

ExxonMobil

Taking on the world's toughest energy challenges.™



Analyst Meeting
New York - March 5, 2008

Cautionary Statement

Forward-Looking Statements. Outlooks, projections, estimates, targets, and business plans in this presentation or the subsequent discussion period are forward-looking statements. Actual future results, including demand growth and mix; ExxonMobil's own production growth and mix; the amount and mix of capital expenditures; resource additions and recoveries; finding and development costs; project plans, timing, costs, and capacities; revenue enhancements and cost efficiencies; industry margins; margin enhancements and integration benefits; and the impact of technology could differ materially due to a number of factors. These include changes in long-term oil or gas prices or other market conditions affecting the oil, gas, and petrochemical industries; reservoir performance; timely completion of development projects; war and other political or security disturbances; changes in law or government regulation; the outcome of commercial negotiations; the actions of competitors; unexpected technological developments; the occurrence and duration of economic recessions; unforeseen technical difficulties; and other factors discussed here and under the heading "Factors Affecting Future Results" in the Investor section of our Web site at exxonmobil.com. See also Item 1A of ExxonMobil's 2007 Form 10-K. Forward-looking statements are based on management's knowledge and reasonable expectations on the date hereof, and we assume no duty to update these statements as of any future date.

Frequently Used Terms. References to resources, resource base, recoverable resources, and similar terms include quantities of oil and gas that are not yet classified as proved reserves but that we believe will likely be moved into the proved reserves category and produced in the future. The discussion of reserves in this presentation generally excludes the effects of year-end price/cost revisions and includes reserves attributable to equity companies and our Syncrude operations. For definitions of, and information regarding, reserves, return on average capital employed, normalized earnings, cash flow from operations and asset sales, and other terms used in this presentation, including information required by SEC Regulation G, see the "Frequently Used Terms" posted on the Investor section of our Web site. The Financial and Operating Review on our Web site also shows ExxonMobil's net interest in specific projects.



Corporate Overview

Analyst Meeting

March 5, 2008

2007 – Record Results

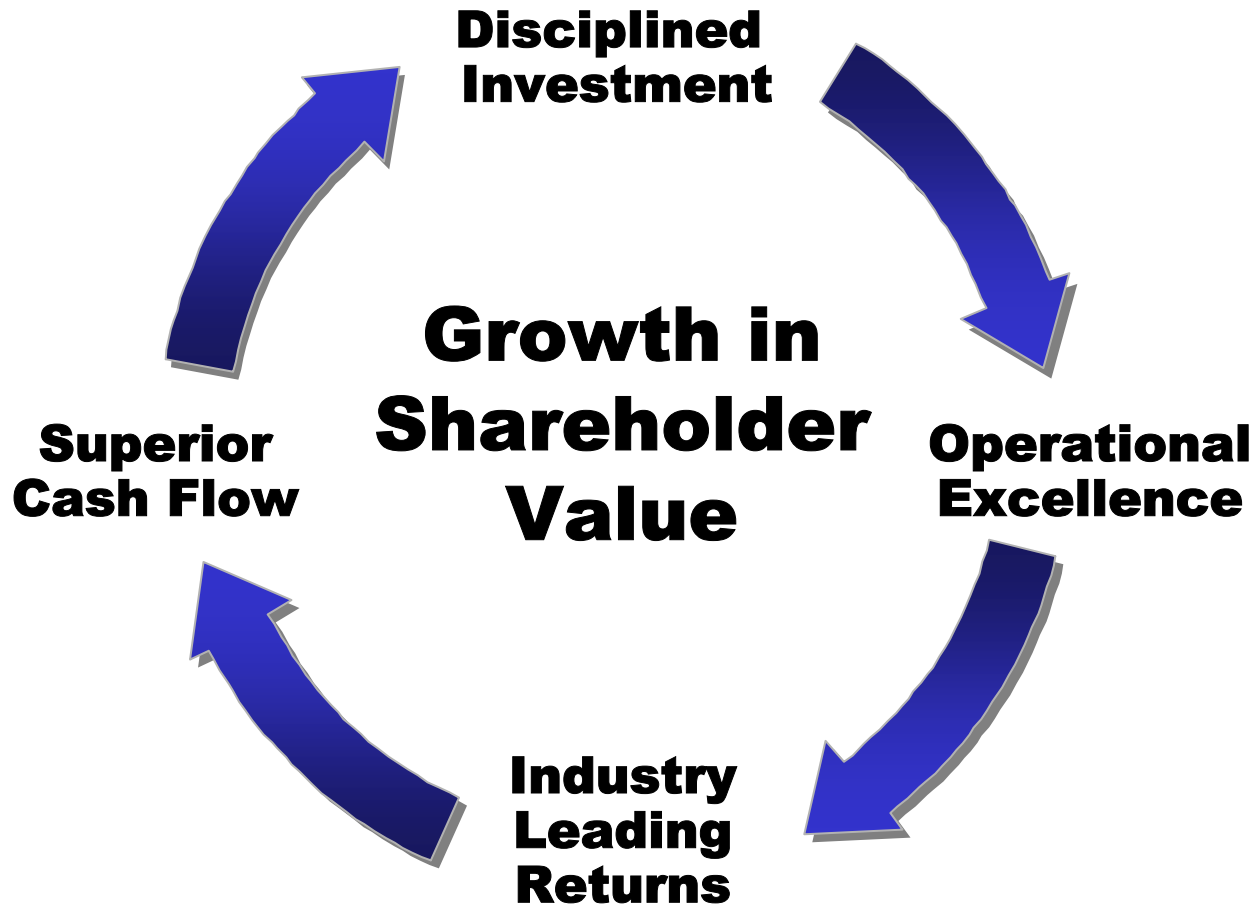


- Industry-leading safety performance
- Record financial performance
 - Net Income **\$40.6 B**
 - ROCE **32 %**
 - Cash flow from Operations and Asset Sales **\$56 B**
- Total Distributions to Shareholders* **\$36 B**
- Capex **\$21 B**
- Reserves Replacement** **101 %**
- Total Shareholder Return **24 %**

