical effects like frequent and severe droughts and higher sea levels, in addition to acute physical risks like increased frequency and severity of storms and floods. If any of these occur in our operating areas, we could experience safety or environmental impacts, downtime or damaged equipment, or other incidents at our sites. These risks are managed locally by our asset teams and our Centralized Emergency Response Team. Water Stewardship and Emergency Response are discussed elsewhere in this report.

Managing Value Chain Risk

Our value chain is subject to some of the same climate-related risks as Marathon Oil, and we manage these largely through contractual risk allocation and other terms and conditions. We maintain a diverse set of critical suppliers and service providers to ensure that we maintain competitiveness and flexibility. We constantly evaluate ways to be more efficient and nimbler in managing our value chain, including through business interruption planning and vertical integration such as self-sourcing specific goods and services.

EMISSIONS MANAGEMENT

MINIMIZING EMISSIONS

We're committed to reducing the GHG emissions intensity of our operations.

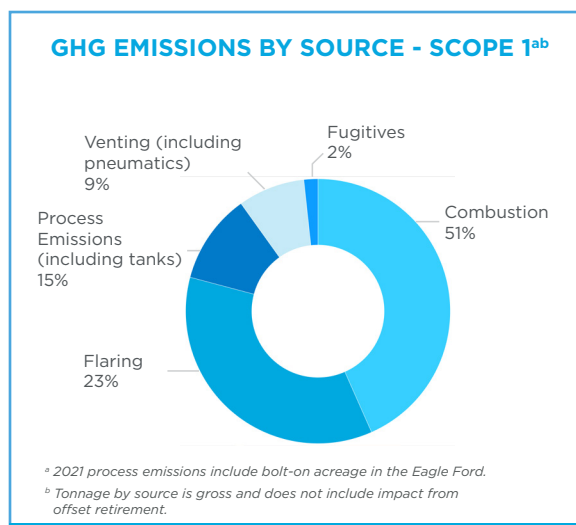
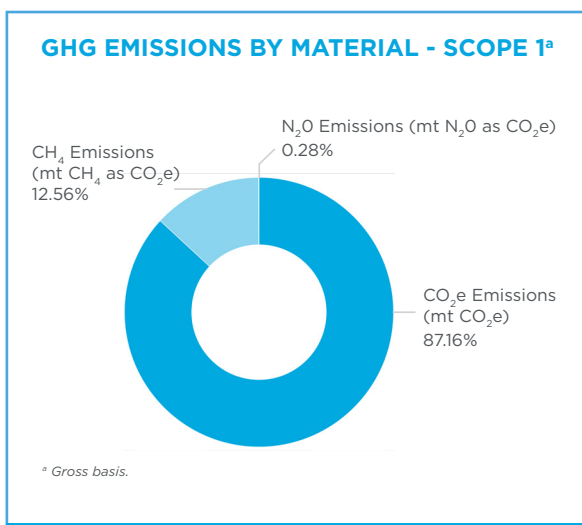
During 2021, Marathon Oil made significant progress against our core environmental objectives, achieving our greenhouse gas (GHG) intensity reduction target of 30%, with a 37.7% reduction compared to our 2019 baseline. This reduction was driven by improvements in gas capture, streamlined supply chain infrastructure that resulted in a reduction in flaring and utilizing other emission reduction technologies. Our annual GHG intensity metric is included in our corporate scorecard and linked to employee pay.

Marathon Oil believes that emissions intensity is a more appropriate way to measure improvement as impacts due to production changes are incorporated. However, we also saw a significant decline in our absolute GHG emissions.

In 2021, total Scope 1 and 2 absolute emissions were 47.7% lower than our 2019 absolute

emissions baseline over a 16% decline in production. The electricity we use is primarily provided by regulated entities, which limits our ability to directly purchase renewable power. We utilized renewable energy credits to eliminate Scope 2 emissions on a net basis.

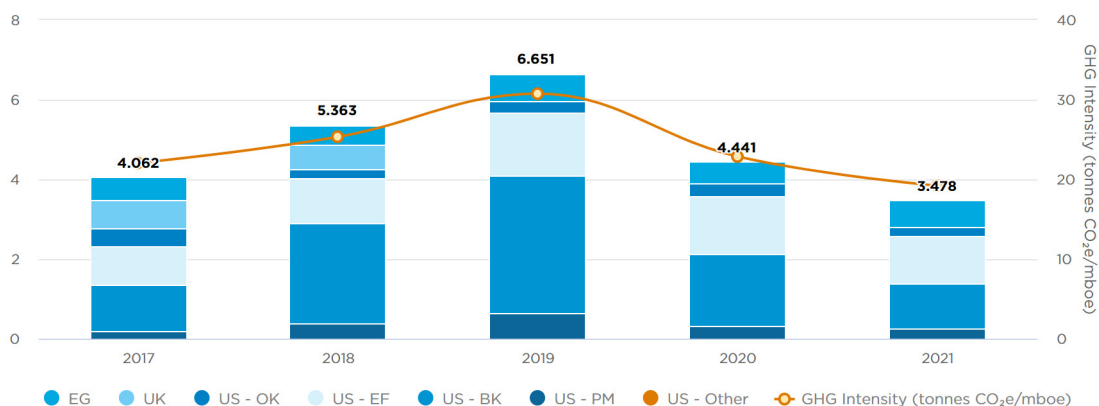
While methane intensity in 2021 was higher than our 2019 baseline due to production decline and inventory methodology adjustments, methane emissions intensity decreased from 2020 despite additional production declines. This is due to concerted efforts to reduce instrument gas-driven pneumatic controllers and reductions in flaring. More specific details regarding our data and performance against goals and targets are provided on page 28 and in the following charts. Our calculation methodology is footnoted below.¹



¹ To determine the overall GHG emissions across our drilling, completions and production operations, we inventory a range of emissions sources, including flares, storage tanks, equipment leaks, engine fuel combustion, liquids unloading, pneumatic devices and electricity usage. We report our direct emissions (Scope 1) and indirect emissions (Scope 2) as defined by the IPIECA-API-IOGP Petroleum Industry Guidelines for Reporting Greenhouse Gas Emissions on an operated basis. We calculate Scope 1 direct emissions from U.S. facilities using EPA's Greenhouse Gas Mandatory Reporting Rule. We calculate emissions from our facilities in Equatorial Guinea using the API Compendium of Greenhouse Gas Emissions Methodologies for the Oil and Gas Industry. Our Scope 2 indirect emissions are calculated based on purchased electricity consumption using EPA's eGrid (Emissions & Generation Resource Integrated Database) emission factors.

GHG EMISSIONS AND INTENSITY - SCOPE 1 AND 2^{abc}

Million Metric Tonnes CO₂e



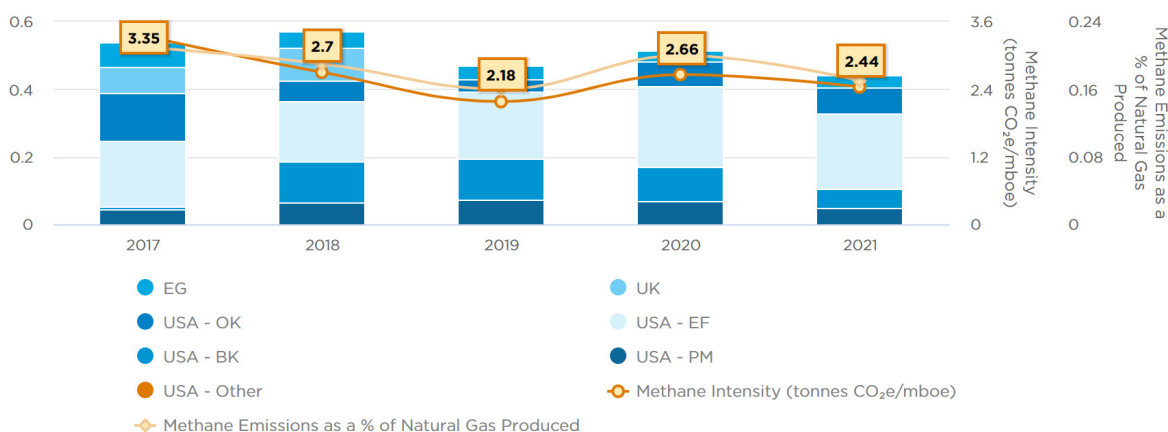
^a Greenhouse gas (GHG) carbon dioxide equivalent (CO₂e) emissions are based on carbon dioxide, methane and nitrous oxide from Marathon Oil-operated facilities only.

^b UK assets divested in 2019.

^c 2021 value is net GHG, incorporating 12,500 MT of retired REDD+ offsets for each asset and REC offset for Scope 2 emissions.

METHANE EMISSIONS AND INTENSITY^{abc}

Million Metric Tonnes CO₂e



^a UK assets divested in 2019.

^b Increase in 2020 was due to a counting discrepancy discovered during in-housing of the GHG inventory and production decline.

^c When compared to historic performance, the profile of emissions sources shifted substantially due to focused efforts to reduce associated gas flaring in the Bakken. Increased percentages in other areas don't reflect an increase in emissions from that source, rather a composition change over a smaller total emissions base.



Photo credit: Filip Agoo on behalf of Everland Marketing

CARBON OFFSETS SUPPORT CONGOLESE RAINFOREST

Marathon Oil's primary focus is reducing emissions from operations. However, we are developing expertise in the use of carbon offsets as a tool to manage hard-to-mitigate sources of emissions in our operations. Protecting natural carbon sinks like forests and grasslands is one of the most cost-effective forms of carbon mitigation, and addressing deforestation is critical to limiting global temperature rise to 1.5°C.

The loss of humid tropical forests added 2.5 billion tons of carbon dioxide emissions into the atmosphere in 2021,¹ and deforestation is responsible for approximately 12% of annual global greenhouse gas (GHG) emissions.² Out of all of Earth's forests, the Democratic Republic of Congo saw the second-most tropical primary forest loss in 2021.³

Investing in the Mai Ndombe REDD+ Project

Marathon Oil has purchased double gold-certified carbon offsets applied against our Scope 1 emissions (<1.5% – see Five-Year Performance table on page 93). These certified carbon mitigation credits invest in economic alternatives for local communities who are protecting their forests.

The primary project we invest in is the Wildlife Works Reducing Emissions from Deforestation and Degradation (REDD+) Project located in the rainforest of the Congo Basin. We have committed to a five-year partnership designed to protect forests that would otherwise be at risk of deforestation, thereby avoiding the release of millions of carbon emissions and maintaining a critical ecosystem.

Forest Conservation

The Mai Ndombe Project, run by Wildlife Works, protects 300,000 hectares (740,000 acres) of forest in the Congo Basin. This forest is the world's second-largest intact rainforest, contains some of the most important wetlands on the planet and provides critical habitats for bonobos, elephants and other wildlife. To date, the Mai Ndombe REDD+ Project has avoided more than 36 million metric tons of CO₂ emissions and protects two International Union for Conservation of Nature (IUCN) Red List threatened animal species.

Community Prosperity

The conservation success of the Mai Ndombe REDD+ Project is founded on the direct investments that carbon revenues deliver to more than 30,000 local and Indigenous Peoples living within the project area. These communities depend significantly on the critical health, education, agricultural and sanitation services that the project provides, as there are essentially no government services in this remote forest area and no other source of financial or capacity-building support for the communities.

The project creates an important economic case for forest conservation by giving agency to local and indigenous communities in developing and implementing self-governed economic alternatives to protect natural resources.

Carbon offset investments in Mai Ndombe are creating a new pathway for community prosperity, with investments being used to address needs the community has identified as essential to their well-being. This includes building and renovating schools, providing healthcare services and access to immunizations, creating job opportunities that empower local people – particularly women – providing access to clean water and scaling sustainable agriculture.

The project has committed to building 32 schools over the first 25 years. As of 2021, the project has built 11 schools that will impact over 8,000 students and seven more are currently under construction. In addition, the project has built one of five health clinics that it is committed to building over the next two years and will refurbish two regional hospitals. The project also implemented and provides ongoing support for a mobile medical clinic that is now treating thousands of patients who previously had little or no access to healthcare. Over 1,700 people have reported improved livelihoods and income generated as a result of the project.

¹ *University of Maryland and Global Forest Watch, 2021.*

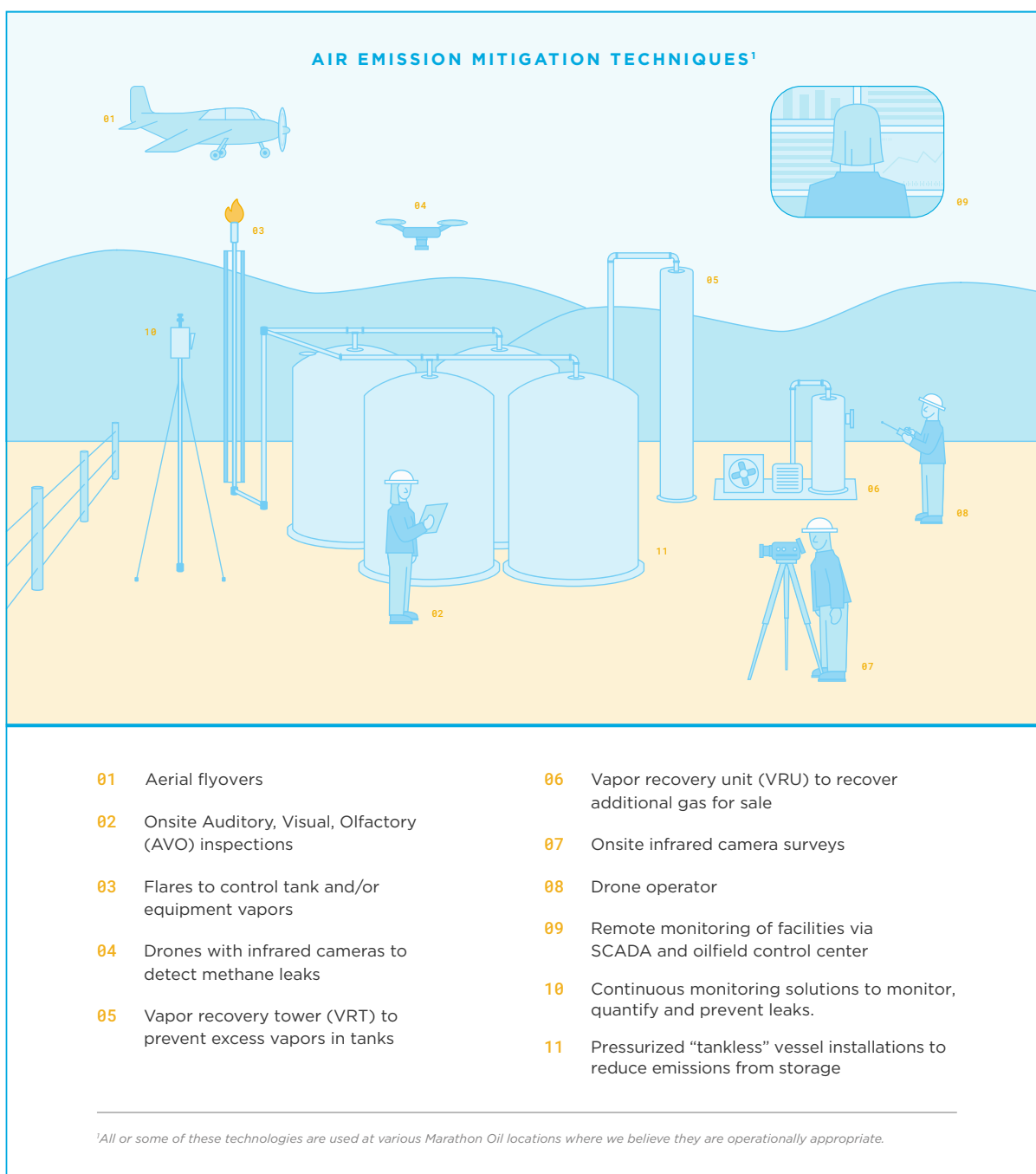
² *IUCN, 2021.*

³ *University of Maryland and Global Forest Watch, 2021.*

A Technology-Driven Mindset

Our Emissions Management Committee guides asset level teams who identify, evaluate and execute our strategy of reducing operational emissions first and identifying emissions offset and sequestration opportunities where reductions are not technically feasible.

In early 2021, we earmarked \$100 million over a five-year period for emission reduction projects. Several of our emissions mitigation techniques are depicted in the graphic below. Additional reduction technologies are described [here](#).



Environmental Proceedings

In January 2020, we received a Notice of Violation from the EPA alleging Clean Air Act violations associated with our North Dakota operations. Enforcement action is expected to result in monetary sanctions and injunctive requirements.

While the ultimate outcome for us cannot be predicted with certainty, we believe these enforcement actions will not have a material adverse effect on our consolidated financial position, results of operations or cash flows.

We're cooperating fully with associated federal agencies and are aggressively working in a transparent manner to confirm ongoing compliance with applicable requirements. Specifically, we're reviewing and enhancing how we design closed-vent systems and calculate air emissions. The full extent of the injunctive terms and penalty amount are not yet known. We take such allegations and issues very seriously and are focused on enhancing our systems and programs.

LAND STEWARDSHIP AND BIODIVERSITY

SUPPORTING ECOSYSTEMS

Marathon Oil strives to be a good steward of the land by mitigating environmental impact and promoting biodiversity.

Our Environmental Management Standard, which is governed by the [Responsible Operations Management System](#) (ROMS), requires a pre-site survey for wetlands, endangered species and historical sites. Depending on the situation, we do a tabletop or onsite survey to confirm that impacts to sensitive areas will be mitigated.

When we identify areas impacted by past operations, we restore the site. If a sensitive area is identified in the development plan, we first try to relocate our site if possible. If we aren't able to, we work to get the necessary permits required to develop in the sensitive area and develop appropriate mitigations. Species of concern that have been identified in the areas where we operate are listed in the table below.

Before construction, we screen each site for endangered species and jurisdictional wetlands and streams and take mitigating actions as needed.

Marathon Oil builds and maintains our facilities to minimize the potential for wildlife to access equipment stacks, vents or fluid impoundments. To help protect neighboring streams and wetlands, we implement erosion and sedimentation control systems and use spill prevention measures. We inspect and maintain our sites through routine inspections after significant storm events and repair the erosion and sedimentation control systems if necessary and as conditions allow.

We have legal, regulatory and contractual obligations to remove and dismantle assets and to restore land or seabed at the end of oil and gas production operations. For more information on our asset retirement obligation, please see page 78 of our [Annual Report on Form 10-K](#).

Learn about our partnership with the National Fish and Wildlife Foundation on page 83.

SPECIES WITH POTENTIAL IMPACT ^{1, 2}				
NEW MEXICO ³	NORTH DAKOTA	OKLAHOMA	TEXAS	EQUATORIAL GUINEA
Burrowing Owls Dune Sagebrush Lizard Lesser Prairie Chicken Raptors Texas Horned Lizard Texas Hornshell Mussel	Black Footed Ferret Dakota Skipper Northern Long-Eared Bat Raptors	Texas Horned Lizard	Freshwater Mussels (various) Texas Horned Lizard Raptors	Atlantic Green Turtle Hawksbill Turtle Leatherback Turtle Olive Ridley Turtle

¹ Potential for direct impact to species through operations. May also include species with critical habitat in area of operations.

² Table includes fauna only. Impacts to floral species of concern are also directly managed through asset environmental teams.

³ In our Permian Basin asset, we signed three U.S. Fish and Wildlife Service Candidate Conservation Agreements with Assurances (CCAA) to preserve habitats in our development areas for three key species: the lesser prairie chicken, the dune sagebrush lizard and the Texas Hornshell Mussel. These voluntary agreements help address conservation needs of these species by taking specific actions to remove or reduce adverse impacts and minimize Marathon Oil's liability to regulatory action.