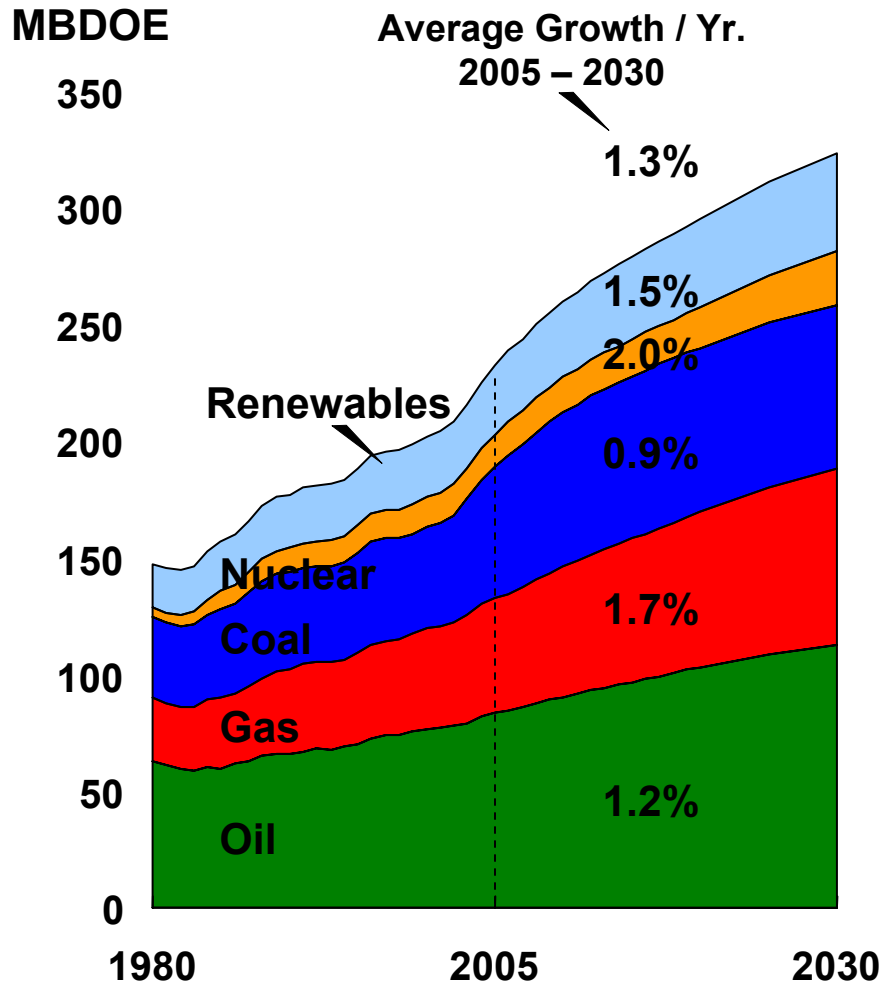
* Includes dividends and share purchases to reduce shares outstanding

** Excludes year-end price/cost effects and includes Canadian oil sands operations

Proven Long-Term Approach

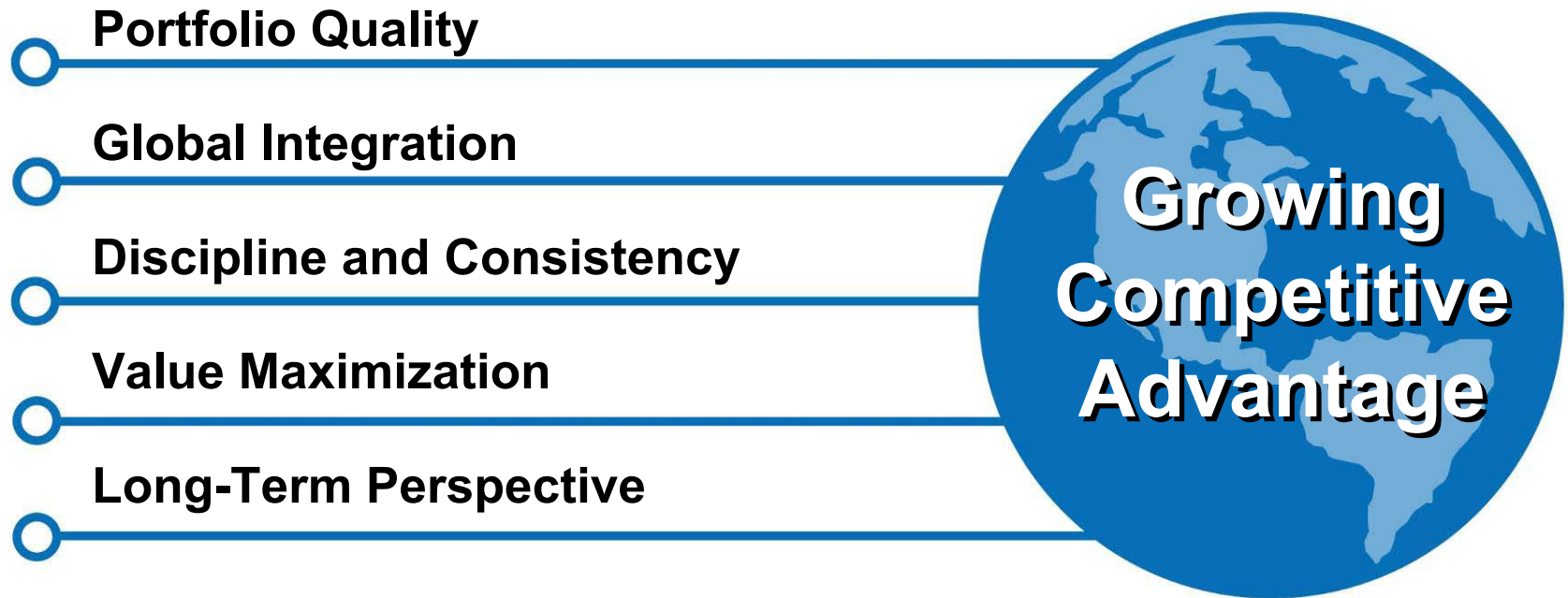


Energy Demand



- Economic progress driving global energy demand higher
- Oil and natural gas are indispensable
- Requirements to meet rising demand:
 - Massive investments
 - Technology innovations
 - Integrated solutions
 - Timely execution