WATER STEWARDSHIP

USING WATER RESPONSIBLY

Water is vital for our business and to the ecosystems and communities where we operate.

Our regional water management strategy is designed to reduce the impacts of our water use on stakeholders and watersheds and to minimize risks associated with supply sourcing, produced water disposal and business interruption.

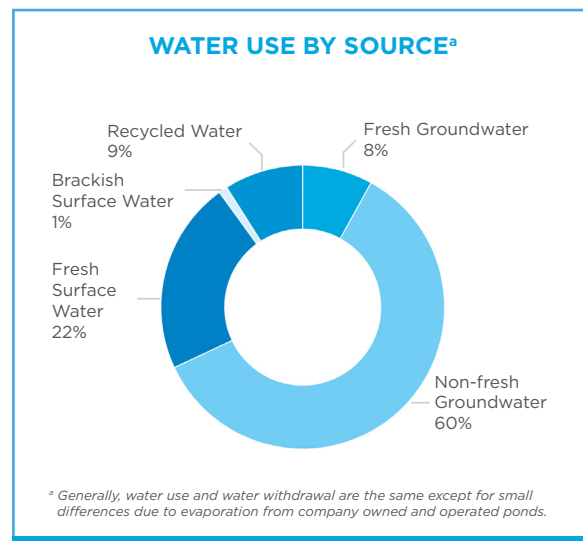
The vast majority of our water consumption, typically more than 95%, is used in completions during hydraulic fracturing. While we seek alternative sources to fresh water, such as brackish or grey water, opportunities are area-specific and can be limited or logistically challenged.

Tracking water use by quantity, quality (fresh, brackish, recycled) and source (groundwater, surface) is mandated by our Environmental Management Standard and the Regulatory Compliance element of our [Responsible Operations Management System \(ROMS\)](#). Each asset is also required by ROMS to conduct a risk assessment addressing local and regional sourcing constraints, capacity limitations, operational needs and disposal and infrastructure alternatives. We use the water scarcity evaluation tool [Aqueduct](#)¹, to align our water management with physical water stress levels and availability in the areas where we operate. Please see the information beginning on page 54 for water stress levels by asset.

We also provide industry leadership in trade groups that share lessons learned and best practices for sustainable water management, environmental risks and technical developments.

Well Integrity

Marathon Oil takes steps to minimize the impacts of hydraulic fracturing through proper well construction, conserving fresh water, reducing air emissions from flaring and other sources and managing waste responsibly.

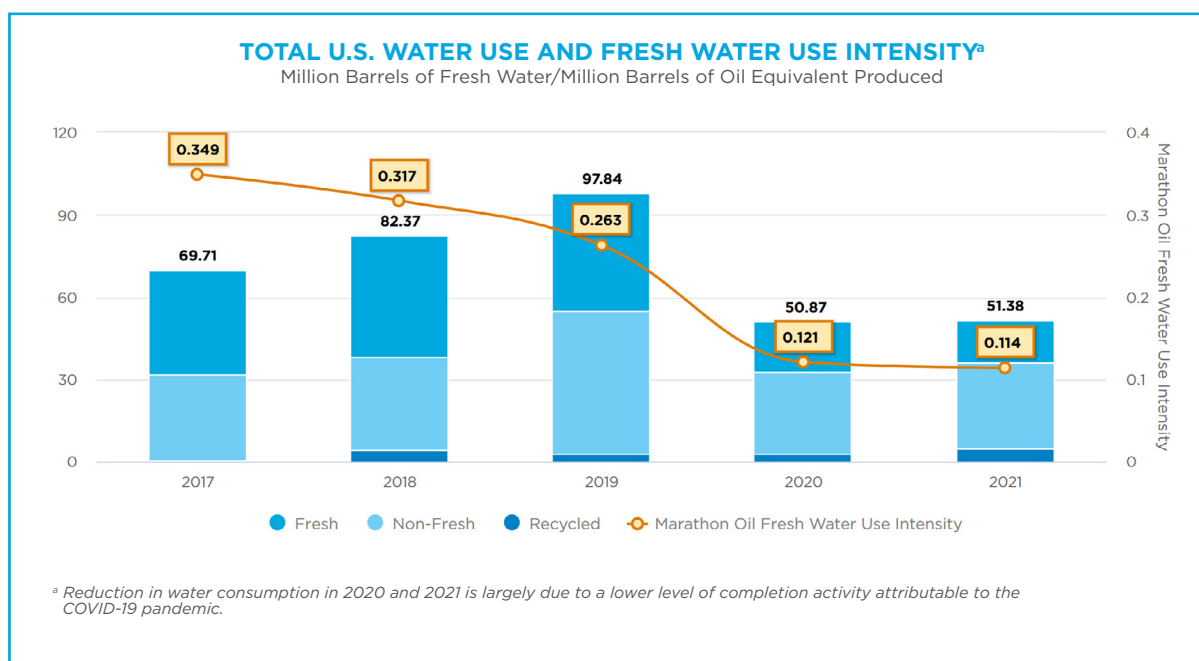
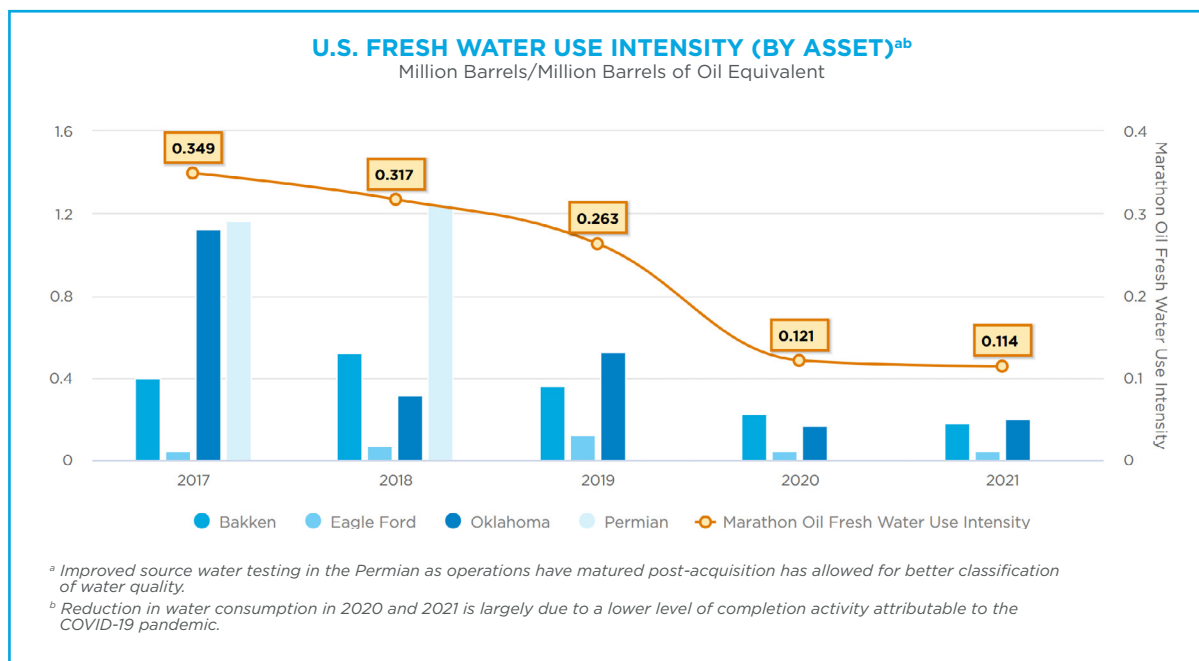


To support well integrity, we follow industry best practices, internal procedures and applicable laws and regulations for proper well construction. We also conduct pre-drill sampling to evaluate the baseline quality of water sources located within a quarter mile of drill sites, select appropriate construction materials, comply with state rules for drilling and completions, utilize production safeguards, and test and monitor hydraulic fracturing during operations.

We publicly disclose hydraulic fracturing data for 100% of unconventional wells drilled and hydraulically fractured in North America in [FracFocus](#), a voluntary online chemical registry. For additional details, read our [Hydraulic Fracturing Overview](#), as well as the Managing Produced Water section on page 53, the Spill Prevention and Response section on page 56, and the Materials Management section on page 58.

¹ According to [Aqueduct](#), physical water stress measures the ratio of total annual water withdrawals to total available annual renewable supply, accounting for upstream consumption.

Water Performance



Managing Produced Water

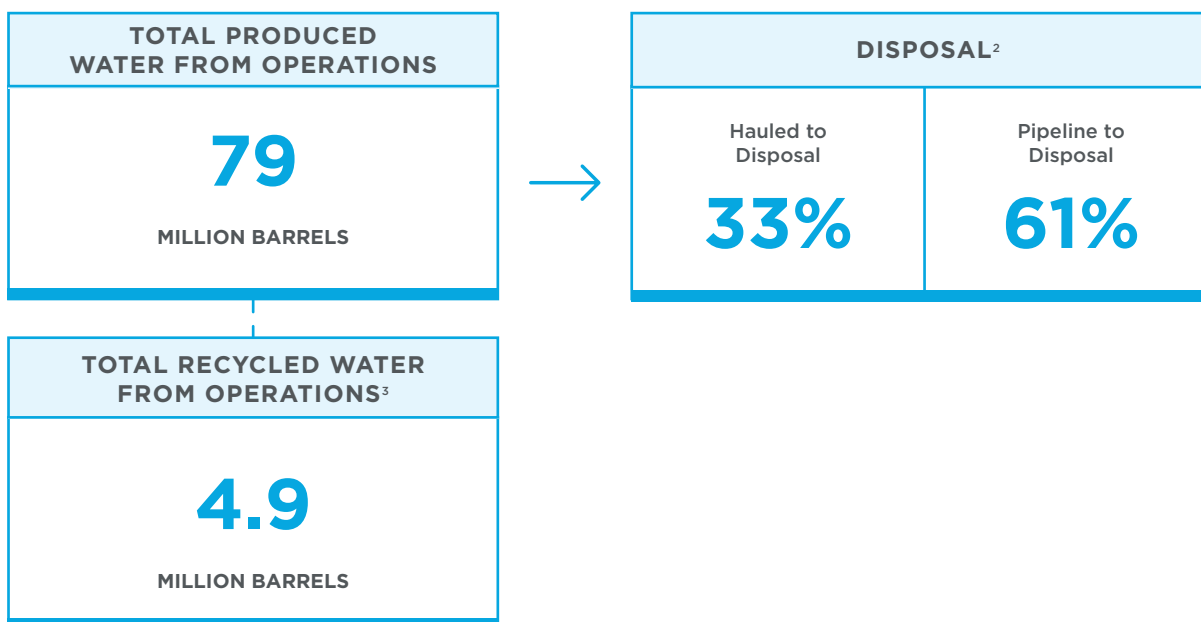
To help protect surface and groundwater resources and natural habitat, we have procedures that help us manage and dispose of our produced water in accordance with federal, state and local regulations. Our Responsible Operations Management System (ROMS) mandates that produced water disposition is tracked by volume, transport and disposal method. Produced water in our U.S. onshore operations is either recycled for use in the oilfield or disposed of via saltwater disposal wells. Our ability to recycle produced water is highly dependent on proximity between supply and demand, local constraints/regulations, continuity of acreage position and spill risk management.

In the U.S., we do not discharge treated, produced water to surface; thus, our total wastewater discharge in the U.S. is zero. See our Five-Year Performance on page 94 for global information.

Our international discharge comprises 0.165 million barrels from our Equatorial Guinea operations (primarily our offshore platforms) and is treated to appropriate international guidelines and regulations. Pass-through, non-contact cooling water is not included in discharge values.

Marathon Oil transports the majority of our produced water via pipeline (i.e., low-carbon transportation) by utilizing a combination of midstream water-handling providers and company-owned and operated infrastructure. In 2021, approximately 61% of produced water in our U.S. operations was disposed of using pipelines, eliminating approximately 390,000 truckloads and associated emissions of 25,000 MT of CO₂ while improving road safety.

U.S. Operations Produced Water Performance¹



¹ Numbers are based on 42-gallon barrels.

² Delta between percentage of water disposed shown was water used in operations. Where Marathon Oil utilizes midstream solutions for water management, water collected by mainstream and recycled to other operations is not captured in data.

³ Recycled water was all sourced from Marathon Oil operations.

Water Usage by Resource Play

We take a thoughtful approach to managing water sourcing, recycling, treatment, storage and disposal infrastructure across our assets.

Bakken¹

WATER SOURCES ²			
Fresh Water ³		Brackish Water	Recycled Produced Water
8.4	+	0.0	+
MILLION BARRELS		MILLION BARRELS	MILLION BARRELS
			=
			12.6
			MILLION BARRELS

AQUEDUCT WATER STRESS⁵

 Low to Medium Risk

32%

PERCENTAGE OF
OUR TOTAL 2021 U.S.
PRODUCTION

Eagle Ford⁶

WATER SOURCES ²			
Fresh Water ³		Brackish Water	Recycled Produced Water
2.6	+	28.2	+
MILLION BARRELS		MILLION BARRELS	MILLION BARRELS
			=
			31.5
			MILLION BARRELS

AQUEDUCT WATER STRESS⁷

 High to Medium-High Risk

33%

PERCENTAGE OF
OUR TOTAL 2021 U.S.
PRODUCTION

¹ Produced water in the Bakken region typically has a high saline content, and we've made improvements in overcoming the technical challenges of using this water. Efforts to reuse produced water by applying innovative strategies and advanced completion technology have increased the amount of recycled water used in the Bakken by 162% since 2019. This increase in recycled produced water has decreased fresh-water demand, truck transport distances and costs.

² Numbers are based on 42-gallon barrels.

³ Defined as <1,000 ppm total dissolved solids (TDS) per U.S. Geological Survey.

⁴ Includes drilling, completions and a minimal amount from production. 95% of all water used in Marathon Oil U.S. operations is used in hydraulic fracturing.

⁵ Aqueduct classifications are for Marathon Oil-specific acreage. Operated acreage in the Bakken is in the low-risk category. A few wells operated by others are in the extremely high-stress region.

⁶ In our Eagle Ford asset, productive saline aquifers and company-owned supply infrastructure that rely on brackish groundwater sources are available. In 2021, approximately 90% of our source water in the Eagle Ford was brackish.

⁷ Aqueduct classifications are for Marathon Oil-specific acreage. The majority of Eagle Ford acreage falls in the high to medium-high risk category.

STACK | SCOOP¹

WATER SOURCES ²			
Fresh Water ³		Brackish Water	
4.3	+	0.6	+
MILLION BARRELS		MILLION BARRELS	
		Recycled Produced Water	
		0.0	=
		MILLION BARRELS	
		Water Used in Operations ⁴	
		4.9	
		MILLION BARRELS	

AQUEDUCT WATER STRESS⁵

 Low-Medium to Medium-High Risk

22%

PERCENTAGE OF
OUR TOTAL 2021 U.S.
PRODUCTION

Permian

WATER SOURCES ²			
Fresh Water ³		Brackish Water	
0	+	2.5	+
MILLION BARRELS		MILLION BARRELS	
		Recycled Produced Water	
		0.0	=
		MILLION BARRELS	
		Water Used in Operations ⁴	
		2.5	
		MILLION BARRELS	

AQUEDUCT WATER STRESS⁶

 Extreme High Risk

9%

PERCENTAGE OF
OUR TOTAL 2021 U.S.
PRODUCTION

¹ In Oklahoma, we have commercial midstream contracts to construct connections and transport produced water to disposal via pipeline where economically feasible.

² Numbers are based on 42-gallon barrels.

³ Defined as <1,000 ppm total dissolved solids (TDS) per U.S. Geological Survey.

⁴ Includes drilling, completions and a minimal amount from production. 95% of all water used in Marathon Oil U.S. operations is used in hydraulic fracturing.

⁵ Aqueduct classifications are for Marathon Oil-specific acreage. The majority of our acreage in the STACK | SCOOP falls within the low-medium to medium-high risk categories, with small portions in the high-risk category.

⁶ Aqueduct classifications are for Marathon Oil-specific acreage. All Permian acreage falls in the extremely high-risk category.

SPILL PREVENTION AND RESPONSE

A PROACTIVE APPROACH

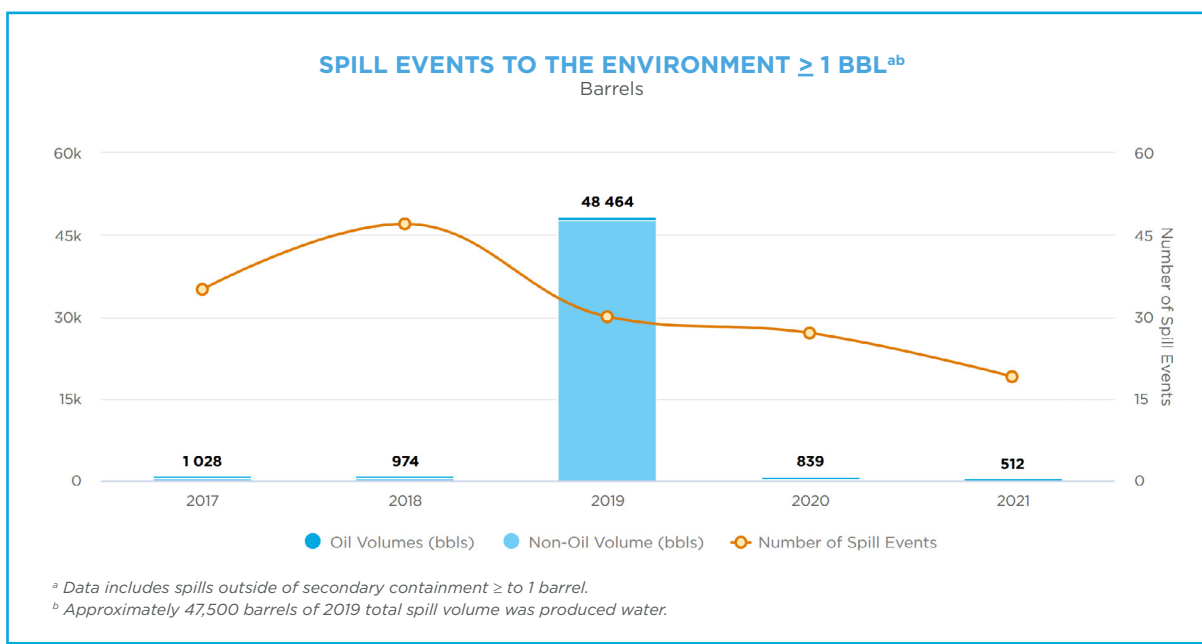
To mitigate spill potential and help protect the environment, Marathon Oil designs, operates and maintains our facilities with mechanical safeguards and secondary containment systems and uses spill-control plans.

In all resource plays, Marathon Oil stores both hydrocarbons and untreated produced water at our production facilities in storage tanks with secondary containment to mitigate the risk of spills to the environment. Produced water may also be stored in open-top tanks during fracturing and flowback operations when crews are onsite and able to respond quickly to a spill. To help protect wildlife, we use active deterrents such as netting, strobe lights, flags and air horns for temporary pits that may hold recycled water during completion activities.

Our spill prevention activities are governed by the regulatory compliance elements of our Responsible Operations Management System (ROMS), while emergency preparedness and response activities are covered under the ROMS Emergency Preparedness and Community Awareness element.

If a spill does occur, we activate our comprehensive response capabilities to contain the spill and help protect the surrounding environment. We train local, regional and corporate response teams and conduct drills and exercises to maintain their readiness. We also have a network of response contractors and consultants. When investigating spills and discharges to determine their cause, we look at both the actual and potential severity of the spill, take incident-specific actions and, if necessary, broad corrective actions including remediation. We completed produced water-control mitigation efforts in the Eagle Ford and the Bakken where we operate our own water disposal infrastructure.

The number of spill events to the environment (outside of secondary containment) and greater than or equal to one barrel decreased by 30% in 2021, and total spill volume decreased approximately 39% from 2020.