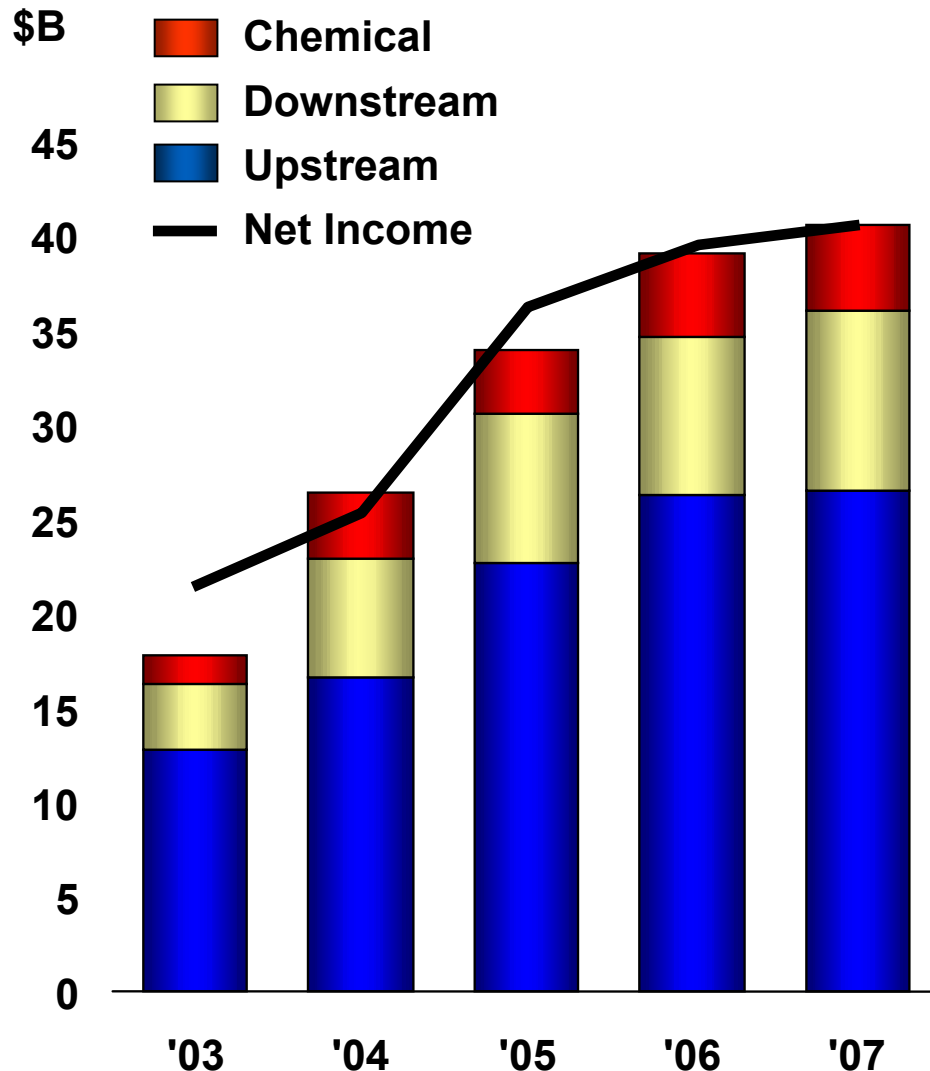
Company Strengths



Portfolio Quality

Record Results

Normalized Earnings



- Superior results in all business segments
- Commitment to operations excellence
- Capitalizing on competitive advantages

Portfolio Quality

Superior ROCE

Return on Capital Employed*

5-Year Rolling Average

%

30

26

22

18

14

10

6

'03

'04

'05

'06

'07

XOM

RDS

CVX

BP

- Consistently outperform competition
- Results from implementation of business model
 - Capital discipline
 - Operational excellence
 - Asset management

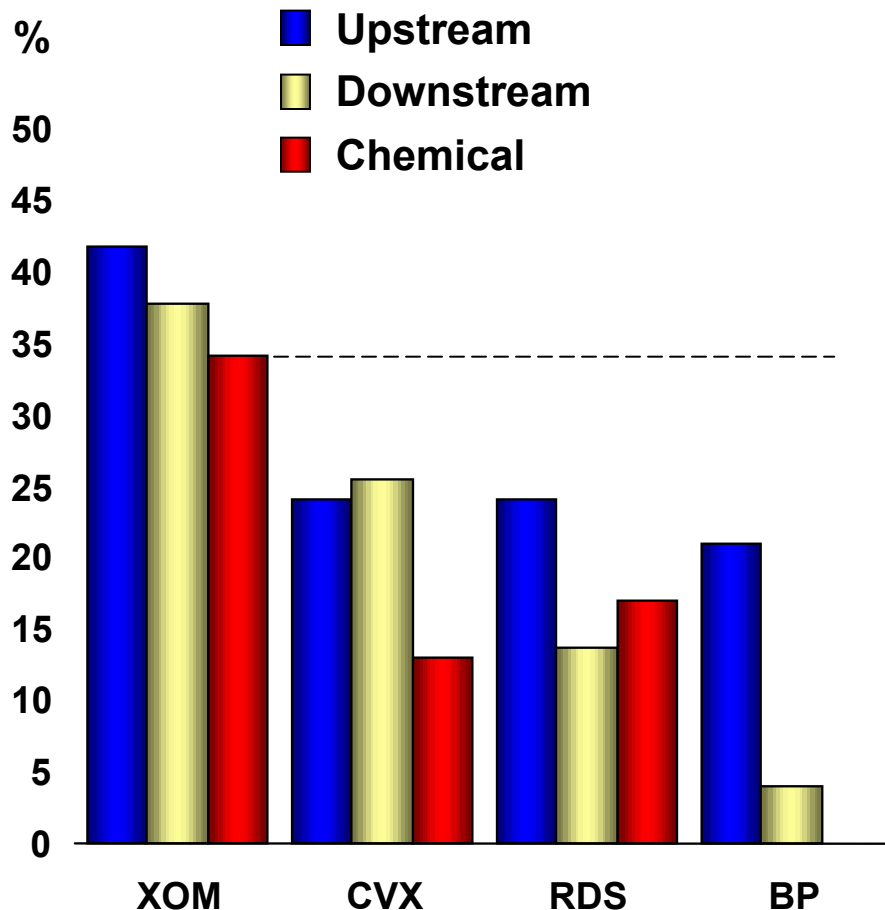
* Competitor data estimated using a consistent basis with ExxonMobil, and based on public information