SEISMICITY

MITIGATING RISK

Marathon Oil works to prevent or minimize induced seismicity in our operating areas.

Though most injection wells aren't associated with felt earthquakes, according to the U.S. Geological Survey (USGS)¹, we employ risk-mitigation strategies such as seismic reviews of disposal wells, minimization of disposal wells in potentially sensitive geologic areas, participation in multi-operator area-wide monitoring arrays and use of temporary seismometers when necessary during hydraulic fracturing.

Our company-wide seismicity program is integrated into our [Responsible Operations Management System \(ROMS\)](#), further advancing our systematic approach to mitigating seismic risk. Seismic risk and its potential causes are generally related to local geologic conditions requiring a tailored approach to mitigation. While seismic events are rare in North Dakota, all unconventional assets are included in our program, which is designed to apply the appropriate analysis and mitigation procedures to local conditions.

We take precautions to minimize disposal of produced water from our sites into wells/areas where we've identified an increased risk of saltwater injection-induced seismicity due to geologic conditions or historical seismic activity.

Site approval through our Waste Management and Vetting Approval Process is required, and the use of our electronic transportation management system for waste haulers allows for adherence verification that our waste is transported to approved sites.

While seismicity associated with completion activity is rare, we monitor our completion sites in areas of concern and initiate predetermined mitigation responses to reduce the severity of seismic activity that may be associated with well stimulation. Marathon Oil's mitigation protocols exceed regulatory requirements in the areas where we operate.

Company subject-matter experts share our learnings with other operators and industry organizations, participate in academic and government-led initiatives, and support scientific research to increase understanding of this complex issue.

¹ Source: [USGS](#)

MATERIALS MANAGEMENT

MANAGING WASTE

We work to minimize waste generation and effectively manage waste storage, transport and disposal.

Marathon Oil maintains a vetting and monitoring program for disposal sites, which is tailored based on the wastes disposed. The program reviews the regulatory status of existing facilities every three years and new facilities upon request for approval. Saltwater disposal sites are reviewed for seismic risk prior to approval, and asset teams perform on-site inspections for 10% of approved disposal sites annually.

Marathon Oil's waste management procedures for handling hazardous and other regulated waste comply with all federal and state regulations. During the drilling and completion

phases, we capture residuals (a mixture of mud, cuttings, sand and fluids) and dispose of them in accordance with applicable regulations in each of our operating areas. Disposal of residual drilling and completion waste is tightly regulated by individual states where we operate. While regulations differ slightly among states, they generally have requirements for classifying, manifesting, transportation and disposal methods.

Please see the Five-Year Performance table on page 96 for waste data and the Managing Produced Water section on page 53 for a discussion of produced water disposal.



SECTION IV

SAFETY AND WORKFORCE

SAFETY AND WORKFORCE

PROMOTING SAFE AND INCLUSIVE WORKPLACES

We work to provide safe workplaces and focus on empowering an inclusive and talented workforce that drives our business success.

0.29

Second strongest TRIR since becoming an independent E&P



Safety performance remains integrated in our executive compensation scorecard

33%

Women in our U.S. full-time workforce

43K

Hours of annual employee development training

Our employees are critical to delivering on our corporate strategy to provide reliable, affordable energy that the world needs.

As we work to produce the energy required to enhance U.S. economic security, we must also address the risks of climate change and improve sustainability. Our proactive efforts to build a team of the best and brightest people are key to our business success.

Our corporate values reinforce working together as 'One Team.' We strive to provide safe, healthy

and secure workplaces, and to attract, develop and engage a diverse, empowered and talented workforce.

We support a team of highly skilled individuals ready to make a difference with on-demand learning opportunities, mental health awareness, a Workplace Flexibility Program, leadership training, a mentoring program, employee resource groups (ERGs) and a transparent reporting culture focused on open communication.

SAFETY OVERVIEW

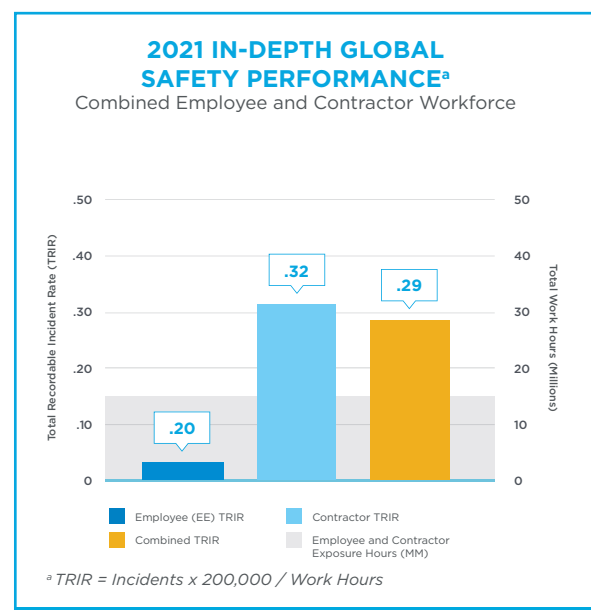
SAFETY IS AT OUR CORE

At Marathon Oil, safety is one of our core values, and we're committed to providing workplaces where everyone can perform at their best, free of injury and illness.

In 2021, despite the challenges and risks associated with the COVID-19 pandemic, we achieved our second-best year in company history for total recordable incident rate (TRIR).

Our combined TRIR for both employees and contractors was 0.29 in 2021 compared to 0.24 in 2020.

Overview: 2021 Safety Metrics



SAFETY MANAGEMENT

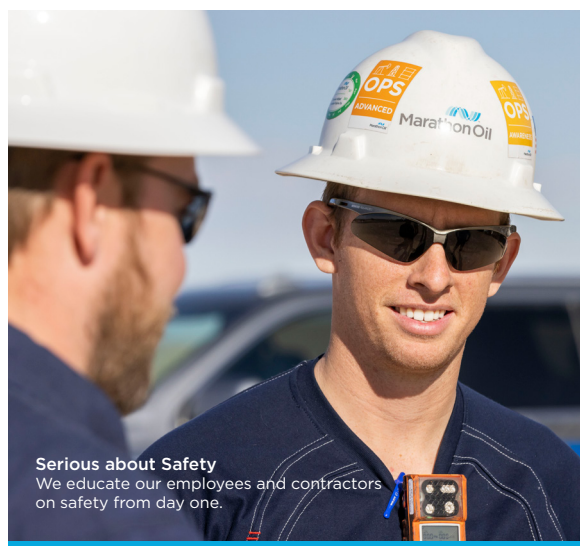
DRIVING IMPROVEMENT

Robust reporting, strong relationships with contractors, proactive training and emergency preparedness positions Marathon Oil as an industry leader in safety.

We promote our safety culture by attracting, developing and retaining individuals and partners who share our commitment to operational excellence. Marathon Oil's Health, Environment, Safety & Security (HES&S) activities are guided by our Responsible Operations Management System (ROMS), which includes HES&S Standards, Procedures, Life Critical Expectations and HES Beliefs. The HES Beliefs define our expectations in the areas of Stop Work Authority, pre-job planning, reporting and sharing lessons learned and open communication. They affirm that no job will be performed if our people cannot be protected.

As the executive owner of the ROMS Safe Work Practices Element, our vice president of HES&S and Corporate Sustainability sets priorities and expectations, tracks progress and is accountable for the results of our safety training and competency programs. Our executive vice president of Operations, who reports to our CEO, is accountable for our global safety performance, with oversight from members of the Health, Environmental, Safety and Corporate Responsibility (HES&CR) Committee of the board of directors.

Marathon Oil's safety performance for both employees and contractors remains integrated into our executive compensation scorecard, and we incorporate enterprise-wide safety metrics in our annual incentive plan for all employees and executives.



Serious about Safety
We educate our employees and contractors on safety from day one.

In 2021, we finalized our two-year project to successfully update our ROMS safety management system and our safe work practices and procedures. Prior to executing this update, each business unit implemented its own localized approaches to the safety management system in place. After the update, we standardized the adoption of best practices and have experienced more consistent alignment across our business operations.



SAFETY LEADERSHIP ACROSS THE INDUSTRY

Marathon Oil staff played a leadership role in the American Petroleum Institute's Onshore Safety Alliance (OSA), which finalized its program in October 2021. We shared information related to serious injury events with peers and contributed to the development of tools and processes to help companies across the

industry learn best practices and improve safety performance.

Our CEO, Lee Tillman, is also chairman of the American Exploration and Production Council (AXPC), which works to educate regulators and policymakers on safe, responsible exploration and production.

Maintaining a Robust Reporting Culture

Marathon Oil's robust and transparent reporting culture, coupled with an experienced leadership team that is regularly looking for ways to improve, provides our organization with a strong foundation of accountability and willingness to learn.

Each week our operations leaders, from the executive vice president of Operations to field-level supervisors, meet to openly share and discuss lessons learned so that the entire organization benefits from the knowledge gained. Employees and contractors are trained on our processes and required to report all incidents, including "near misses." In 2021, our near-miss frequency rate was approximately 9.09, a significant decrease from 16.7 in 2020. This decrease was driven by both performance improvements and procedure changes.

“One of the things I'm most proud of is our open and transparent reporting culture. Every Monday, we share our incidents and lessons learned with our operations leadership. Our leadership team is constantly supporting our safety program, encouraging reporting and offering ideas on ways to improve. This is a real strength of Marathon Oil.” – Jon Kizzee, Corporate Health & Safety Manager



A CORNERSTONE OF OUR SUCCESS

One of Marathon Oil's core strengths lies in the engagement of our leadership team in all aspects of the organization and the embodiment of our core values in our leaders' day-to-day lives. Through Safety Leadership Engagements, leaders engage with contractors and field crews working on the ground, helping to convey our safety culture and expectations.

In 2021, we developed a Safety Leadership Engagement training package and offered coaching to leaders to increase consistency across these engagements.

Process Safety

Process safety encompasses programs to prevent hydrocarbon releases that have the potential to affect people, property and the environment. We actively seek to strengthen and improve our programs through the use of audits and by implementing corrective actions from our investigations associated with our Process Safety Events.

We developed process safety awareness and advanced-level trainings and improved the quality of our Hazardous Operations (HAZOP) assessments, a third-party-led, multi-day assessment that aimed to prevent process safety events.

We strive to improve our process safety performance. In 2021, we experienced two Tier 1 (high-consequence) and zero Tier 2 (medium-consequence) Process Safety Events at our designated facilities in our U.S. resource plays, Marathon EG Production Limited (MEGPL) and Equatorial Guinea LNG Operations, S.A. (EG LNG).

Contractor Safety

We work with top-rated contractors who share our commitment to safeguarding our workforce, communities, property and the environment. The strong relationships we build with our contractors can help prevent fatalities, injuries, fires, spills and explosions.

We take a risk management-based approach to contractor oversight and provide safety-based orientation to new contractors and companies when they begin to work with us.

We hold suppliers accountable for executing our required Life Critical Expectations training and safety orientation programs. In 2021, approximately 18,500 individual contractors successfully completed the online training and passed the associated safety exam. Contractors must also comply with our safety policies and adhere to our contractor management plans. While we strive to maintain a stable contractor workforce, we will stop working with vendors and bar individuals who don't meet our HES expectations and performance requirements.

In addition, we conduct field-based safety inspections and audits, track our contractors' OSHA recordables and serious event rate, and oversee our contractors in line with the Responsible Operations Management System (ROMS) Third-Party Services element.

HEALTH, ENVIRONMENT AND SAFETY TRAINING

BUILDING OWNERSHIP AND CONSISTENCY

Our training program helps our workforce protect itself, our customers and the communities in which we operate.

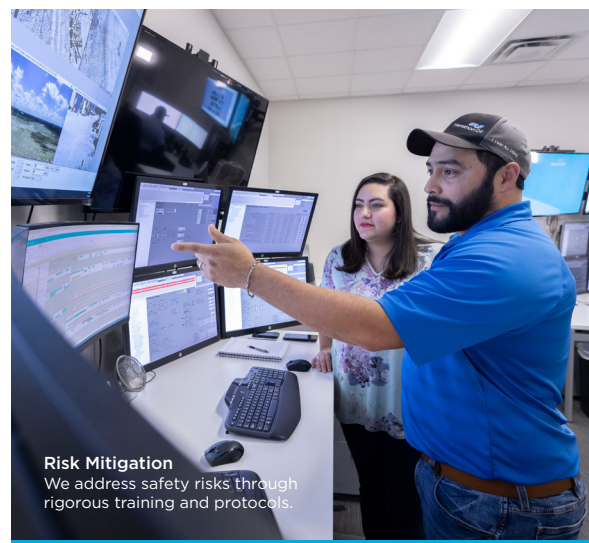
We provide orientation, training, coaching and mentoring to strengthen the skills and safety of our employees and contractors. The Training and Qualification element of our Responsible Operations Management System (ROMS) establishes expectations for addressing risks inherent to our business, including safety risks, and our training embeds these expectations into our everyday work at all levels of the organization.

After ceasing all in-person training in 2020 due to COVID, we were fortunate to be able to bring it back in 2021, following Centers for Disease Control (CDC) and Prevention protocols. In 2021, employees were engaged in our in-person trainings and recorded nearly 37,000 hours of HES training in our online Learning Management System. Topics included return-to-office processes, environmental and regulatory content, and safe work practices. We achieved a 95% compliance rate with training requirements.

Occupational Health

We value a healthy and safe workplace and work to protect the well-being of our employees and their families both at work and at home. ROMS guides our efforts to identify and address key health challenges in our operations. Our exposure assessment process builds upon and aligns exposure risk management with our HES&S risk assessment process. We identify and rank potential chemical, physical and biological exposure hazards according to risk and then apply industrial hygiene monitoring to control hazards.

In 2020, we partnered with the National Institute for Occupational Safety and Health (NIOSH) to assess employee exposure. NIOSH became fully focused on COVID-19 response and was unable



to work with us, so we hired a third-party firm to continue our multi-year study on contractor and employee exposures.

Product Stewardship

We continue to integrate product stewardship principles as part of our safety management system. We work internally and with outside vendors to foster the safe use, handling, transportation, storage, recycling, reuse and disposal of materials, products and wastes. We also provide online Safety Data Sheets with information on health and safety aspects for 100% of our products and make them available at our well sites.

Exclusive of third-party firefighting chemicals and materials containing Teflon (e.g., seals and gaskets), we don't use any fluorinated-based chemicals (PFAS/PFOA) in our operations.

EMERGENCY PREPAREDNESS AND BUSINESS CONTINUITY

READY TO RESPOND

Marathon Oil maintains plans to protect communities in the event of natural disasters, security incidents, operational disruptions and other events.

We equip our operations to provide a robust response in emergency situations. We maintain detailed business continuity plans designed to protect our personnel, facilities, neighbors and the environment and continue critical business functions during sustained events. The Emergency Preparedness and Community Awareness element of our [Responsible Operations Management System \(ROMS\)](#) provides tailored response plans to local operating conditions.

With the ongoing challenges created by the COVID-19 pandemic, we have continued to adapt and adjust our operations based on the evolving CDC guidelines to promote the utmost safety for our workforce and our contractors. As we moved into our new Houston office in 2021, we took the same precautions to implement the recommended controls to support a safe transition. Although our office is open-concept, we implemented a state-of-the-art ventilation system to help prevent transmission and increase the safety of the building.

Marathon Oil's emergency preparedness capabilities include:

- Response teams at the local, regional and corporate levels, including the Centralized Emergency Response Team (CERT) and executive-level crisis management team.
- Annual training, drills and exercises for all levels of response teams, along with government agencies and key stakeholders.
- A network of responders and consultants that regularly interfaces with local and regional team members.

Our emergency preparedness strategies include Emergency Action Plans designed for office use, including security threats; Emergency Response Plans designed for spills, fires and water releases; and a 24-hour call center connected from Houston to all of our business offices and emergency response teams. Our Corporate Emergency Response Process, a part of ROMS, is consistent with standard industry incident response protocols and is reviewed and updated on a prescribed frequency.

EMERGENCY PREPAREDNESS STRATEGIES	
	Emergency action plans
	Emergency response plans
	Security plans
	Security assessments
	24-hour call center
	Corporate emergency response process

WORKFORCE OVERVIEW

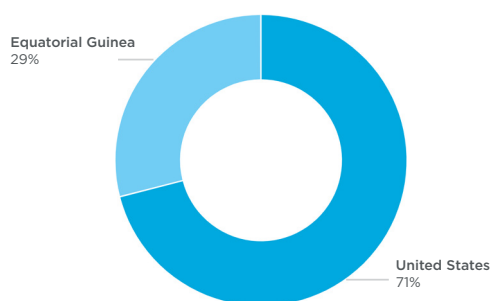
OUR TALENT LANDSCAPE

As we work to produce the energy the world needs, we know our current and future success depends on attracting, engaging, developing and deploying a diverse, engaged workforce with the technical expertise to support our business.

As of Dec. 31, 2021, we had approximately 1,500 active, full-time employees worldwide, with 71% of employees located in the U.S. and 29% located in Equatorial Guinea (EG). We prioritize local hiring, and 93% of our Marathon EG Production Limited workforce was Equatoguinean in 2021.

For the U.S. workforce, average tenure for full-time employees was eight years, with 33% of our full-time employee population having 10 or more years of experience. In 2021, we saw a slight increase in employee turnover in the U.S. and continued to see low rates of employee turnover in EG. See the EG section for more information.

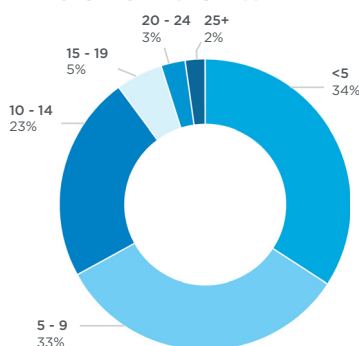
GEOGRAPHIC DISTRIBUTION^{ab}



^a Workforce statistics reflect 2021 year-end data.

^b Includes all regular and in-patriate records, except LTD employees. Numbers have been rounded.

YEARS OF SERVICE WITH MRO^{ab}

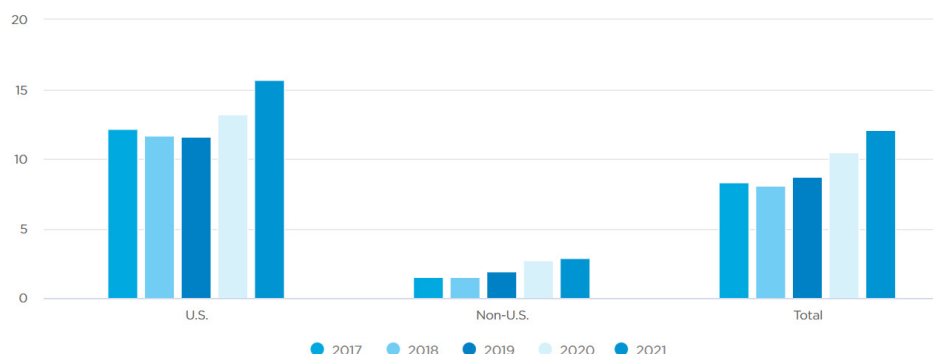


^a Workforce statistics reflect 2021 year-end data.

^b Includes all regular, third-country national and expatriate records, except LTD employees. Numbers have been rounded.

COMPANY TURNOVER RATE^{abcd}

Percentage



^a Workforce statistics reflect year-end data for each year shown.

^b Data includes voluntary and involuntary turnovers. Data does not include total retirement rates of 2.0%, 1.7%, 1.4%, 1.3% and 1.4% for 2021, 2020, 2019, 2018 and 2017, respectively.

^c Includes terminations for all regular, third-country national and expatriate employees during 2021.

^d Workforce data has been updated to reflect full-time employees only and a calculation error in 2018 data.

HUMAN CAPITAL MANAGEMENT

WE ARE ONE TEAM

At Marathon Oil, we empower our employees to work together to make a difference.

Talent is one of the critical capabilities foundational to delivering on our corporate strategy, and our intentional human capital management (HCM) strategy is a key part of our success. Our vice president of Human Resources has leadership accountability for our workforce management policies and programs and reports directly to our CEO. She reviews quarterly talent data, including attrition and representation, with our Executive Committee to assess and measure the talent landscape and increase accountability for human capital outcomes. In 2021, her team invested resources to track and analyze additional data.

Our board of directors provides oversight of our HCM strategies and receives regular updates that included a full HCM strategy presentation in July 2021. Talent is also addressed proactively through our annual Enterprise Risk Management process, including a multi-year view of any potential talent risks and critical skill gaps to confirm that we're prepared to respond to the macro-environment while setting ourselves up for long-term success.

Talent Development

We invest in comprehensive talent processes that are informed by our enterprise-wide talent assessment to provide critical skills training, meet strategic business needs and drive high performance. Lead Self, Lead Others and Lead Leaders is our framework for success, and we take a strategic, multi-pronged approach to organizational learning, including digital, on-the-job and classroom training, as well as 360 assessments and leadership coaching to help employees reach their full potential. Our virtual Development Hub allows our employees to take ownership of their development with access to on-demand trainings and learning guides. In 2021, employees completed approximately 43,000 hours of annual computer-based training.



Supporting Collaboration
We provide tools to empower effective teamwork.

In early 2022, we switched platforms to LinkedIn Learning, providing employees with access to a larger number of topics.

Our Leadership Programs provide employees with a structured path to hone skills for leading others and the organization. Topics covered include how corporate functions affect the exploration and production business, improving team effectiveness, recognizing unconscious bias and inclusive leadership. These programs range from new manager training to executive-level business simulations. Our business simulation takes senior leadership on a nine-year journey to help our executives learn how their decisions impact the business over time. We create intentional and focused plans for executive succession candidates to confirm we have identified the experiences and exposures needed to set employees up for success in future senior leadership roles.

In 2021, we launched a general mentoring program, which focused on increasing skills as well as communication, connection and trust. We also continued our board mentoring program, which pairs several senior leaders with a director mentor.

Growing a Highly Skilled Petrotechnical Workforce

At Marathon Oil, we integrate the best people with the best technology to drive enterprise value, boost profitability and improve sustainability. Employees with strong petrotechnical skills are vital to Marathon Oil's resource exploration, development and production efforts. Our petrotechnical teams are focused on leveraging high-volume data analytics and pairing that with high-resolution advanced modeling to realize further gains in operational effectiveness.

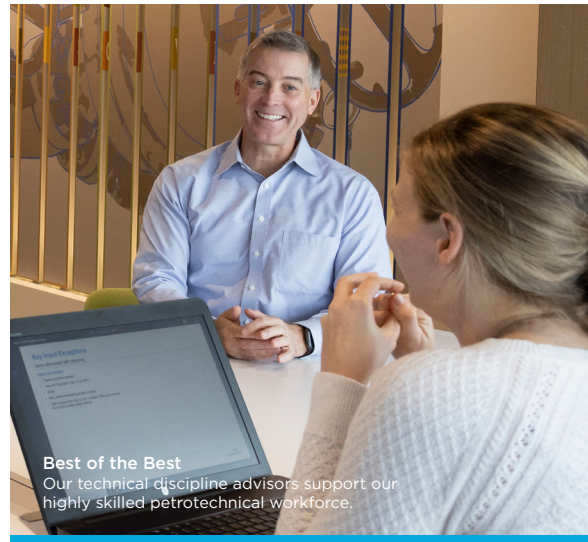
To ensure that we have the right technical capabilities needed to run the business today and in the future, we continue to leverage the partnership between our Human Resources professionals and our petrotechnical chiefs to manage discipline health and set technical direction. In 2021, we identified petrotechnical advisors who partner with the chiefs and managers to close technical knowledge gaps, drive best practices and create development opportunities.

As a company focused on identifying and leveraging breakthrough technology, we also recruit students and graduates in science, technology, engineering and math (STEM) fields. We funded multiple scholarships in 2021 totaling approximately \$175,000 and also hosted a three-day shadowing program, including a field visit, for students from two Historically Black Colleges and Universities.

Employee Benefits

We attract and retain talent by offering a comprehensive suite of benefits with a focus on competitive pay, pay for performance, and broad options for our employees to better manage their careers, work-life balance and overall well-being. Our Workplace Flexibility Program allows us to support flexibility while preserving our collaborative, One Team culture, and includes working from home up to two days per week and a 9/80 flex schedule.

Additional benefits can include paid family leave; cash bonuses; restricted stock unit awards; health, dental and vision assistance plans for employees and their families, including domestic partners

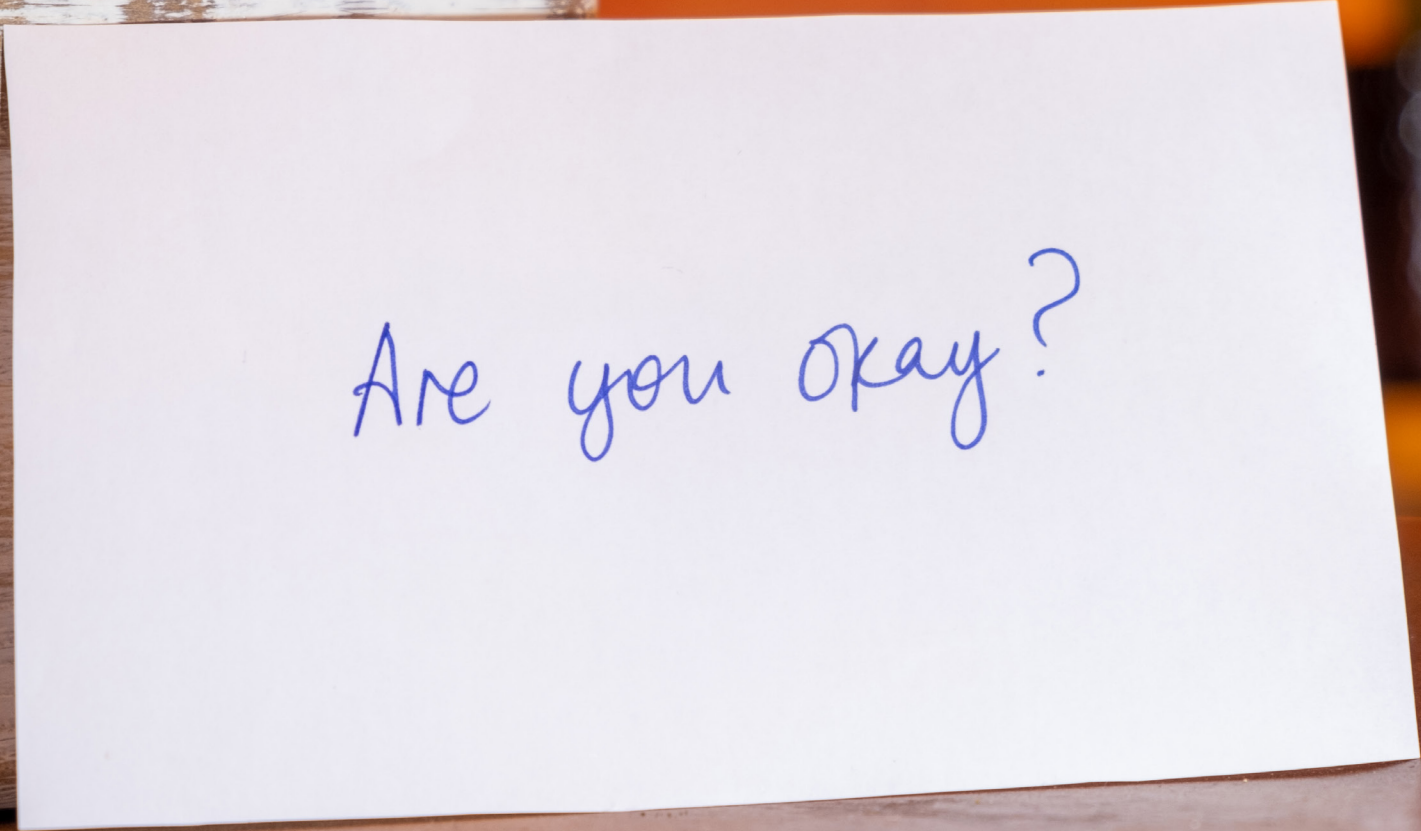


and children of domestic partners in the United States; retirement savings plans; adoption assistance; vacation; paid holidays; sick pay; life and accident insurance; educational reimbursement; a volunteer incentive program; and more. Full-time employees also receive an annual performance review. To see a full list of benefits and eligibility requirements visit <https://www.mrobenefits.com/>.

Employee Engagement

We generally conduct a full employee engagement survey every two years and conducted one in mid-2022. In 2021, we conducted a Pulse survey to gather employee feedback on the changes made in the past year and gather their ideas for the future. We were proud to hear our employees describe Marathon Oil as "safe, flexible, inclusive and collaborative" and to see that the highest-scoring statement on the survey was "new ideas are encouraged at Marathon Oil."

Our executives also launched informal engagement sessions with their teams to discuss relevant topics and encourage personal and professional development. We plan to continue these executive discussions throughout the organization in 2022. We also engage employees through our new peer-to-peer recognition program, quarterly all-employee meetings, employee workshops, and the events and activities hosted by our employee resource groups (ERGs).



Are you okay?

MENTAL HEALTH AWARENESS

The health and wellness of our employees are priorities for our company. In addition to our voluntary wellness program and an enhanced employee assistance program (EAP), in 2021 we launched the Are You OK? mental health awareness campaign. This campaign is dedicated to educating and empowering our employees to talk about mental well-being both at work and at home, decreasing the stigma around mental health concerns and seeking help and

promoting the resources available to our employees.

In the past, our safety culture has largely focused on staying safe on the jobsite and in the office. As the pandemic has impacted the way we live and work, it has become increasingly important for all of our employees to feel comfortable asking the question, “Are you OK?” to a colleague facing tough challenges.

DIVERSITY, EQUITY AND INCLUSION

PROMOTING AN INCLUSIVE CULTURE

At Marathon Oil, we build diverse teams that make meaningful contributions toward shaping the future of our company.

Our approach to Diversity, Equity and Inclusion (DEI) is rooted in increasing representation and inclusiveness across the organization. Hiring and investing in individuals with an array of talents, ideas, backgrounds and experiences drives innovative thought and adds to our business success.

Our vice president of Human Resources has leadership accountability for DEI. Our Leadership Development and Inclusion team leads our company-wide DEI strategy, which focuses on strengthening our ability to retain, recruit and develop a diverse workforce. Our board of directors provides oversight to our human capital strategies, which includes offering insight into diversity, equity and inclusion.

In addition to offering internal and external DEI training courses to employees, we partner with groups such as the Society of Women Engineers, the National Society of Black Engineers, the Society of Hispanic Professional Engineers and the LGBTQ Engineers to explore ways to better support underrepresented talent in our workforce and in our communities. Additionally, we collaborate with Advancing Women Executives (AWE), which informs our diversity metrics and best practices. We also support pay equity and conduct periodic pay equity analysis.

We support employee resource groups (ERGs), open to all employees, to amplify diverse perspectives, foster inclusion and trust, encourage networking and connection and provide development activities. Our ERGs each feature an executive sponsor and meet quarterly with the vice president of Human Resources to discuss initiatives and goals for the upcoming quarter. We also provide financial resources to our ERGs to enable them to offer paid development opportunities to their members and support charitable causes they care about. Examples of our ERGs in action in 2021:



- **BEAM:** Our Black Employees and Allies of Marathon (BEAM) network celebrated its one-year anniversary in October 2021. This ERG creates open conversations that increase awareness and understanding and in 2021 hosted dialogue circles. These small groups allowed employees to dive into difficult topics and have hard conversations.
- **Women's Network:** This ERG continues to flourish in creating an inclusive culture at Marathon Oil. In 2021, two of our female board members presented to the Women's Network, providing details about their own experiences and how to overcome the challenges that women face in growing their careers.

In mid-2022, we created two new ERGs, one representing the Hispanic/Latin community and the other on behalf of our Asian American and Pacific Islander employees.



A CULTURE OF MUTUAL RESPECT

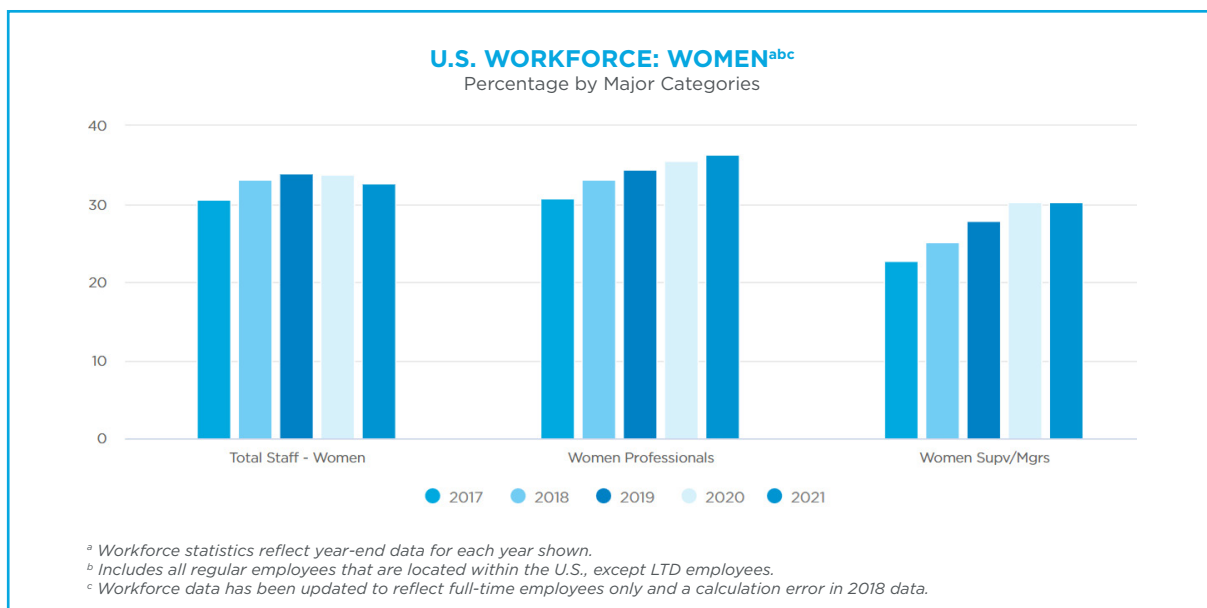
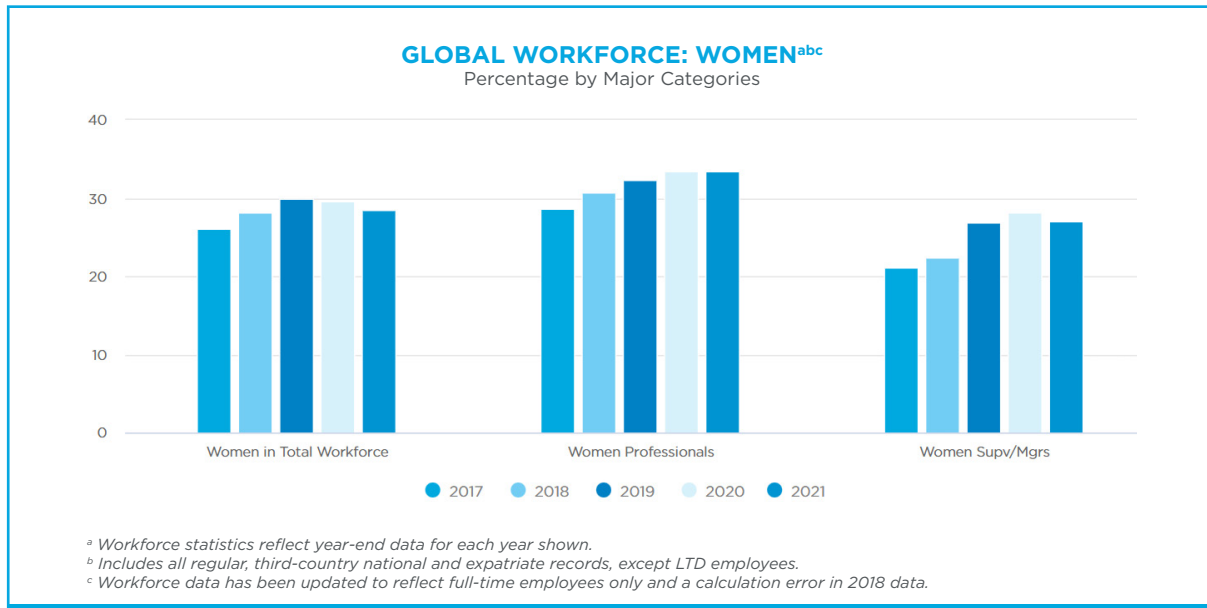
Integrity and inclusion are core to our culture. Our Code of Business Conduct, which applies to everyone who works for or acts on behalf of Marathon Oil, reinforces our long-standing commitment to high ethical standards.

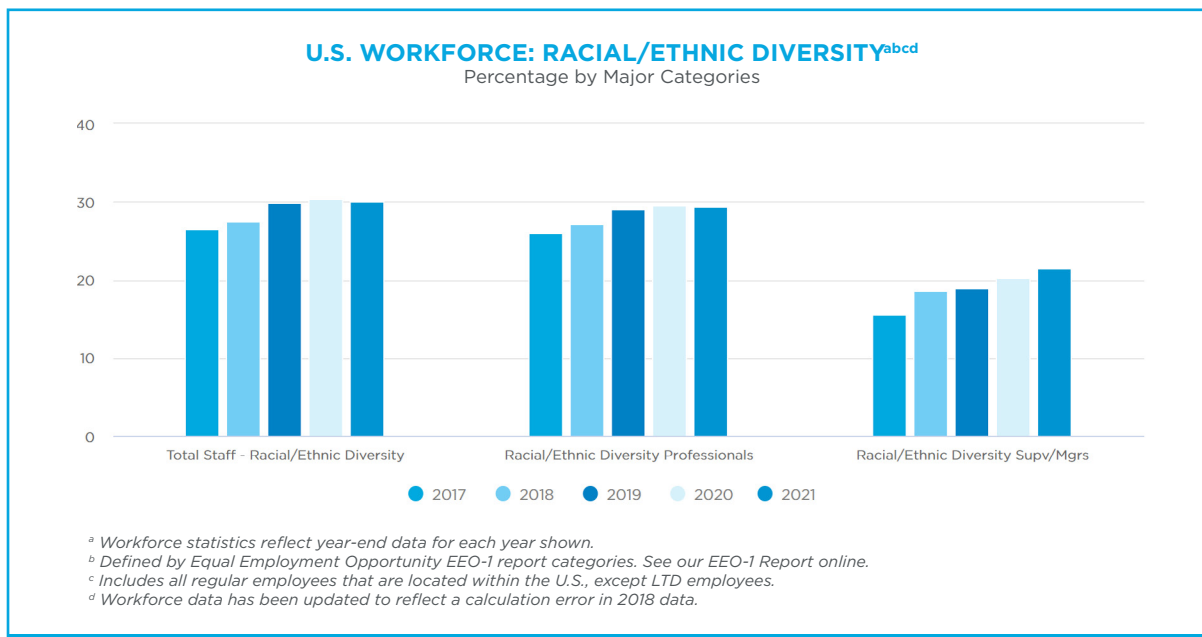
Our Code includes specific sections on Diversity, Equity and Inclusion, as well as Mutual Respect. Learn more in the Ethical Business Practices section of this report and read our full [Code of Business Conduct](#).