Portfolio Quality

Superior ROCE

Return on Capital Employed*

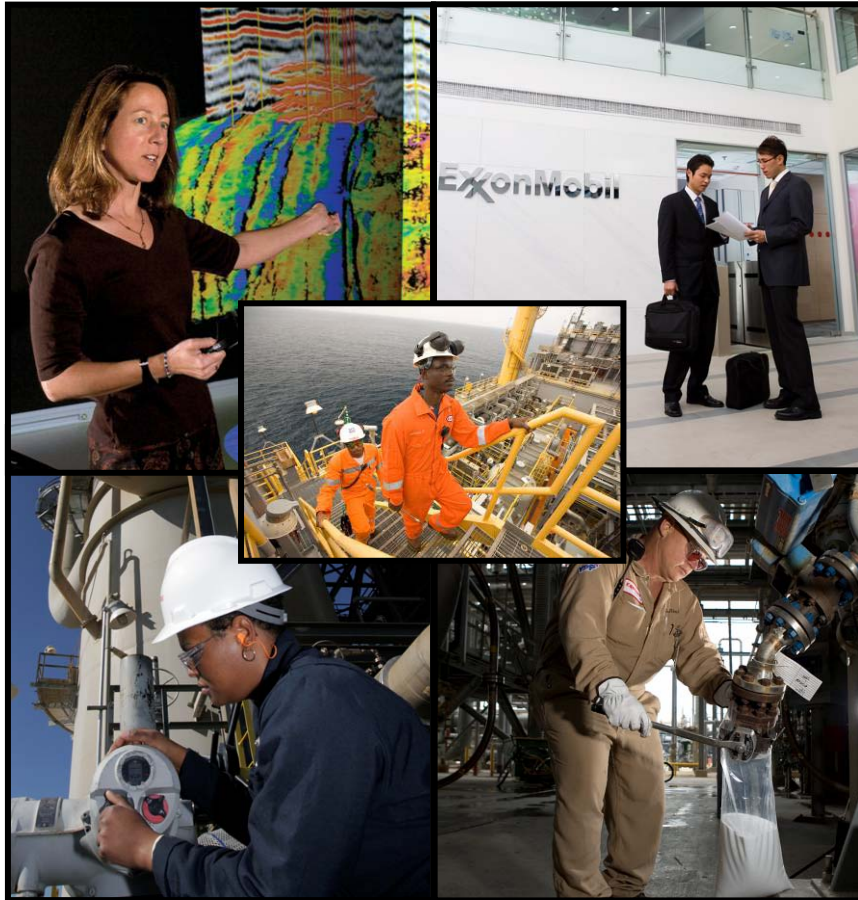
2007 - Business Segments



- Industry-leading returns in all business segments
- Consistent execution of business model
- Disciplined investment across the business cycles
- Strength of integrated portfolio

* Competitor data estimated using a consistent basis with ExxonMobil, and based on public information

Investing in Our Future – People



- Long-term commitment to recruitment, development, and training
- Global approach
- Common development systems and processes
- Outstanding employee capabilities
- Unmatched opportunities

Functional Organization



- **Industry-leading approach**
- **Long-term investment in enabling systems and procedures**
- **Consistent global execution of business processes**
- **Facilitates rapid deployment of new technology and best practices**
- **Continuing to develop and mature**
- **Delivering differentiated results**