DIVERSITY STATISTICS

In 2021, women and ethnically/racially diverse employees accounted for 33% and 30% of our U.S. full-time workforce.

For the first time we have published our Equal Opportunity and Employment (EEO-1) data this year.







SECTION V

SOCIAL

SOCIAL

COLLABORATING IN OUR COMMUNITIES

Producing energy in a socially responsible way requires a strong network of relationships built on integrity and trust.

33K

Long-lasting insecticide nets distributed to protect against malaria



Developed Human Rights Policy, which was issued in 2022



Launched Unconventional Thinking in Teaching Program

~\$15M

Invested in social programs to support communities

Maintaining positive relationships with the local communities in which we work is critical to our business operations and to maintaining our social license to operate. We strategically invest in our operating areas to build the local workforce, foster healthier, safer, stronger and more resilient communities and support specific community needs.

We regularly communicate and collaborate with our landowners and other stakeholders to better understand their concerns and identify and reasonably mitigate potential impacts of our operations.

We also seek to work with suppliers that share our values of safety, environmental stewardship, diversity, sound labor practices and operational integrity.

In 2022, we released our enterprise-wide [Human Rights Policy](#) to further acknowledge our longstanding commitment to the dignity and rights of all people. All of these efforts, including social investments, stakeholder engagement, supply chain accountability and respecting human rights, are applicable to our North American and Equatoguinean operations and are critical to creating long-term value for our shareholders.

STAKEHOLDER ENGAGEMENT

FOSTERING EFFECTIVE RELATIONSHIPS

Engaging with stakeholders is a key part of risk management that helps us manage community impacts, access new resources and avoid project delays.

At our core, our mission to provide affordable energy underpins socio-economic development in regions where we operate. Fulfilling our mission in a socially responsible way requires collaboration and partnership. To build trust and understand how our operations impact communities where we operate, we regularly and thoughtfully engage with a variety of stakeholders: landowners, suppliers, community organizations, lawmakers, elected officials, regulators, industry peers, employees, business partners and others.

We offer stakeholders multiple options for contacting us, including direct contact with our staff, toll-free phone lines, e-mail and social media channels. The results of these conversations serve to deepen our understanding of what's important to our stakeholders and provide opportunities to collaborate on sustainable solutions.

In 2021, we continued to connect with our stakeholders through virtual and in-person engagements, with an emphasis on safety and respect for personal considerations due to continued COVID-19 concerns. In 2021, we also redesigned our Community Engagement Councils to pull in different perspectives across our operating areas. Now, employees from supply chain, environmental, safety, regulatory and other departments work in partnership with our social investment team to strategically invest in our communities to address local needs. See our Stakeholder Map on page 11 for more details of how we engage stakeholders.

Engaging With Landowners

By engaging with landowners, we seek to foster understanding and trust and lay the foundation for mutually beneficial, long-lasting relationships. Our actions are guided by our values, internal standards and operating culture.



Community Engagement
We come together with landowners during local events.

Our Land team is committed to proactively sharing our plans and project updates or changes, answering questions and addressing concerns in a timely manner.

Typical landowner engagement begins with a Marathon Oil Field Surface Land Professional sitting down with the landowner to proactively discuss what to expect once operations begin. This person continues to engage with landowners after operations begin. Due to COVID-19, we engaged in both in-person and virtual meetings with landowners.

In addition to face-to-face and community meetings, landowners can contact Marathon Oil at any time by phone, e-mail, fax and mail. We track landowner concerns in an internal system and follow through until an issue is resolved. The vast majority of these requests were questions about payment details and ownership. We provide ongoing training to our call center employees and make process improvements where needed.

SOCIAL IMPACT INVESTMENT

IMPROVING QUALITY OF LIFE IN OUR COMMUNITIES

We use social investments to build healthier, safer, stronger and more resilient communities.

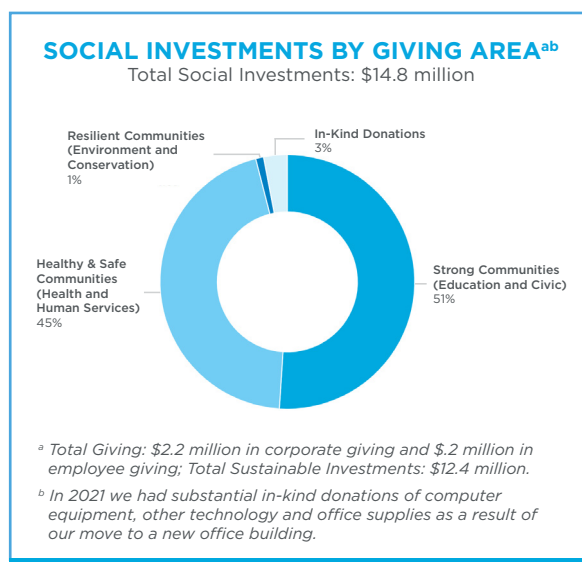
Our executive vice president and general counsel is responsible for our governance, stakeholder engagement efforts and social investments. The Health, Environmental, Safety and Corporate Responsibility (HES&CR) Committee of our board of directors provides oversight of our social responsibility and sustainability efforts and meets twice a year. Once a year our full board receives an update on our social investments.

the needs of each community and aligned with our internal business priorities and the United Nations Sustainable Development Goals. We seek to improve the quality of life in the communities where we work through financial contributions, advisory services, pro bono work and in-kind donations. We encourage employees to join us through our dollar-for-dollar matching programs, volunteer events and annual giving campaign.

Our Social Investment Strategy, a key part of our Community Engagement Strategy, is tailored to

SOCIAL INVESTMENT STRATEGY		
Goal	Investment Areas	Related United Nations Sustainable Development Goals
Build healthier and safer communities by addressing infrastructure stressors	- Hunger - Road Safety - First Responders - Healthcare - Anti-Human Trafficking	    
Build more resilient communities by protecting and restoring natural resources	- Water - Land & Air - Research & Education	 
Build stronger communities by ensuring inclusive, equitable and quality education for all	- Students - Teachers - Career Readiness	 

In 2021, we invested ~\$15 million in global social projects and programs. We review our social investments annually to help ensure our partnerships are delivering a meaningful impact. This includes reviewing the financial and operational performance of potential and current partners; evaluating their missions and values to confirm alignment with one or more of our investment areas; and requiring partners to report clearly defined program goals, details and data on project outcomes using our Social Investment Evaluation Rubric.



Building Strong Communities Through Education

We believe the foundation of a strong community is a quality education system. By investing in inclusive and equitable education, we help build the socio-economic growth that has the power to improve lives and enable communities to reach their full potential.

Barbara Bush Houston Literacy Foundation Expansion

In the Houston area, only 21% of third graders have mastered reading standards and 29% fail to meet minimum reading expectations. A child's literacy level depends on spending time at home with books, yet on average, children living below the poverty line have access to less than one age-appropriate book at home.

We've partnered with the [Barbara Bush Houston Literacy Foundation \(BBHLF\)](#) since its inception in 2013 to combat the city's literacy crisis through initiatives like the My Home Library program that was introduced in 2017. This program gives children the books they need to develop reading skills that will create a pathway to future success.

Since the launch of the My Home Library program, in partnership with BBHLF, we have provided approximately 20,000 books to Houston-area students' home libraries at no cost to the student or their school. Building on the success and impact of this partnership, we expanded the program to elementary schools in all of the communities in which we operate, helping even more children develop reading skills.

In 2021, the pilot year of the expansion program, we hosted home library distribution events in Houston and at six additional elementary schools across the country, reaching more than 2,000 students in the Eagle Ford in south Texas; Carlsbad, N.M.; Lindsay, Okla. and New Town, N.D. In total, we distributed approximately 9,000 books and designed events to build the students' excitement for reading through special activities, incentives and read-alouds from Marathon Oil volunteers.

Unconventional Thinking in Teaching Program

At Marathon Oil, unconventional thinking means constantly looking for new ways to solve problems and deliver results. Teacher retention was a U.S.-wide issue in 2021. In response, we applied our innovative approach to problem-solving and launched the [Unconventional Thinking in Teaching Program](#), which awards grants to innovative teachers in our operating areas.

"As part of our strategic focus on education, we want to make sure we're not only reaching students but also the teachers who are on the frontline of impacting and developing the next generation of unconventional thinkers. We want to show our support for those dedicated educators who have a passion for teaching and are committed to the students in the communities where we live and work," said Lee M. Tillman, Chairman, President and CEO of Marathon Oil.



PROVIDING INNOVATIVE SUPPORT TO EDUCATORS

Through our Unconventional Thinking in Teaching Program, we directly support teachers looking for new ways to solve problems and deliver results. We also strive to increase teacher retention by supporting the people who are responsible for developing our next generation of leaders.

We focus on creating a program easily accessible to teachers in our

operating states. Educators can apply or be nominated by members of their community. In the program's first year, we received more than 140 entries, which were then judged blindly by a panel of Marathon Oil employees. Fourteen teachers were selected as winners, each receiving a \$2,500 grant to support the purchase of classroom resources or personal professional development.

Technology Donations through Comp-U-Dopt

In collaboration with [Communities In Schools \(CIS\)](#) of Houston and [Comp-U-Dopt](#), we donated 100 laptops to students in our new partner school, Spring Shadows Elementary, located near our new Houston headquarters. The school worked with CIS counselors to identify students who were struggling academically and lacked technology access at home.

According to Raymond Stubblefield, principal of Spring Shadows Elementary, “80% of our students don’t have access to a personal device. Your contribution of laptops allows students to access a multitude of learning opportunities. This would not be possible without your support.”

In addition to the Spring Shadows laptop donation, we also donated over 750 computer monitors to Comp-U-Dopt for use in their school outreach programs.

Keeping our Communities Healthy and Safe

We invest in creating healthy and safe communities by addressing stressors in the communities where we operate that pertain to road safety, human trafficking, healthcare and other issues. Several of our 2021 efforts are described in more detail below. Learn more about our response to combatting malaria in Equatorial Guinea on page 86.

Addressing Food Insecurity

In an effort to address the increasing demand at local food banks and school-based food programs, we have continued our long-standing support and partnerships with food bank locations throughout our operating areas in Texas, New Mexico, Oklahoma and North Dakota.

These partnerships focus on childhood hunger initiatives, providing thousands of meals to local students and their families.



Anti-Trafficking

We are committed to providing anti-trafficking education and resources to our employees, partners and communities. As part of this initiative, in 2021, more than 125 Permian and Oklahoma employees were certified by [Truckers Against Trafficking \(TAT\)](#) as “TAT Trained.” TAT’s training program educates people on the realities of human trafficking and its intersection with the energy industry. In the upcoming year, we look forward to expanding this program to our other locations across the country.

We have a dedicated Human Trafficking section in our Code of Conduct, which is applicable to employees and suppliers. It states that a Code violation can result in disciplinary action, including dismissal, and in the event of a serious violation of law, notification to appropriate government authorities.

Road Safety

In 2021, we launched a new partnership with the [Permian Road Safety Coalition \(PRSC\)](#), which promotes public-private partnerships to address road safety in the Permian Basin. During the first 30 months of its existence, the PRSC has helped reduce roadway fatalities in the Permian Basin by 35%.



FOSTERING RESILIENT COMMUNITIES

We work to create more resilient communities by investing in the protection and restoration of natural resources, including water, land and air, as well as increasing environmental education and awareness.

In 2021, we completed a multi-year investment in the [Pecos Watershed Conservation Initiative \(PWCI\)](#) through a partnership with the National Fish and Wildlife Foundation (NFWF). PWCI has enhanced a unique desert landscape in eastern New Mexico and West Texas

where cattle ranching and oil and gas production coexist with species found nowhere else. Since its inception, the initiative has improved the management of nearly 25,000 acres of grasslands, restored or enhanced 4,000 acres of grasslands and 20 acres of riparian habitat and improved more than 90 miles of fencing for pronghorn passage. In 2022, we shifted our support to NFWF's [Northern Great Plains Program](#), which focuses on grasslands restoration in the Bakken.

EQUATORIAL GUINEA

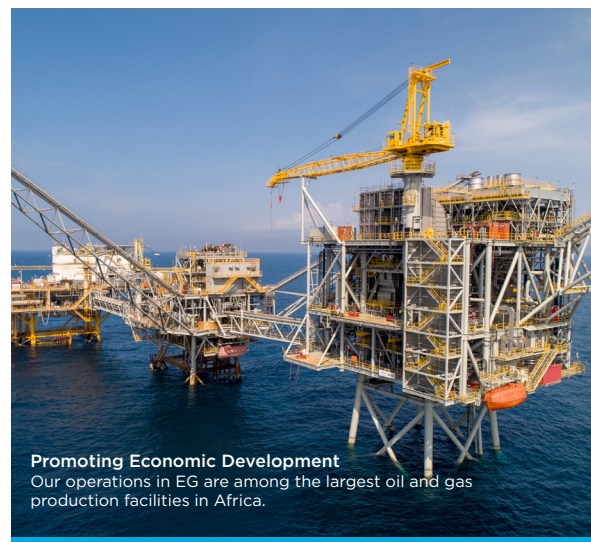
BUILDING LONG-TERM VALUE AND SUSTAINABILITY

Our operations in Equatorial Guinea (EG) continue to demonstrate how an oil and gas company can run a safe and responsible enterprise, build long-term shareholder value and positively improve public health and quality of life.

Our holdings in EG include Marathon EG Production Limited's (MEGPL) offshore Alba Field and the Alba Plant LLC's liquefied petroleum gas (LPG) plant; a liquefied natural gas (LNG) production facility operated by Equatorial Guinea LNG Operations, S.A. (EG LNG); and a methanol production facility, operated by the Atlantic Methanol Production Company (AMPCO).

We have operated the Punta Europa integrated gas business to world-class standards of performance since 2002 while building a largely national workforce, contributing to local economic sustainability, helping develop local human capacity to enhance community health and education and providing significant social investments to eradicate endemic malaria.

With declining production of developed natural gas and associated liquids from the Alba Field, we're working with the government of EG and our partners to create a Gas Mega Hub, with Punta Europa as the center, to process and liquefy gas from proximate fields in EG and neighboring countries. The first phase of the Gas Mega Hub started in early 2021 with the delivery of wet gas from the offshore Alen Field to the Punta Europa complex for processing and liquefaction. Our goal is to continue to be a good corporate neighbor for EG's people and its economy and to keep Punta Europa facilities operating at capacity for the foreseeable future by pursuing other resource opportunities for future phases of development.



Developing Our National Workforce

Marathon Oil has consistently increased the percentage of national citizens in our workforce in EG through recruiting, training and development assignments; workforce integration; and educational and vocational programs. We continue to develop and promote Equatoguineans for supervisory and leadership roles. From 2019 to year-end 2021, MEGPL nationalized six manager positions, resulting in three departments being fully nationalized: MEGPL's human resources, supply chain and external programs and liaison.

At year-end 2021, approximately 610 national citizens were employed directly or indirectly at MEGPL, representing 93% of the total MEGPL workforce. In addition, EG LNG and AMPCO employed approximately 600 national workers at year-end 2021.

We're also developing the local workforce by providing educational and skill-building opportunities. Over the past five years, more than 80 Equatoguinean students attending universities within and outside the country have received on-the-job experience through our internship programs. Our partnerships with government educational institutions including "12 de Octubre" Technical College and the National University of Equatorial Guinea (UNGE) demonstrate our ongoing commitment to building local capacity in the oil and gas sector.

Keeping Our Workforce Safe

We invest in our workplace health, environment and safety (HES) management systems to help achieve world-class safety performance and minimize environmental impacts in EG. MEGPL, EG LNG and AMPCO had a combined Total recordable incident rate (TRIR) of 0.06 in 2021, with over 3 million hours worked. MEGPL and EG LNG achieved a full year without an Occupational Safety and Health Administration (OSHA) recordable event or a lost time incident (LTI). Our safety commitment in 2021 resulted in more than 1,200 field leadership safety engagements and more than 5,000 behavior-based safety observations.

In 2021, we also saw an outstanding achievement in terms of helping protect our personnel from COVID-19 through vaccination. Through the vaccination program implemented at Punta Europa in collaboration with the Ministry of Health and Social Welfare, we've been able to meet the goal of vaccinating almost 100% of our EG workforce. This has enabled us to significantly reduce the potential impacts caused by the virus as well as ease some protocols we had in place. In addition, MEGPL coordinated with an industry partner to purchase 25,000 antigen tests that were donated to the Baney Laboratory to continue supporting pandemic response efforts.



Strengthening Local Supply Chain

By increasing local supplier capabilities for our operations, we contribute to economic sustainability in EG. Since 2013, MEGPL has spent approximately U.S. \$1.09 billion with Equatoguinean suppliers. In 2021, 92% of our expenditures for contract services and 18% of material purchases were awarded to locally owned contractors. To increase local purchasing, we've organized engagement programs and training sessions for local suppliers, and we improved our bidding process to provide local material suppliers with increased opportunities to supply a greater portion of frequently purchased items.

Our procurement staff shares upcoming commercial opportunities and a refresher on our procurement process in interactive sessions with local suppliers and the Ministry of Mines and Hydrocarbons National Content Director. We continue to work with the EG National Alliance of Hydrocarbons Services Company in presentations, seminars and workshops to understand and help find solutions to local suppliers' challenges.

MEGPL, EG LNG and AMPCO continue to collaborate through the Punta Europa National Content Committee to help local businesses throughout the procurement process. The committee offers a simplified new vendor set-up process across the three companies, promotes local provider engagement and reviews strategies to increase the participation of Equatoguinean suppliers.

Improving Public Health and Quality of Life

Malaria is one of the main public health threats in Equatorial Guinea, reducing life expectancy. Since 2003, Marathon Oil has supported the Bioko Island Malaria Elimination Program (BIMEP), a multi-system public health program.

With nearly two decades spent in the fight against malaria, major BIMEP accomplishments include:

- 54% reduction in the malaria parasite prevalence in children aged 2-14 years (from 45% in 2004 to 20.7% in 2021).
- 63% reduction of all-cause mortality among children under five years old (attributed mainly to malaria interventions).

- 97% reduction in the rate of transmission of the parasite by the vectors.
- Elimination of one of the three main malaria vector species (*An. funestus*).
- 350+ Equatoguineans are employed through BIMEP's focus on building national capacity.

These outcomes led to improved institutional frameworks and infrastructure that enable the Government of EG to participate in the international medical science research community. As examples, the first National Ethics Committee in EG has been established and the Baney Hospital Reference Laboratory was created. In addition to its malaria work, the Lab is currently supporting all Sars-COV-2 activities in EG.



COMBATTING MALARIA

The [Bioko Island Malaria Elimination Program \(BIMEP\)](#) combats malaria with a series of integrated malaria-control measures provided free of charge to all residents on Bioko Island, including distributing long-lasting insecticide nets, targeted indoor residual spraying, epidemiological surveillance, mosquito vector monitoring, communications to support behavior change and robust monitoring and evaluation systems.

Implemented by MCD Global Health, the program is funded through a public-private partnership of MEGPL, Noble Energy EG Ltd (a Chevron Company), AMPCO and the Government of Equatorial Guinea, which together have invested more than U.S. \$181 million.

Capacity Building for Health and Education

We invest in building human capacity focused on health and education and helped fund a program aimed at increasing the quantity and quality of nursing professionals available in-country. Since 2018, MEGPL has invested U.S. \$1.5 million in a nurse training program in collaboration with the Foundation for Nursing Development, the EG Ministry of Health and Social Welfare and National University of Equatorial Guinea (UNGE) to improve the quality of service and prenatal and neonatal care in the public health sector. Graduates went on to work with prenatal and postnatal mothers and newborns across EG's district health centers. In total, over 111 nurses have been trained through the program.

Since entering Equatorial Guinea, EG LNG has spent over U.S. \$25 million to provide water wells and build and renovate schools across the country. These have significantly increased the ability of students from rural areas to receive an education.