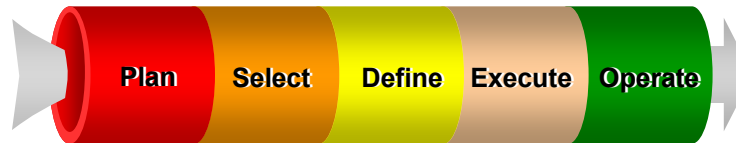
Common Processes and Systems



Operations Integrity Management System



Controls Integrity Management System



ExxonMobil Capital Project System

GEMS

Global Energy Management System

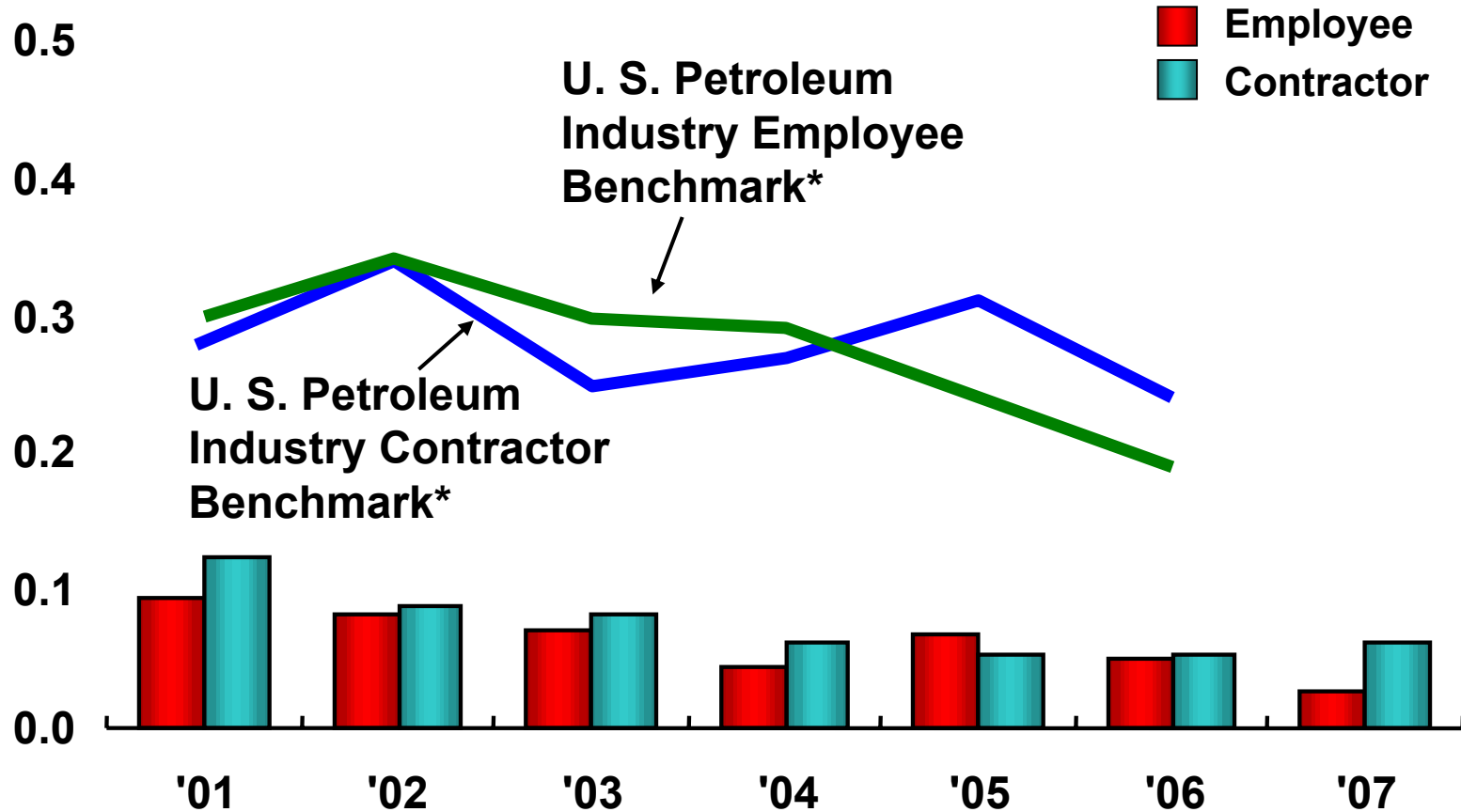
GRS

Global Reliability System

Safety Leadership

Lost Time Incident Rate

Incidents per 200k hours



Nobody Gets Hurt

* 2007 Industry data not available

Energy Security & Environmental Leadership

- **Safely and reliably meeting energy demand**
- **Reducing environmental impact**
 - Preventing spills and releases
 - Protecting biodiversity
- **Reducing GHG emissions from energy production**
 - Energy efficiency and cogeneration
 - Flare reduction
- **Improving consumer use of energy**

Protect Tomorrow. Today.

Operations Excellence

Disciplined Investments

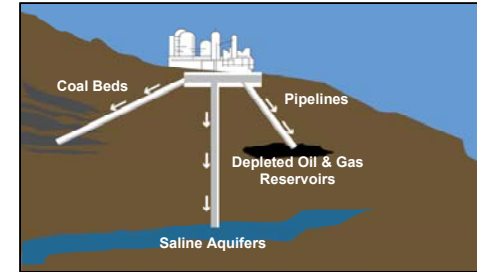
Environmental Planning

Technology Applications

Energy Security & Environmental Leadership

Investing in Solutions Beyond 2030

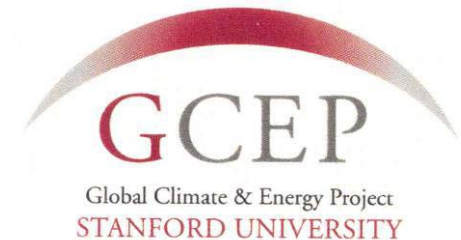
- **World energy demand growing**
- **Identifying breakthrough technologies**
 - **Efficient and cost-effective**
 - **Global and large scale deployment**
- **Strategic research initiatives**
 - **Carbon capture and sequestration**
 - **Advanced vehicles and fuels**
 - **Global Climate & Energy Project**



Carbon Capture and Sequestration

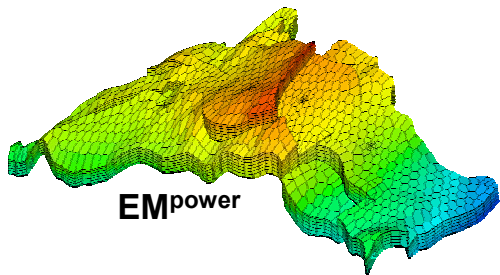


Advanced Vehicles and Fuels

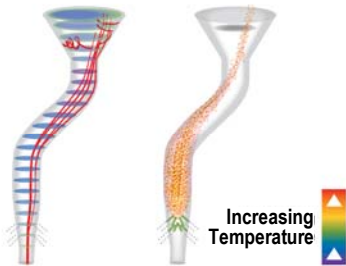


Technology Leadership

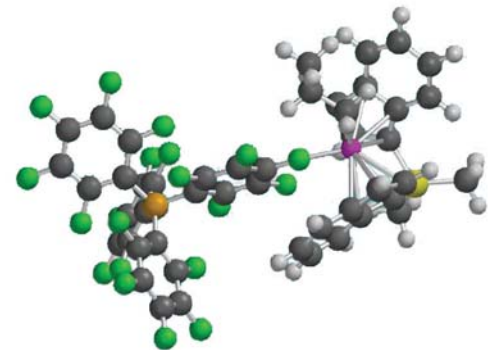
- Delivering long-term competitive advantage
- Unwavering commitment to research
- Disciplined, focused investment – more than \$3.5 billion since 2003
- Research priorities determined by business requirements
- Value capture maximized through rapid, global deployment