In addition, Marathon Oil supports smaller projects that benefit the community, such as the Books for Bioko program. Since 2004, Marathon Oil employees worldwide have raised over U.S. \$1 million for much-needed supplies for more than 6,000 students in nine Malabo schools.

A Clear Vision for Equatoguinean Youth

We're committed to helping Equatoguinean youth improve their academic and social opportunities. To help youth with eyesight issues get proper care and medical attention, MEGPL started the Ver Bien EG Project in 2017 to screen children for eyesight issues in private and public primary and secondary schools on Bioko Island. After its initial success, MEGPL expanded the program's reach and impact nationally by establishing partnerships with organizations across the country.



In 2021, MEGPL in collaboration with ONCIGE, Nueva Vision Optica and Doctor Cruz Clinics, ran a year-round, school-based program for vision services for children attending primary and secondary schools on Bioko Island and in Bata on the mainland.

The program provided early detection of visual impairment by diagnosing visual deficiencies through screening and clinical examination, as well as treatment with corrective eyeglasses. To date, Ver Bien has screened over 15,000 children for vision issues, provided over 1,800 clinical eye examinations and donated 1,290 prescription eyeglasses to youth.

For information on respecting Human Rights in EG, please see our Human Rights section on page 90.

SUPPLY CHAIN MANAGEMENT

PROMOTING A SUSTAINABLE SUPPLY CHAIN

We seek out suppliers that share our commitment to safety, environmental stewardship, ethical business conduct, diversity, sound labor practices and respect for human rights.

Marathon Oil's vice president of Global Supply Chain oversees our supplier relationships, which are governed by the Third-Party Services element of our Responsible Operations Management System (ROMS), Procurement and Contracting Policy, Anti-Corruption Compliance Policy, Code of Business Conduct and our health, environmental and safety (HES) standards and policies.

In 2021, we continued our focus on the health and safety of our employees and contractors and continued to adapt to the ongoing pandemic. This is especially true in Equatorial Guinea, where we had to work closely with critical suppliers to help ensure our access to services was balanced between navigating governmental requirements that limit access to the country and our own pandemic protocols.

2021 proved to be a challenging year as access to resources in the market became increasingly tight, while global material shortages and supply chain bottlenecks added layers of complexity. Open communication and mutual transparency with suppliers, in which they shared their constraints and Marathon Oil shared our planning and forecasts, was the primary reason our North American operations did not sustain any supply chain shortages for the second year in a row.

Supply Chain Monitoring

Before working with a new supplier, Marathon Oil follows a vetting process to determine technical capabilities, complexity and risk of the associated service and a supplier's health, environment and safety record.

Potential suppliers within specified higher-risk categories may need to successfully complete an added layer of due diligence and be approved by Marathon Oil's Law function before engagement. Our supplier agreements mandate adherence to relevant standards and policies as well as our Code of Business Conduct, which covers ethical, social, labor and anti-discrimination standards.



Once approved, suppliers are informed of Marathon Oil's anti-bribery policies, have the opportunity to participate in our anti-bribery training and are informed about how to report potential violations of our code, policies and standards to our Integrity Helpline. Our Global Supply Chain team monitors compliance with our Procurement and Contracting Policy as well as our Anti-Corruption Compliance Policy and Code of Conduct. Suppliers may also undergo internal contracts and compliance audits.

Marathon Oil is committed to working with suppliers who uphold the law and applicable regulations, including those related to employment, the environment and safety. We proactively research companies developing emerging technologies that meet our criteria of safety and commercial viability and those that help us reduce greenhouse gas (GHG) emissions. Additionally, we're committed to ensuring that human rights violations and human trafficking don't exist in any part of our business. We also regularly assess critical vendors for financial stability and, when beginning work with a new critical supplier, visit their operations in-person when possible.

Supporting Local Content

Through our supplier diversity efforts, we work to increase collaboration with local suppliers. We regularly engage with Indigenous communities in discussions about ongoing and new business opportunities, seeking to understand how those communities and Marathon Oil can work together in a way that is culturally sensitive and enhances the community's economic capacity.

To help develop local capacity in the Bakken, Marathon Oil strives to award business to companies that comply with the Tribal Employment Rights Office (TERO) on the Fort Berthold Indian Reservation. In Equatorial Guinea, we continue to increase the procurement of goods and services from local suppliers. Strengthening local content continues to be a focal point.

Additional HES Assessments for Safety-Sensitive Suppliers

Before a supplier is approved to work with Marathon Oil, we conduct a thorough assessment of its HES performance and capabilities. We develop management plans for safety-sensitive suppliers aligned with recognized industry HES practices such as those published by the American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP). These plans are based on the supplier's potential to impact the safety of other workers, the public, the environment and our facilities. Suppliers who provide personnel for safety-sensitive work in the United States must first register with ISNetworld, a global online source that manages, evaluates and qualifies suppliers based on Marathon Oil's criteria.

All safety-sensitive suppliers are required to complete our HES orientation and [Life Critical Expectations](#) course before they're allowed on our work sites. Our HES team conducts formal, structured safety leadership engagements with critical and new suppliers, as well as those with HES performance concerns. These engagements may include a review of the suppliers' internal policies and procedures and interviews with their leadership and field workforce to gauge their understanding of their employer's policies and programs. We also work with suppliers on corrective actions with specific deadlines. If safety and operational performance does not improve, the contract could be terminated.

HUMAN RIGHTS

RESPECTING HUMAN RIGHTS

At Marathon Oil, we believe respecting human rights is a moral and business imperative.

We recognize that, while governmental authorities have the primary responsibility for protecting human rights, business has a social responsibility to respect human rights and the ability to make a positive impact on human rights.

The responsibility to respect human rights means that our stakeholders expect us to:

- Avoid causing or contributing to adverse human rights impacts through our own activities and address such impacts if they occur.
- Seek to prevent or mitigate adverse human rights impacts that are directly linked to our operations.

In 2022, Marathon Oil released an enterprise-wide [Human Rights Policy](#). Our human rights policy commitments, some of which are referenced below, are guided and informed by internationally recognized human rights such as the principles set forth in the United Nations Declaration of Human Rights.

We are committed to:

- Providing a safe workplace, and we prohibit the use of forced or child labor, trafficking of persons and abusive disciplinary practices.
- Non-discriminatory hiring and diversity of our workforce, and we prohibit workplace harassment, violence and discrimination against anyone based on any protected characteristic.
- Respecting individuals in the communities where we operate, including Indigenous Peoples.
- Protecting the environment in the locations where we operate.

We have a large and diverse extended supply chain and expect our suppliers to adhere to business principles consistent with our own. This includes the expectation that anyone providing security for our personnel, facilities and/or operations provides those services in a manner that respects human rights.

We engage with stakeholders to build trust and to understand how our operations impact communities where we operate. This includes engaging with Indigenous communities in a way that is culturally sensitive and enhances the community's economic capacity. We also maintain processes to enable the identification and remediation of adverse human rights impacts, including engaging in ongoing human rights due diligence and tracking how we address human rights.

We provide stakeholders with multiple avenues through which human rights issues and concerns can be reported and addressed, where appropriate, with remedies. These include:

- Marathon Oil's publicly available Integrity Helpline, which allows for anonymous reporting.
- Marathon Oil official e-mail.
- Community feedback mechanisms, including local meetings and direct contact with Marathon Oil Community Liaison personnel.

Read our Social Impact Investments section on page 82 for more information on our efforts to combat human trafficking and our Political Contributions and Lobbying section on page 23 for more information on our engagement with tribal communities.

Security and Human Rights

Our company-wide [Human Rights Policy](#) includes information on our approach to security and human rights. The U.S. State Department has flagged the country of Equatorial Guinea for human rights risks stemming in part from public and private security forces. EG continues to be a key asset in Marathon Oil's portfolio, and we have well-established and effective security and human rights policies that set expectations that those providing security for our personnel, facilities and operations provide those services in a manner that respects human rights.

We employ a proprietary guard service to help protect our onshore facilities and engage with the Navy of Equatorial Guinea to safeguard our offshore facilities. We have had no known security-related incidents resulting in a human rights violation in our operations since acquiring the EG asset. In 2021, we worked with the Government of Equatorial Guinea and the U.S. Coast Guard to review the International Ship and Port Facility Security Code to enhance safety and security at the country's ports while respecting human rights.



SECTION VI

METRICS

PERFORMANCE

FIVE-YEAR HIGHLIGHTS

Governance	2021	2020	2019	2018	2017
Independent Board Members - percent ^a	86	88	88	86	89
Political Contributions - thousand dollars ^b	112	241	85	289	65

Environment	2021	2020	2019	2018	2017
GHG Emissions (Global) ^{c, d}					
Direct Emissions (Scope 1) Gross - million tonnes CO ₂ e ^e	3.53	4.24	6.47	5.20	3.91
CO ₂ e Offsets - million tonnes CO ₂ e	(0.05)	-	-	-	-
Indirect Emissions (Scope 2) Gross - million tonnes CO ₂ e	0.175	0.20	0.18	0.16	0.16
Renewable Energy Credits - million tonnes CO ₂ e	(0.175)	-	-	-	-
Total GHG Emissions (Scope 1 and 2) - million tonnes CO ₂ e	3.48	4.44	6.65	5.36	4.06
GHG Intensity (Scope 1 and 2) - tonnes CO ₂ e/production (mboe)	19.19	22.87	30.76	25.35	22.06
Consumer-based Scope 3 Emissions (Category 11: Use of Sold Products) - million tonnes CO ₂ e	42.58	-	-	-	-
Total Methane Emissions - million tonnes CO ₂ e	0.44	0.52	0.47	0.57	0.62
Total Methane Intensity - tonnes CO ₂ e/production (mboe)	2.44	2.66	2.18	2.70	3.35
Methane Emissions as a % of Natural Gas Produced ^e	0.17	0.20	0.16	0.19	0.21
GHG Emissions by Source					
Flaring - percent of direct (Scope 1) GHG emissions	23.0	36.0	52.0	50.0	-
Venting - percent of direct (Scope 1) GHG emissions	9.0	8.0	4.0	6.0	-
Fuel Combustion - percent of direct (Scope 1) GHG emissions	51.0	43.0	38.0	42.0	-
Fugitives - percent of direct (Scope 1) GHG emissions	2.0	2.0	1.0	2.0	-
Process Emissions - percent of direct (Scope 1) GHG emissions	15.0	11.0	5.0	0.0	-

Environment	2021	2020	2019	2018	2017
Gas Capture ^f					
Gas Capture Percentage - million cubic feet	98.8	97.0	94.4	96.0	-
Other Operational Air Emissions (Global)					
Sulfur Dioxide (SO _x) - tons	473.9	450.5	462.0	560.0	538.1
Nitrogen Oxides (NO _x) - tons	14,450	13,674	23,755	29,050	27,923
Volatile Organic Compounds (VOCs) - tons	17,843	6,095	12,225	12,959	22,739
Water					
U.S. Onshore Water Usage - million barrels used	51	48	98	82	70
U.S. Freshwater Intensity Rate - million barrels used/mmboe produced	0.114	0.121	0.263	0.317	0.349
U.S. Total Water Intensity - million barrels used/mmboe produced ^g	0.348	0.325	0.582	0.558	0.639
Gross U.S. Production Volumes - mmboe	133	148	-	-	-
Non-U.S. Water Usage (once through cooling) - million barrels used	190	-	-	-	-
Bakken Water Use					
Fresh Water - million barrels used ^h	8.4	10.4	17.9	19.9	9.5
Brackish Water - million barrels used	0.0	0.0	0.0	0.0	0.0
Recycled Water - million barrels used	4.2	2.3	1.5	0.4	0.2
Fresh Water - percent of total water use ^h	66.7	81.9	92.3	98.0	97.9
Brackish Water - percent of total water use	0.0	0.0	0.0	0.0	0.0
Recycled Water - percent of total water use	33.3	18.1	7.7	2.0	2.1

Environment	2021	2020	2019	2018	2017
Eagle Ford Water Use					
Fresh Water - million barrels used ^h	2.6	2.9	8.1	4.5	2.8
Brackish Water - million barrels used	28.2	21.6	41.8	30.5	31.3
Recycled Water - million barrels used	0.7	0.2	0.3	0.2	0.2
Fresh Water - percent of total water use ^h	8.3	11.7	16.1	12.8	8.2
Brackish Water - percent of total water use	89.5	87.4	83.1	86.6	91.3
Recycled Water - percent of total water use	2.2	0.8	0.6	0.6	0.6
Oklahoma STACK/SCOOP Water Use					
Fresh Water - million barrels used ^h	4.3	4.6	16.9	8.9	21.2
Brackish Water - million barrels used	0.6	0.0	0.0	3.3	0.0
Recycled Water - million barrels used	0.0	0.0	0.4	2.7	0.0
Fresh Water - percent of total water use ^h	87.8	100.0	97.7	59.7	100.0
Brackish Water - percent of total water use	12.2	0.0	0.0	22.1	0.0
Recycled Water - percent of total water use	0.0	0.0	2.3	18.1	0.0
Permian Water Use					
Fresh Water - million barrels used ^h	0.0	0.0	0.0	10.9	4.3
Brackish Water - million barrels used	2.5	8.5	10.1	0.0	0.0
Recycled Water - million barrels used	0.0	0.3	0.7	1.1	0.3
Fresh Water - percentage of total water use ^h	0.0	0.0	0.0	90.8	93.5
Brackish Water - percent of total water use	100.0	96.6	93.5	0.0	0.0
Recycled Water - percent of total water use	0.0	3.4	6.5	9.2	6.5

Environment	2021	2020	2019	2018	2017
Spills					
Global Spill Events to the Environment ≥ 1 bbl - number ⁱ	19	27	30	47	35
Global Spill Volumes to the Environment ≥ 1 bbl - barrels (Oil) ⁱ	407	590	841	578	583
Global Spill Volumes to the Environment ≥ 1 bbl - barrels (Non-Oil) ^{i,j}	105	249	47,624	396	445
Other					
Energy Use - trillion BTU	44.36	39.13	36.18	44.86	43.74
Total Electricity Usage - thousand megawatt hours (KMWh)	373.8	-	-	-	-
Electricity Generated from Renewables - percent ^k	35.0	-	-	-	-
Grid Supplied Electricity - percent	100.0	-	-	-	-
Renewable Energy Credits - thousand megawatt hours (KMWh)	373.8	-	-	-	-
Total Off-Site Waste Disposal - thousand tons	68	127	183	73	26
U.S. Water Discharged - mmbbl	0.00	-	-	-	-
Non-U.S. Water Discharged (excludes non-contact, once through cooling water) - mmbbl	0.17	-	-	-	-
Orphan Site Remediation and Reclamation - million dollars	0.7	0.2	0.8	1.8	0.9
Global Production for Emission Intensity Metrics					
Gross Total Production - mmboe	181	194	216	-	-
Gross Gas Production - million mcf	537	550	621	-	-
Gross Oil Production - mmbbl	92	103	113	-	-

Safety	2021	2020	2019	2018	2017
Safety — Global (combined employee and contractor)					
Fatalities - number	0	0	0	0	0
Total Recordable Incident Rate (TRIR) - incidents x 200,000/work hours	0.29	0.24	0.32	0.53	0.71
Employee TRIR - incidents x 200,000/work hours	0.20	0.05	0.08	0.16	0.32
Contractor TRIR - incidents x 200,000/work hours	0.32	0.32	0.37	0.63	0.74
Hours Worked (employee and contractor) - million hours	15.9	14.9	25.1	25.1	19.1
Lost Time Incident Rate (LTIR) - incidents x 200,000/work hours	0.03	0.12	-	-	-
Employee LTIR Rate - incidents x 200,000/work hours	0.00	0.05	-	-	-
Contractor LTIR Rate - incidents x 200,000/work hours	0.03	0.15	-	-	-
Serious Incident & Fatality (SIF) Rate (employee and contractor) - cases per 100 workers per year	0.57	0.54	-	-	-
Near Miss Frequency Rate - near misses x 200,000/work hours	9.09	16.71	5.90	6.85	8.50
Process Safety Management ¹					
Tier 1 Process Safety Events - number	2	0	0	2	0
Tier 2 Process Safety Events - number	0	0	0	0	0
Tier 3 Process Safety Events - number	10	2	2	22	31

Workforce ^{m, n}	2021	2020	2019	2018	2017
Employees (Global) - number	1,527	1,668	2,036	2,438	2,345
U.S. Employees - percent	71.3	73.6	74.1	65.8	64.1
Non-U.S. Employees - percent	28.7	26.4	25.9	34.2	35.9
Workforce Represented by Unions (Global) - percent	0.0	0.0	0.0	0.0	0.0
Turnover ^o					
Global Turnover (Voluntary and Involuntary) - percent	12.1	10.5	8.7	8.1	8.3
U.S. Turnover (Voluntary and Involuntary) - percent	15.7	13.2	11.6	11.7	12.2
Non-U.S. Turnover (Voluntary and Involuntary) - percent	2.9	2.7	1.9	1.5	1.5
Global Retirement Rate - percent	2.0	1.7	1.4	1.3	1.4
Years of Service with Marathon Oil					
Less than 5 Years - percent	34.2	35.7	39.6	47.5	44.7
5-9 Years - percent	32.8	36.6	35.0	26.4	26.4
10-14 Years - percent	22.9	18.6	15.4	15.0	13.5
15-19 Years - percent	5.2	4.0	3.6	4.4	5.5
20-24 Years - percent	2.7	2.5	2.3	2.5	1.7
25+ Years - percent	2.2	2.6	4.1	4.2	4.5
Racially/Ethnically Diverse and Female Employee Breakdown					
Racially/Ethnically Diverse Employees (U.S.) - percent ^p	30.0	30.4	29.9	27.5	26.5
Racially/Ethnically Diverse Professionals (U.S.) - percent ^p	29.4	29.6	29.0	27.1	26.0
Racially/Ethnically Diverse Supervisors/Managers (U.S.) - percent ^p	21.5	20.3	18.9	18.6	15.6
Female Employees (Global) - percent	28.5	29.6	29.9	28.1	26.1
Female Professionals (Global) - percent	33.5	33.4	32.4	30.7	28.7
Female Supervisors/Managers (Global) - percent	27.0	28.2	26.9	22.4	21.1

Social	2021	2020	2019	2018	2017
Social Investments (Global) - millions of dollars	14.8	14.5	14.9	19.3	21.7
Strong Communities (Education & Civic) - percent of spend	51.0	52.0	59.0	54.0	56.0
Healthy & Safe Communities (Health & Human Services) - percent of spend	45.0	47.0	40.0	44.0	39.0
Resilient Communities (Environment & Conservation) - percent of spend	1.0	1.0	1.0	2.0	3.0
Other - percent of spend	3.0	N/A	N/A	N/A	2.0
Human Rights Security Incidents - number	0	0	0	0	0

These tables contain data relevant to Marathon Oil's governance, environmental, safety, workforce and social performance. We understand that the accuracy of the data is inherently constrained by differing reporting rules, definitions, estimating methods and other factors. Marathon Oil endeavors to strengthen global data reporting systems and methodologies but recognizes as accuracy is improved, corrections will be needed periodically. In this table, some totals may not equal the sum of their components and separate calculations of other data may be affected due to independent rounding. The metrics above are for operations under direct Marathon Oil management and operational control. GHG emissions are estimated using industry guidelines (API's Compendium of Greenhouse Gas Emissions Methodologies for the Oil and Gas Industry and the IPIECA/API/IOGP Petroleum Industry Guidelines for Reporting Greenhouse Gas Emissions). The gas capture percentage is the estimated volume of wellhead gas flared, over the estimated volume of gross gas produced. Except as noted, metrics in this table represent global performance.

^a As of May 2022 Shareholder Meeting.

^b Includes political action committee and corporate contributions.

^c Greenhouse gas (GHG) carbon dioxide equivalent (CO₂e) emissions are based on carbon dioxide, methane and nitrous oxide from Marathon Oil-operated facilities only.