Advanced Reservoir Simulation



Complex Modeling Tools



Proprietary Catalyst

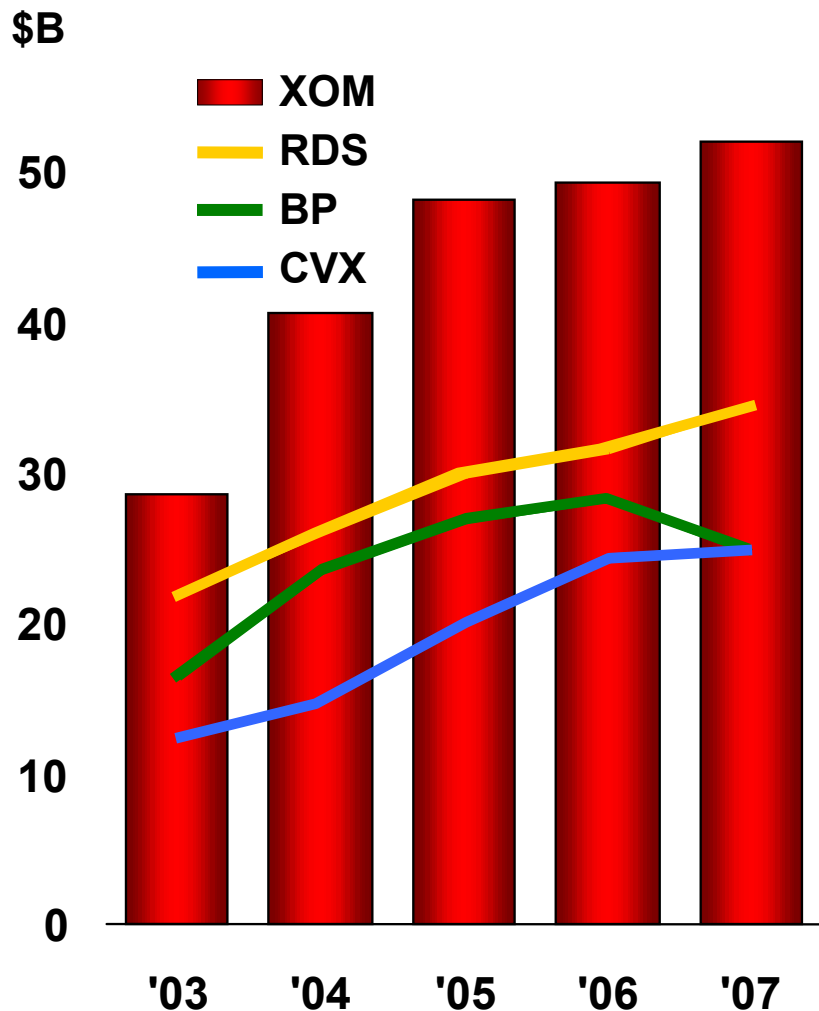
Value Maximization *Integration*



- **Unique integration capabilities**
- **Advantaged technology**
- **Project and operations management**
- **Global systems and processes**
- **Centralized common support activities**
- **Maximizing resource value**

Superior Cash Flow

Cash Flow from Operating Activities*



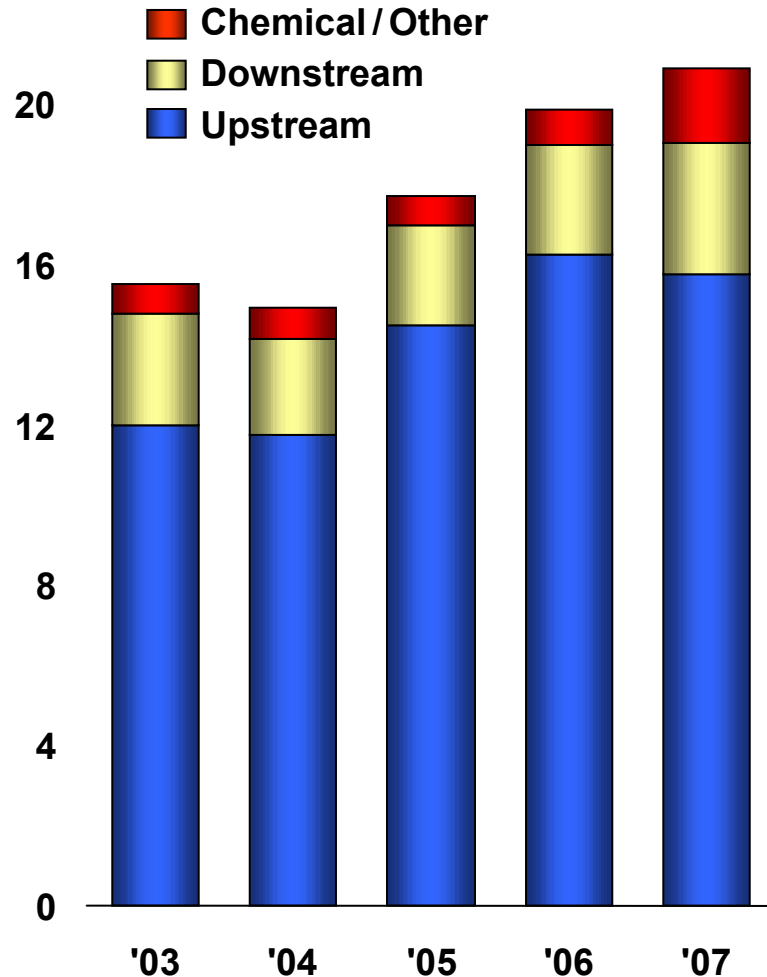
- Record \$52 billion in 2007
- Average \$44 billion per year from 2003 to 2007
- Capturing the upside
- \$9.43/share in 2007