^d See gross production. Applies to all intensity metrics based on total gross production.

^e GHG emission values are inclusive of year-end acquisitions.

^f Gas capture percentage: the percentage of volume of wellhead natural gas captured upstream of low pressure separation and/or storage equipment such as vapor recovery towers and tanks.

^g Includes fresh and brackish water. Excludes recycled water volumes.

^h Defined as <1,000 ppm total dissolved solids (TDS) per U.S. Geological Survey.

ⁱ Data includes spills outside of secondary containment ≥ 1 barrel.

^j Non-oil includes some produced fluids, such as produced water, which may contain trace amounts of hydrocarbons and non-produced fluids such as drilling muds, fracturing and production chemicals. In 2019, two produced water spills of ~47,500 barrels accounted for total volume.

^k Calculation is based on EPA grid data.

^l PSM covered facilities and Equatorial Guinea operations events only.

^m Workforce statistics reflect year-end data.

ⁿ Workforce data has been updated to reflect full-time employees only and a calculation error in 2018 data.

^o Data does not include total retirement rates of 2.0%, 1.7%, 1.4%, 1.3% and 1.4% for 2021, 2020, 2019, 2018 and 2017, respectively.

^p Minority designation defined by Equal Employment Opportunity EEO-1 report categories.

FINANCIAL AND OPERATING HIGHLIGHTS (DOLLARS IN MILLIONS, EXCEPT PER SHARE DATA)

Category	2021	2020
Revenues and Other Income	\$5,467	\$3,086
Income (Loss) from Operations	\$1,308	\$(1,180)
Income Tax Expense (Benefit)	\$58	\$(14)
Net Income (Loss)	\$946	\$(1,451)
Net Income (Loss) Per Share	\$1.20	\$(1.83)
Long-term Debt	\$3,978	\$5,404
Stockholders' Equity	\$10,686	\$10,561
Dividends	\$141	\$64
Dividends Per Share	\$0.18	\$0.08
Share Repurchases	\$724	\$85
Capital Expenditures ^a	\$1,032	\$1,151
Market Prices (U.S.)		
WTI	\$68.11	\$39.34
Henry Hub	\$3.84	\$2.08
Price Realizations - Excluding Derivatives (U.S.)		
Oil	\$66.88	\$35.93
Gas	\$4.57	\$1.77

FINANCIAL AND OPERATING HIGHLIGHTS (CONTINUED)

(DOLLARS IN MILLIONS, EXCEPT PER SHARE DATA)

Category	2021	2020
Price Realizations - Including Derivatives (U.S.)		
Oil	\$62.12	\$38.07
Gas	\$4.01	\$1.81
Average Daily Net Sales		
United States Segment (mboed)	286	306
International Segment (mboed) ^b	61	77
LNG (mtd) ^c	2,941	4,289
Methanol (mtd) ^c	1,046	1,017
Condensate and LPG (boed) ^c	8,560	10,288
Net Proved Reserves		
Crude Oil and Condensate, Natural Gas Liquids and Natural Gas (mmboe)	1,106	972

^a Capital expenditures include accruals.

^b Includes natural gas acquired for injection and subsequent resale.

^c Reflects net share of equity method investee volumes.

FORMULAS

Calculation Methodology			2021 Metric		
GHG Intensity Rate ^a (metric tonnes CO ₂ e/mboe)	=	Total GHG Emissions (Scope 1 & 2)/Gross Production	$\frac{3,478,000}{181,219}$	=	19.19
Methane Intensity Rate (metric tonnes CO ₂ e/mboe)	=	Total Methane Emissions (CO ₂ e)/Gross Production	$\frac{443,000}{181,219}$	=	2.44
Flaring Emissions Intensity Rate (metric tonnes CO ₂ e/mboe)	=	Gross GHG Emissions from Flaring/Total mboe	$\frac{795,458}{181,219}$	=	4.4
Methane Emissions Percentage (mcf/mcf)	=	Methane Emissions/Total Natural Gas Produced x 100	$\frac{922,917}{537,099,477}$	=	0.17%
Wellhead Gas Capture Rate (mcf/mcf)	=	1 - (High Pressure Flared Gas/Total Natural Gas Produced) x 100	$\frac{5,731,000}{475,262,000}$	=	98.8%
Total Water Intensity Rate (U.S. Only) (mmbbls/mmboe)	=	Total Freshwater + Total Brackish Water/Domestic Gross Production	$\frac{15.26+31.22}{133}$	=	0.348
Fresh Water Intensity Rate (mmbbls/mmboe)	=	Total Freshwater/Domestic Gross Production	$\frac{15.26}{133}$	=	0.114
Oil Spill Rate ^b (bbls/mboe)	=	Spills to the Environment	$\frac{407}{181,219}$	=	0.002
Produced Water Spill Rate ^b (bbls/mboe)	=	Gross Produced Water Spilled to the Environment	$\frac{105}{181,219}$	=	0.006
Employee Lost Time Incident Rate (LTIR)	=	Number of Lost Time Incidents x 200,000 Manhours Worked by Employees	$\frac{0}{3,925,045}$	=	0.00
Employee Total Recordable Incident Rate (TRIR)	=	Number of Recordable Incidents x 200,000 Manhours Worked by Employees	$\frac{800,000}{3,925,045}$	=	0.20
Contractor Lost Time Incident Rate (LTIR)	=	Number of Lost Time Incidents x 200,000 Manhours Worked by Contractors	$\frac{400,000}{11,975,578}$	=	0.03
Contractor Total Recordable Incident Rate (TRIR)	=	Number of Recordable Incidents x 200,000 Manhours Worked by Contractors	$\frac{3,800,000}{11,975,578}$	=	0.32
Workforce Lost Time Incident Rate (LTIR)	=	Number of Lost Time Incidents x 200,000 Manhours Worked	$\frac{400,000}{15,900,623}$	=	0.03
Workforce Total Recordable Incident Rate (TRIR)	=	Number of Recordable Incidents x 200,000 Manhours Worked	$\frac{4,600,000}{15,900,623}$	=	0.29

^a Net of credits and offsets.

^b Gross spill rate. Does not include recovered volumes.

**AMERICAN EXPLORATION AND PRODUCTION COUNCIL (AXPC)
VOLUNTARY ESG METRICS TEMPLATE - U.S. DOMESTIC ONLY**
REPORTING PERIOD: FY-2021

Metric	2021	Additional Comments
Greenhouse Gas Emissions		
GHG Emissions (metrics tons CO ₂ e)	2,769,685	Net of 50,000 MT of offsets
GHG Intensity GHG Emissions (Metric tons CO ₂ e)/Gross Annual Production - As Reported Under Subpart W (mboe)	20.91	
Percent of GHG Emissions Attributed to Boosting and Gathering Segment	28%	
Methane Emissions (metric tons CH ₄)	16,277	
Methane Intensity Methane Emissions (metric tons CH ₄)/Gross Annual Production - As Reported Under Subpart W (mboe)	0.12	
Percent of Methane Emissions Attributed to Boosting and Gathering Segment	3%	
Flaring		
Gross Annual Volume of Flared Gas (mcf)	5,522,927	Value shown is measured associated gas (high pressure flaring)
Percentage of Gas Flared per Mcf of Gas Produced Gross Annual Volume of Flared Gas (mcf)/Gross Annual Gas Production (mcf)	1.96%	Calculated for associated gas only (high pressure flaring)
Volume of Gas Flared per Barrel of Oil Equivalent Produced Gross Annual Volume of Flared Gas (mcf)/Gross Annual Production (boe)	0.04	
Spills		
Spill Intensity Produced Liquids Spilled (bbl)/Total Produced Liquids (mbbl)	0.0026	
Water Use		
Fresh Water Intensity Fresh Water Consumed (bbl)/Gross Annual Production (boe)	0.115	
Water Recycle Rate Recycled Water (bbl)/Total Water Consumed (bbl)	9.3%	Recycled water not included in denominator-recycled/fresh + alternative
Does your company use WRI Aqueduct, GEMI, Water Risk Filter, Water Risk Monetizer, or other comparable tool or methodology to determine the water stressed areas in your portfolio?	Yes	Aqueduct

**AMERICAN EXPLORATION AND PRODUCTION COUNCIL (AXPC)
VOLUNTARY ESG METRICS TEMPLATE - U.S. DOMESTIC ONLY**
REPORTING PERIOD: FY-2021

Metric	2021	Additional Comments
Safety		
Employee TRIR # of Employee OSHA Recordable Cases x 200,000 / Annual Employee Workhours	0.27	U.S. employees
Contractor TRIR # of Contractor OSHA Recordable Cases x 200,000 / Annual Contractor Workhours	0.36	U.S. contractors
Combined TRIR # of Combined OSHA Recordable Cases x 200,000 / Annual Combined Workhours	0.34	U.S. employees and contractors
Supporting Data		
Gross Annual Oil Production (bbl)	85,811,768	
Gross Annual Gas Production (mcf)	279,969,905	
Gross Annual Production (boe)	132,473,419	
Gross Annual Production (mboe)	132,473	
Gross Annual Production - As Reported Under Subpart W (mboe)	132,473	
Total Produced Liquids (mbbl)	163,723	
Produced Liquids Spilled to the Environment (bbl)	428	
Fresh Water Consumed (bbl)	15,264,000	
Recycled Water (bbl)	4,622,159	
Total Water Consumed (bbl)	49,463,602	

**AMERICAN EXPLORATION AND PRODUCTION COUNCIL (AXPC)
VOLUNTARY ESG METRICS TEMPLATE - U.S. DOMESTIC ONLY**
REPORTING PERIOD: FY-2021

Metric	2021	Additional Comments
Employee OSHA Recordable Cases	4	U.S. employees
Contractor OSHA Recordable Cases	19	U.S. contractors
Combined OSHA Recordable Cases	23	U.S. employees and contractors
Annual Employee Workhours	2,951,016	U.S. employees
Annual Contractor Workhours	10,652,711	U.S. contractors
Methodology	API	
Annual Combined Workhours	13,603,727	U.S. employees and contractors

AMERICAN PETROLEUM INSTITUTE (API) VOLUNTARY TEMPLATE 2.0 FOR GHG REPORTING

General				
Date:		September 24, 2022		
IPCC AR GWP:		AR4		
Basis:		Operational Control		
No.	Indicator	Units	2020	2021
1. Direct GHG Emissions (Scope 1)				
1.1	Direct GHG Emissions (Scope 1) - All GHGs	(million metric tons CO ₂ e)	4.24	3.48
1.1.1	Upstream - All GHGs	(million metric tons CO ₂ e)	4.24	3.48
1.1.1.1	CH ₄	(million metric tons CO ₂ e)	0.20	0.17
1.1.1.2	Upstream Flaring - All GHGs (subset of Scope 1)	(million metric tons CO ₂ e)	1.53	0.81
1.1.1.3	Volume of Flares	(mmcf)	16.60	5.49
1.1.2	Midstream - All GHGs	(million metric tons CO ₂ e)	N/A	N/A
1.1.2.1	CH ₄	(million metric tons CO ₂ e)	N/A	N/A
1.1.3	Downstream - All GHGs	(million metric tons CO ₂ e)	N/A	N/A
1.1.4	LNG - All GHGs	(million metric tons CO ₂ e)	N/A	N/A
1.1.5	Oil and Natural Gas Field Services - All GHGs	(million metric tons CO ₂ e)	N/A	N/A

AMERICAN PETROLEUM INSTITUTE (API) VOLUNTARY TEMPLATE 2.0 FOR GHG REPORTING

No.	Indicator	Units	2020	2021
2. Indirect GHG Emissions from Imported Energy (Scope 2)				
2.1	Indirect GHG Emissions from Imported Electricity + Heat + Steam + Cooling (Scope 2, Market-based)	(million metric tons CO ₂ e)	0.20	0.18
2.1.1	Upstream - All GHGs	(million metric tons CO ₂ e)	0.20	0.18
2.1.2	Midstream - All GHGs	(million metric tons CO ₂ e)	N/A	N/A
2.1.3	Downstream - All GHGs	(million metric tons CO ₂ e)	N/A	N/A
2.1.4	LNG - All GHGs	(million metric tons CO ₂ e)	N/A	N/A
2.1.5	Oil and Natural Gas Field Services - All GHGs	(million metric tons CO ₂ e)	N/A	N/A
3. GHG Mitigation				
3.1	GHG Mitigation from CCUS, Credits and Offsets	(million metric tons CO ₂ e)	0.00	0.23
3.1.1	Carbon Capture Utilization or Storage (CCUS) - All GHGs	(million metric tons CO ₂ e)	0.00	0.00
3.1.2	Renewable Energy Credits - (RECs for Indirect Emissions) - All GHGs	(million metric tons CO ₂ e)	0.00	0.18
3.1.3	Offsets - All GHGs	(million metric tons CO ₂ e)	0.00	0.05
4. Intensity - Direct GHG Emissions				
4.1	Scope 1 + Scope 2 Upstream GHG Intensity	(million metric tons CO ₂ e/mboe)	.00002288	.00001919
4.2	Scope 1 Upstream Methane Intensity	(million metric tons CO ₂ e/mboe)	.00000266	.00000244
4.3	Scope 1 Upstream Flaring Intensity	(million metric tons CO ₂ e/mboe)	.00000786	.00000444
4.4	Scope 1 + Scope 2 Liquids Pipelines Transmission GHG Intensity	(million metric tons CO ₂ e/throughput in barrel-miles)	N/A	N/A
4.5	Scope 1 Natural Gas Pipelines Transmission & Storage Methane Intensity	%	N/A	N/A
4.6	Scope 1 + Scope 2 Downstream GHG Intensity	(million metric tons CO ₂ e/mboe)	N/A	N/A

AMERICAN PETROLEUM INSTITUTE (API) VOLUNTARY TEMPLATE 2.0 FOR GHG REPORTING

No.	Indicator	Units	2020	2021
4.7	Scope 1 + Scope 2 LNG GHG Intensity	(million metric tons CO ₂ e/ mmcf)	N/A	N/A
4.8	Additional Intensity Metrics, if applicable (e.g., further disaggregated by constituent GHG or by more granular business asset and/or for additional business assets beyond these categories)	Yes/No	No	No
5. Indirect GHG Emissions from Consumers' Use of Products (Scope 3)				
<i>Attention: Scope 3 emissions from the use of sold products are released when the hydrocarbons produced and marketed by natural gas and oil companies are combusted by consumers. GHG emissions from the use of sold products are not within a company's control, and it should be noted that not 100% of the hydrocarbon products produced/refined/sold by the company may be combusted at the end of the product lifecycle. Scope 3 emissions lead to extensive multiple counting of GHG emissions across the economy. Therefore, it is inaccurate to add together Scope 3 emissions reported by individual companies in order to ascertain GHG emissions from consumers' use of oil and natural gas products. As noted above, API will not be aggregating Scope 3 emissions data reported by individual companies. For example, an oil and natural gas company's Scope 3 emissions represent Scope 1 and/or Scope 2 emissions for fuel consumers (e.g., electric utility combusting natural gas, individuals using gasoline, manufacturers purchasing natural gas to power their operations). Scope 3 emissions on an individual company basis are not an indicator whether global GHG emissions are being reduced and do not provide context of how GHG emissions fit within the global energy system. Scope 3 emissions are also not indicative of a company's strategy to manage potential climate risks and opportunities nor of a company's commercial strategy or viability.</i>				
5.1	Indirect GHG Emissions from Use of Sold Products (Category 11)	(million metric tons CO ₂ e)	-	42.58
6. Additional Climate-Related Targets and Reporting				
6.1	GHG Reduction Target(s)	☒ Yes ☐ No		
6.2	TCFD-informed reporting	☒ Yes ☐ No		
6.3	Additional Climate Reporting Resources	Marathon Oil Sustainability Report - Climate Section		
7. Third-party Verification				
7.1	Assurance Level	None		
7.2	Assurance Provider	N/A		

2021 CONTENT INDEX

This report is based on the IPIECA/API/IOGP *Oil and Gas Industry Guidance on Voluntary Sustainability Reporting*. In this report, we disclose additional indicators informed by the Sustainability Accounting Standards Board (SASB) Standards, the Task Force on Climate-related Financial Disclosures (TCFD) and the Sustainable Development Goals (SDGs). We have also continued our practice of including additional indicators informed by the Global Reporting Initiative (GRI) Standard. The index lists indicators from IPIECA, SASB, TCFD, GRI and the SDGs on which we have full or partially reported. Links go to the online report.

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPIECA/API/IOGP	SDG
GRI 102: GENERAL DISCLOSURES						
102-1	Name of the organization	Report Overview: Marathon Oil at a Glance	EM-EP-000.B EM-EP-000.C			
102-2	Activities, brands, products and services	Report Overview: Marathon Oil at a Glance Financial Highlights	EM-EP-000.A			
102-3	Location of headquarters	Report Overview: Marathon Oil at a Glance				
102-4	Location of operations	Report Overview: Marathon Oil at a Glance 2021 Annual Report on Form 10-K (Pages 5-10)	EM-EP-000.B EM-EP-000.C			
102-5	Ownership and legal form	2021 Annual Report on Form 10-K (Pages 7-8, 61, 68, 97-100) 2022 Proxy Statement (Page 24)				
102-6	Markets served	Report Overview: Marathon Oil at a Glance Environment: Climate Change Social: Equatorial Guinea 2021 Annual Report on Form 10-K (Pages 5, 13 and 27)				
102-7	Scale of the organization	Report Overview: Marathon Oil at a Glance Social: Equatorial Guinea				
102-8	Information on employees and other workers	Report Overview: Marathon Oil at a Glance Social: Equatorial Guinea Workforce: Introduction Metrics: Five-Year Performance			SOC-5	Goal 8. Decent Work and Economic Growth Goal 10. Reduced Inequalities
102-9	Supply Chain	Social: Equatorial Guinea Social: Supply Chain Management				

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 102: GENERAL DISCLOSURES						
102-10	Significant changes to the organization and supply chain	Social: Supply Chain Management 2021 Annual Report on Form 10-K (Pages 5-6)				
102-12	External initiatives	Environment: Mai Ndombe Project Social: Performance Highlights Social: Stakeholder Engagement Social: Social Impact Investments	EM-EP-530a.1		GOV-1	Goal 16. Peace, Justice and Strong Institutions
102-13	Memberships of associations	Governance: Political Contributions and Lobbying Safety: Overview Social: Stakeholder Engagement				
102-14	Statement from senior decision-maker	Report Overview: CEO Message				
102-15	A description of key impacts, risks and opportunities	Report Overview: CEO Message Report Overview: Board Message Governance: Risk Management Environment: Introduction Environment: Climate Change 2021 Annual Report on Form 10-K (Page 20)	EM-EP-540a.2	Strategy (a) Risk Management (a, c)	GOV-1 GOV-2 CCE-1	

TCFD Strategy (a): Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

TCFD Risk Management (a): Describe the organization's processes for identifying and assessing climate-related risks.

TCFD Risk Management (c): Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 102: GENERAL DISCLOSURES						
102-16	Values, principles, standards and norms of behavior	Report Overview: CEO Message Governance: Risk Management Governance: Sustainability Management Governance: Ethical Business Practices Workforce: Introduction Workforce: Human Capital Management Workforce: Diversity, Equity and Inclusion Social: Supply Chain Management Social: Human Rights			GOV-1 GOV-2	Goal 16. Peace, Justice and Strong Institutions
102-18	Governance structure	Governance: Introduction			GOV-1 GOV-2	
102-20	Executive-level responsibility for economic, environmental and social topics	Report Overview: CEO Message Governance: Sustainability Management Governance: Risk Management Governance: Cyber Security Environment: Introduction Environment: Climate Change Safety: Safety Management Workforce: Human Capital Management Workforce: Diversity, Equity and Inclusion Social: Social Impact Investments Social: Supply Chain Management		Governance (b)	GOV-1	
102-21	Consulting stakeholders on economic, environmental and social topics	Social: Stakeholder Engagement				Goal 16. Peace, Justice and Strong Institutions

TCFD Governance (b): Describe management's role in assessing and managing climate-related risks and opportunities.