* Excludes asset sales, 2007 competitor data estimated based on publicly available data

Investing for the Future

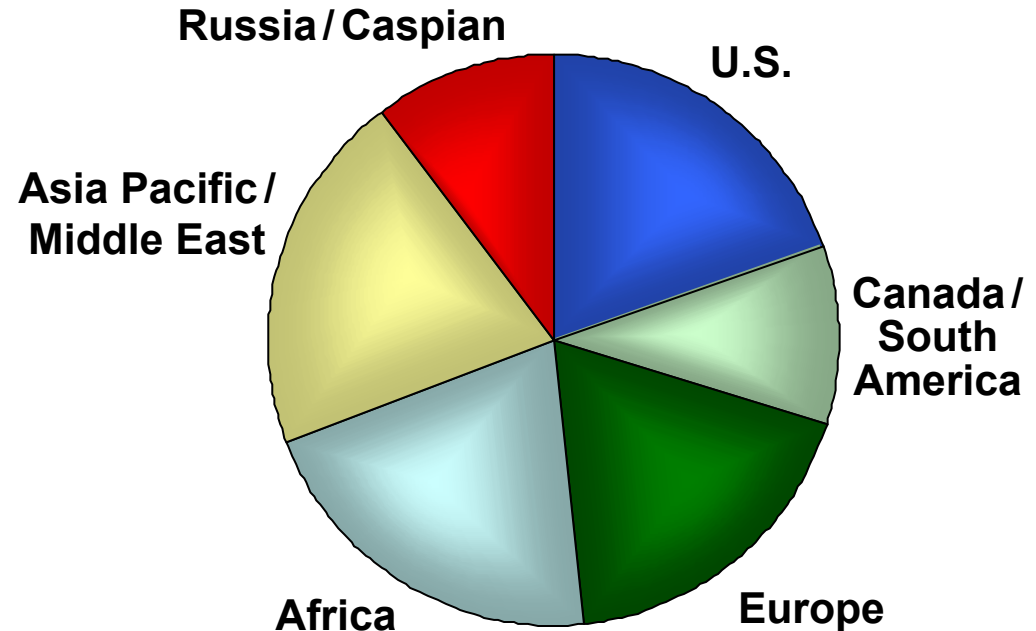
Capex by Business Line

\$B



Geographic Capex Distribution

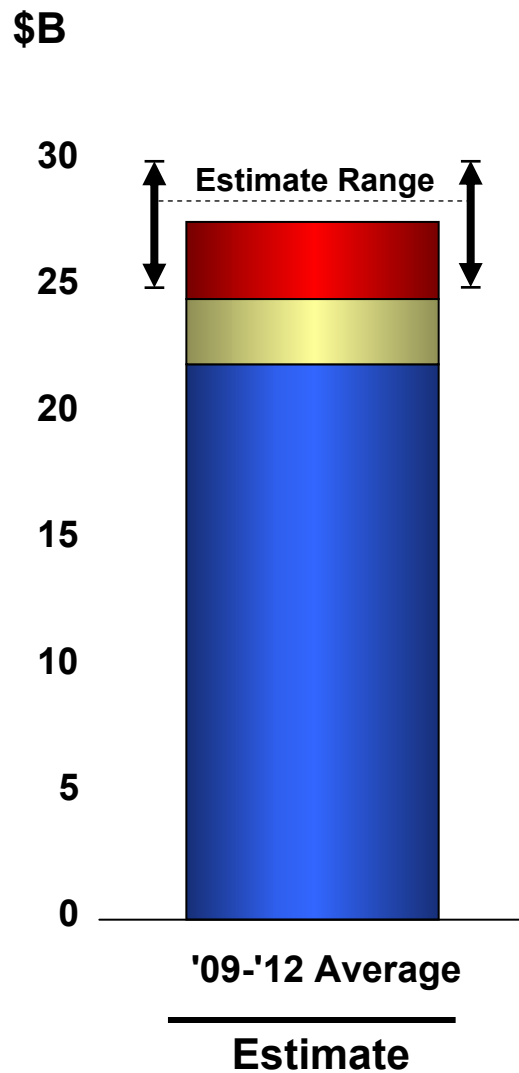
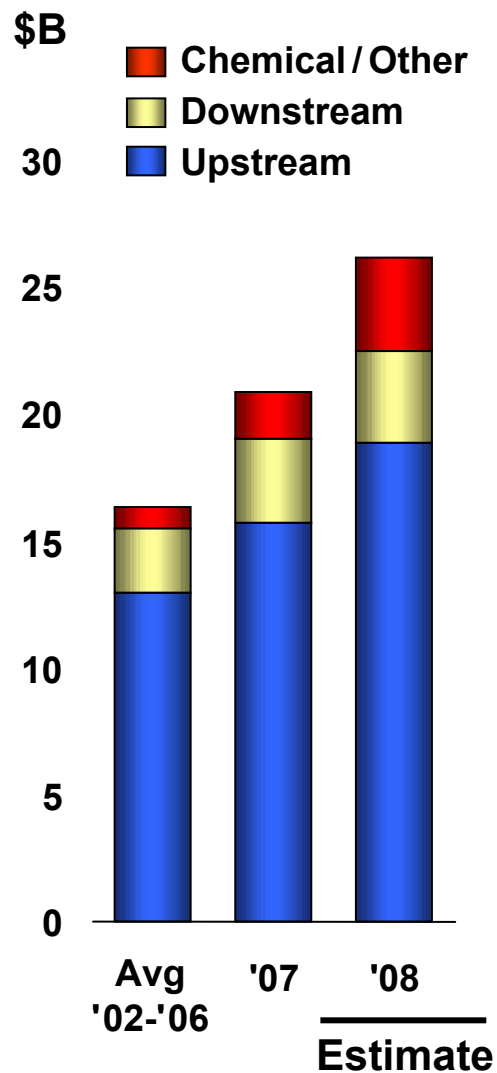
\$89 Billion Invested from 2003 to 2007