GRI Indicator	Disclosure Title	Reference	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 102: GENERAL DISCLOSURES						
102-24	Nominating and selecting the highest governance body	2022 Proxy Statement - Letter to Stockholders				Goal 5. Gender Equality Goal 16. Peace, Justice and Strong Institutions
102-29	Identifying and managing economic, environmental and social impacts	Report Overview: CEO Message Governance: Sustainability Management Governance: Risk Management Environment: Introduction Environment: Climate Change Safety: Safety Management Workforce: Human Capital Management Workforce: Diversity, Equity and Inclusion Social: Social Impact Investments 2022 Proxy Statement (Page 15)		Governance (a) Risk Management (a) (b)	GOV-1	Goal 16. Peace, Justice and Strong Institutions
102-31	Review of economic, environmental and social topics	Report Overview: CEO Message Governance: Risk Management 2022 Proxy Statement (Pages 15 and 16-19)		Governance (a, b)	GOV-1 GOV-2	
102-32	Highest governance body's role in sustainability reporting	Report Overview: CEO Message Governance: Sustainability Management Environment: Climate Change Safety: Safety Management Workforce: Human Capital Management Workforce: Diversity, Equity and Inclusion		Governance (a)	GOV-2	

TCFD Governance (a): Describe the board's oversight of climate-related risks and opportunities.
TCFD Governance (b): Describe management's role in assessing and managing climate-related risks and opportunities.
TCFD Risk Management (a): Describe the organization's processes for identifying and assessing climate-related risks.
TCFD Risk Management (b): Describe the organization's processes for managing climate-related risks.

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 102: GENERAL DISCLOSURES						
102-35	Remuneration policies	Governance: Introduction				
		Governance: Board Overview				
		Compensation Committee Charter (Pages 1-4)				
		2022 Proxy Statement (Pages 21-56)				
		2021 Annual Report on Form 10-K (Page 116)				
102-36	Process for determining remuneration	Compensation Committee Charter (Pages 1-4)				
		2022 Proxy Statement (Pages 21-56)				
		2021 Annual Report on Form 10-K (Page 116)				
102-38	Annul total compensation ratio	2022 Proxy Statement (Page 56)				
102-40	List of stakeholder groups	Report Overview: Stakeholder Map				
102-41	Percent of employees covered by collective bargaining agreements	Metrics: Five-Year Performance				Goal 8. Decent Work and Economic Growth
102-42	Identifying and selecting stakeholders	Report Overview: Stakeholder Map				
102-43	Approach to stakeholder engagement	Report Overview: Stakeholder Map				
		Governance: Sustainability Management				
		Social: Stakeholder Engagement				
102-44	Key topics and concerns raised	Report Overview: Stakeholder Map				
		Governance: Sustainability Management				
		Social: Stakeholder Engagement				

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 102: GENERAL DISCLOSURES						
102-45	Entities included in consolidated financial statements	Governance: Political Contributions and Lobbying				
102-46	Defining report content and topic boundaries	Introduction: About this Report				
102-49	Changes in reporting	Report Overview: Goals and Highlights Environment: Mai Ndombe Project Metrics: Five-Year Performance Voluntary AXPC and API ESG Templates				
102-50	Reporting period	Introduction: About this Report				
102-51	Date of most recent report	Marathon Oil's most recent report is for 2021 and was published in September 2022. The most recent prior report was for 2020, and was published in September 2021.				
102-52	Reporting cycle	Marathon Oil publishes a sustainability report on an annual basis.				
102-53	Contact point for questions regarding the report	Email: ESGReport@marathonoil.com				
102-54	Claims of reporting in accordance with the GRI Standards	Introduction: About this Report				
102-55	GRI content index	Our Report: Index				

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 103: MANAGEMENT APPROACH						
103-1	Explanation of the material topic and its boundary	The disclosures of the management approach for each material topic meet or exceeds the requirements of the GRI 103 Management approach requirement.				
103-2	The management approach and its components	The disclosures of the management approach for each material topic meet or exceeds the requirements of the GRI 103 Management approach requirement.	EM-EP-160a.1	Governance (a, b) Strategy (a, b, c) Risk Management (a, b) Metrics and Targets (b, c)		GOV-3 GOV-4 CCE-1 CCE-2 CCE-4 CCE-5 CCE-7 ENV-1 ENV-3 ENV-4 ENV-5 ENV-6 ENV-7 SHS-1 SHS-2 SHS-3 SHS-5 SHS-6 SHS-7 SOC-6 SOC-7 SOC-13 SOC-15
103-3	Evaluation of the management approach	The disclosures of the management approach for each material topic meet or exceeds the requirements of the GRI 103 Management approach requirement.				

TCFD Governance (a): Describe the board's oversight of climate-related risks and opportunities.

TCFD Governance (b): Describe management's role in assessing and managing climate-related risks and opportunities.

TCFD Strategy (a): Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

TCFD Strategy (b): Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

TCFD Strategy (c): Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

TCFD Risk Management (a): Describe the organization's processes for identifying and assessing climate-related risks.

TCFD Risk Management (b): Describe the organization's processes for managing climate-related risks.

TCFD Metrics and Targets (b): Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.

TCFD Metrics and Targets (c): Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 201, 204 AND 205: ECONOMIC PERFORMANCE, PROCUREMENT PRACTICES, ANTI-CORRUPTION						
201-1	Direct economic value generated and distributed	Metrics: Five-Year Performance 2021 Annual Report on Form 10-K (Pages 32-52 and 57-100)			GOV-4 SOC-13	Goal 8. Decent Work and Economic Growth Goal 9. Industry, Innovation and Infrastructure
201-2	Financial implications and other risks and opportunities due to climate change	Governance: Risk Management Environment: Climate Change 2021 Annual Report on Form 10-K (Pages 13-14, 17, 23 and 26-27)	EM-EP-540a.2	Strategy (b, c) Risk Management (a, b, c) Metrics and Targets (a)	CCE-1 CCE-2	Goal 13. Climate Action
201-3	Defined benefit plan obligations and other retirement plans	Workforce: Human Capital Management 2021 Annual Report on Form 10-K (Pages 17-18, 44, 50-51, 59-60, 74, 91-96)				
204-1	Proportion of spending on local suppliers	Social: Equatorial Guinea Social: Supply Chain Management			SOC-14	Goal 8. Decent Work and Economic Growth
205-2	Communication and training about anti-corruption policies and procedures	Governance: Ethical Business Practices Social: Supply Chain Management Code of Ethics for Senior Financial Officers Code of Business Conduct	EM-EP-510a.2		GOV-3 SHS-7 SOC-8	Goal 16. Peace, Justice and Strong Institutions

TCFD Strategy (b): Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

TCFD Strategy (c): Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

TCFD Risk Management (a): Describe the organization's processes for identifying and assessing climate-related risks.

TCFD Risk Management (b): Describe the organization's processes for managing climate-related risks.

TCFD Risk Management (c): Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

TCFD Metrics and Targets (a): Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 301, 303 AND 304: MATERIALS, WATER AND EFFLUENTS, BIODIVERSITY						
301-1	Materials used by weight or volume	Metrics: Five-Year Performance			ENV-7	Goal 12. Responsible Consumption and Production
303-1	Interactions with water as a shared resource	Environment: Water Stewardship	EM-EP-140a.1		ENV-1 ENV-2	Goal 6. Clean Water and Sanitation Goal 12. Responsible Consumption and Production
303-2	Management of water discharge-related impacts	Environment: Water Stewardship	EM-EP-140a.2		ENV-2	Goal 6. Clean Water and Sanitation
303-3	Water withdrawal	Environment: Water Stewardship	EM-EP-140a.1 EM-EP-140a.3		ENV-1	Goal 6. Clean Water and Sanitation
303-4	Water discharge	Environment: Water Stewardship Metrics: Five-Year Performance			ENV-2	Goal 6. Clean Water and Sanitation
303-5	Water consumption	Environment: Water Stewardship Metrics: Five-Year Performance	EM-EP-140a.1		ENV-1	Goal 6. Clean Water and Sanitation
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environment: Land Stewardship & Biodiversity Social: Social Impact Investments	EM-EP-160a.3		ENV-3	Goal 6. Clean Water and Sanitation Goal 14. Life Below Water Goal 15. Life on Land
304-2	Significant impacts of activities, products and services on biodiversity	Environment: Land Stewardship & Biodiversity	EM-EP-160a.1		ENV-3	Goal 6. Clean Water and Sanitation Goal 14. Life Below Water Goal 15. Life on Land
304-3	Habitats protected or restored	Environment: Land Stewardship & Biodiversity			ENV-4	Goal 6. Clean Water and Sanitation Goal 14. Life Below Water Goal 15. Life on Land

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 301, 303 AND 304: MATERIALS, WATER AND EFFLUENTS, BIODIVERSITY						
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Environment: Land Stewardship & Biodiversity			ENV-3 ENV-4	Goal 6. Clean Water and Sanitation Goal 14. Life Below Water Goal 15. Life on Land
GRI 305: EMISSIONS						
305-1	Direct (Scope 1) GHG emissions	Environment: Climate Change Environment: Emissions Management Metrics: Five-Year Performance	EM-EP-110a.1 EM-EP-110a.2 EM-EP-110a.3 EM-MD-110a.1 EM-EP-420a.1 EM-EP-420a.3 EM-EP-420a.4 EM-MD-110a.1	Metrics and Targets (b)	CCE-3 CCE-4 CCE-5 CCE-7	Goal 3. Good Health and Well-Being Goal 12. Responsible Consumption and Production Goal 13. Climate Action Goal 14. Life Below Water Goal 15. Life on Land
305-2	Direct (Scope 2) GHG emissions	Environment: Climate Change Environment: Emissions Management Metrics: Five-Year Performance		Metrics and Targets (b)	CCE-4	Goal 3. Good Health and Well-Being Goal 13. Climate Action Goal 14. Life Below Water Goal 15. Life on Land
305-4	GHG emissions intensity	Environment: Introduction Environment: Climate Change Environment: Emissions Management Metrics: Five-Year Performance			CCE-4	Goal 13. Climate Action Goal 14. Life Below Water Goal 15. Life on Land

TCFD Metrics and Targets (b): Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPIECA/API/IOGP	SDG
GRI 305: EMISSIONS						
305-5	Reduction of GHG emissions	Environment: Introduction	EM-EP-110a.3		CCE-3 CCE-4 CCE-6	Goal 3. Good Health and Well-Being
		Environment: Climate Change				Goal 12. Responsible Consumption and Production
		Environment: Emissions Management				Goal 13. Climate Action
		Metrics: Five-Year Performance				Goal 14. Life Below Water
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environment: Introduction	EM-EP-120a.1		ENV-5	Goal 15. Life on Land
		Environment: Performance Highlights				Goal 3. Good Health and Well-Being
		Metrics: Five-Year Performance				Goal 12. Responsible Consumption and Production
						Goal 14. Life Below Water
						Goal 15. Life on Land

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 306: EFFLUENTS AND WASTE						
306-1	Water discharge by quality and destination	Environment: Water Stewardship Metrics: Five-Year Performance	EM-EP-140a.2		ENV-2 ENV-6 ENV-7 SHS-5	Goal 3. Good Health and Well-Being
						Goal 6. Clean Water and Sanitation
						Goal 12. Responsible Consumption and Production
						Goal 14. Life Below Water
306-2	Waste by type and disposal method	Environment: Materials Management Metrics: Five-Year Performance Hydraulic Fracturing Overview	EM-EP-140a.3		ENV-2 ENV-6 ENV-7	Goal 3. Good Health and Well-Being
						Goal 6. Clean Water and Sanitation
						Goal 12. Responsible Consumption and Production
306-3	Significant spills	Environment: Spill Prevention and Response Metrics: Five-Year Performance	EM-EP-160a.1 EM-EP-160a.2		ENV-2 ENV-6 ENV-7	Goal 3. Good Health and Well-Being
						Goal 6. Clean Water and Sanitation
						Goal 12. Responsible Consumption and Production
						Goal 14. Life Below Water
306-4	Transport of hazardous waste	Environment: Materials Management			ENV-2 ENV-6 ENV-7 SHS-4	Goal 15. Life on Land
						Goal 3. Good Health and Well-Being
						Goal 12. Responsible Consumption and Production

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 401 AND 403: EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY						
401-1	New employee hires and turnover	Workforce: Introduction Metrics: Five-Year Performance			SOC-5 SOC-6	Goal 5. Gender Equality Goal 8. Decent Work and Economic Growth Goal 10. Reduced Inequalities
403-1	Occupational health and safety management system	Governance: Sustainability Management Safety: HES Training Social: Equatorial Guinea	EM-EP-320a.2		SHS-1 SHS-2	Goal 8. Decent Work and Economic Growth
403-2	Hazard identification, risk assessment and incident investigation	Governance: Sustainability Management Safety: HES Training Safety: Process Safety	EM-EP-320a.1 EM-EP-320a.2		SHS-1 SHS-2 SHS-3 SHS-6	Goal 8. Decent Work and Economic Growth
403-3	Occupational health services	Safety: HES Training Safety: Contractor Safety Social: Equatorial Guinea Metrics: Five-Year Performance	EM-EP-320a.2		SHS-2 SHS-3	Goal 8. Decent Work and Economic Growth
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety: HES Training Safety: Contractor Safety Social: Equatorial Guinea	EM-EP-320a.2		SHS-1 SHS-2 SOC-6	Goal 8. Decent Work and Economic Growth Goal 16. Peace, Justice and Strong Institutions

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 401 AND 403: EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY						
403-5	Worker training on occupational health and safety	Safety: HES Training Safety: Contractor Safety Safety: Emergency Preparedness	EM-EP-320a.1		SHS-1 SHS-2	Goal 8. Decent Work and Economic Growth
403-6	Promotion of worker health	Safety: Safety Management Safety: HES Training Workforce: Human Capital Management Social: Equatorial Guinea Social: Supply Chain Management	EM-EP-320a.2		SHS-2	Goal 3. Good Health and Well-Being Goal 8. Decent Work and Economic Growth
403-9	Work-related injuries	Safety: Safety Overview Metrics: Five-Year Performance	EM-EP-320a.1		SHS-3	Goal 3. Good Health and Well-Being Goal 8. Decent Work and Economic Growth Goal 16. Peace, Justice and Strong Institutions

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPECA/API/IOGP	SDG
GRI 404 AND 405: TRAINING AND EDUCATION, DIVERSITY AND EQUAL OPPORTUNITY						
404-1	Average hours of training per year per employee	Workforce: Human Capital Management			SOC-7	Goal 4. Quality Education Goal 8. Decent Work and Economic Growth
404-2	Programs for upgrading employee skills and transition assistance programs	Workforce: Human Capital Management Social: Supply Chain Management			SOC-4 SOC-7	Goal 8. Decent Work and Economic Growth
405-1	Diversity of governance bodies and employees	Governance: Board Diversity Workforce: Diversity, Equity and Inclusion Metrics: Five-Year Performance 2022 Proxy Statement (Page 6)			SOC-5	Goal 5. Gender Equality Goal 8. Decent Work and Economic Growth Goal 10: Reduced Inequalities
GRI 410: SECURITY PRACTICES						
410-1	Security personnel trained in human rights policies or procedures	Social: Equatorial Guinea Social: Human Rights	EM-EP-210a.3		SHS-7 SOC-3 SOC-10	Goal 16. Peace, Justice and Strong Institutions

GRI INDICATOR	DISCLOSURE TITLE	REFERENCE	SASB	TCFD	IPIECA/API/IOGP	SDG
GRI 411, 413 AND 415: RIGHTS OF INDIGENOUS PEOPLES, LOCAL COMMUNITIES, PUBLIC POLICY						
OG9	Operations where indigenous communities are present or affected by activities and where specific engagement strategies are in place	Governance: Political Contributions and Lobbying Social: Supply Chain Management Social: Human Rights	EM-EP-210a.3		SOC-1 SOC-9 SOC-10 SOC-11 SOC-12	Goal 10: Reduced Inequalities
413-1	Operations with local community engagement, impact assessments, and development programs	Governance: Political Contributions and Lobbying Social: Stakeholder Engagement Social: Social Impact Investments Social: Equatorial Guinea Social: Supply Chain Management Social: Human Rights	EM-EP-210a.3 EM-EP-210b.1		SOC-1 SOC-2 SOC-9 SOC-12 SOC-13	
413-2	Operations with significant actual and potential negative impacts on local communities	Environment: Emissions Management Hydraulic Fracturing Overview Environment: Seismicity			SOC-9	Goal 10: Reduced Inequalities
415-1	Political contributions	Governance: Political Contributions and Lobbying 2021 Lobbying Report Metrics: Five-Year Performance	EM-EP-530a.1		GOV-5	

Forward-looking Statement:

This report contains forward-looking statements. These are statements, other than statements of historical fact, that give current expectations or forecasts of future events including, without limitation, statements regarding: the company's future financial and non-financial performance; business strategy; practices, programs, policies, initiatives, plans, goals, ambitions and targets with respect to environmental, social and governance matters; our projected performance in a lower-carbon future; asset quality; drilling plans; production; oil growth; cost and expense estimates; future capital budgets and allocations; future debt retirement; returns of capital to investors (and the focus of such returns); reinvestment rates; free cash flow breakeven; leverage targets and other plans and objectives for future operations. Words such as "anticipate," "believe," "could," "estimate," "expect," "forecast," "future," "guidance," "intend," "may," "model," "outlook," "plan," "project," "seek," "should," "target," "will," "would" or similar words may be used to identify forward-looking statements; however, the absence of these words does not mean that the statements are not forward-looking. While the company believes our assumptions concerning future events are reasonable, a number of factors could cause actual results to differ materially from those projected, including, but not limited to: conditions in the oil and gas industry, including supply/ demand levels for crude oil and condensate, natural gas liquids (NGLs) and natural gas and the resulting impact on price; changes in expected reserve or production levels; changes in political or economic conditions in the U.S. and Equatorial Guinea, including changes in foreign currency exchange rates, interest rates, inflation rates and global and domestic market conditions; actions taken by the members of the Organization of the Petroleum Exporting Countries (OPEC) and Russia affecting the production and pricing of crude oil; other global and domestic political, economic or diplomatic developments; risks related to the company's hedging activities; voluntary or involuntary curtailments, delays or

cancellations of certain drilling activities; well production timing; liabilities or corrective actions resulting from litigation, other proceedings and investigations or alleged violations of law or permits; capital available for exploration and development; the inability of any party to satisfy closing conditions or delays in execution with respect to our asset acquisitions and dispositions; well production timing; drilling and operating risks; lack of, or disruption in, access to storage capacity, pipelines or other transportation methods; availability of drilling rigs, materials and labor, including the costs associated therewith; difficulty in obtaining necessary approvals and permits; non-performance by third parties of contractual or legal obligations, including due to bankruptcy; unexpected events that may impact distributions from our equity method investees; changes in our credit ratings; hazards such as weather conditions, a health pandemic (including COVID-19), acts of war or terrorist acts and the government or military response thereto; security threats, including cybersecurity threats and disruptions to our business and operations from breaches of our information technology systems, or breaches of the information technology systems, facilities and infrastructure of third parties with which we transact business; changes in safety, health, environmental, tax and other regulations, requirements or initiatives, including initiatives addressing the impact of global climate change, air emissions or water management; other geological, operating and economic considerations; and the risk factors, forward-looking statements and challenges and uncertainties described in the company's 2021 Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and other public filings and press releases, available at www.marathonoil.com. Except as required by law, the company undertakes no obligation to revise or update any forward-looking statements as a result of new information, future events or otherwise.



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Read the report online:
marathonoil.com/sustainability-report



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