Value Maximization

Investing for the Future

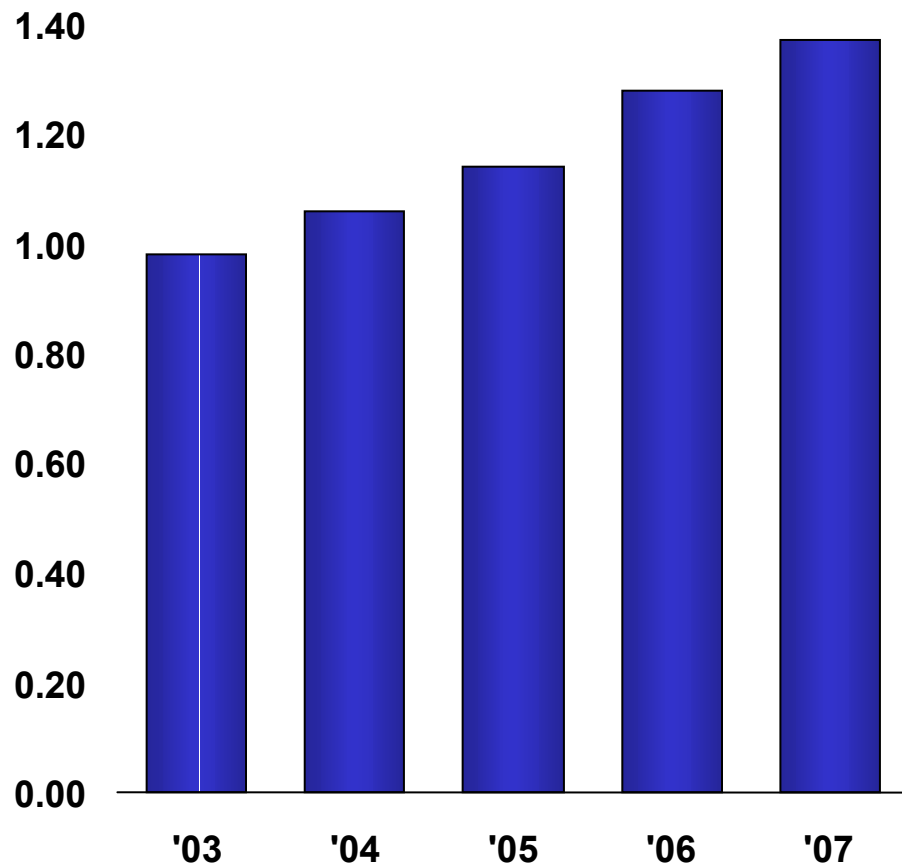
Capex by Business Line



Reliable and Growing Dividends

Dividends per Share

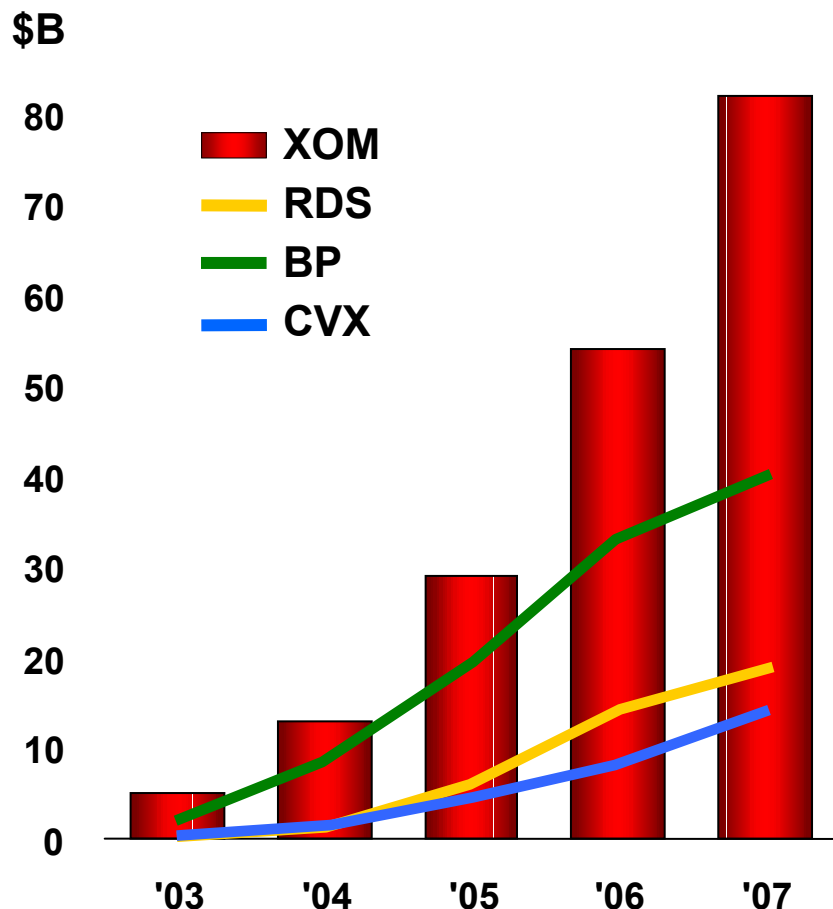
\$/share



- **Distributed \$36 billion over past five years**
- **Paid dividends each year for more than 100 years**
- **Annual per share increases since 1983**
- **Dividends per share increased 40% from 2003 vs. CPI of 13%**

Cumulative Share Purchases

Purchases to Reduce Shares Outstanding*

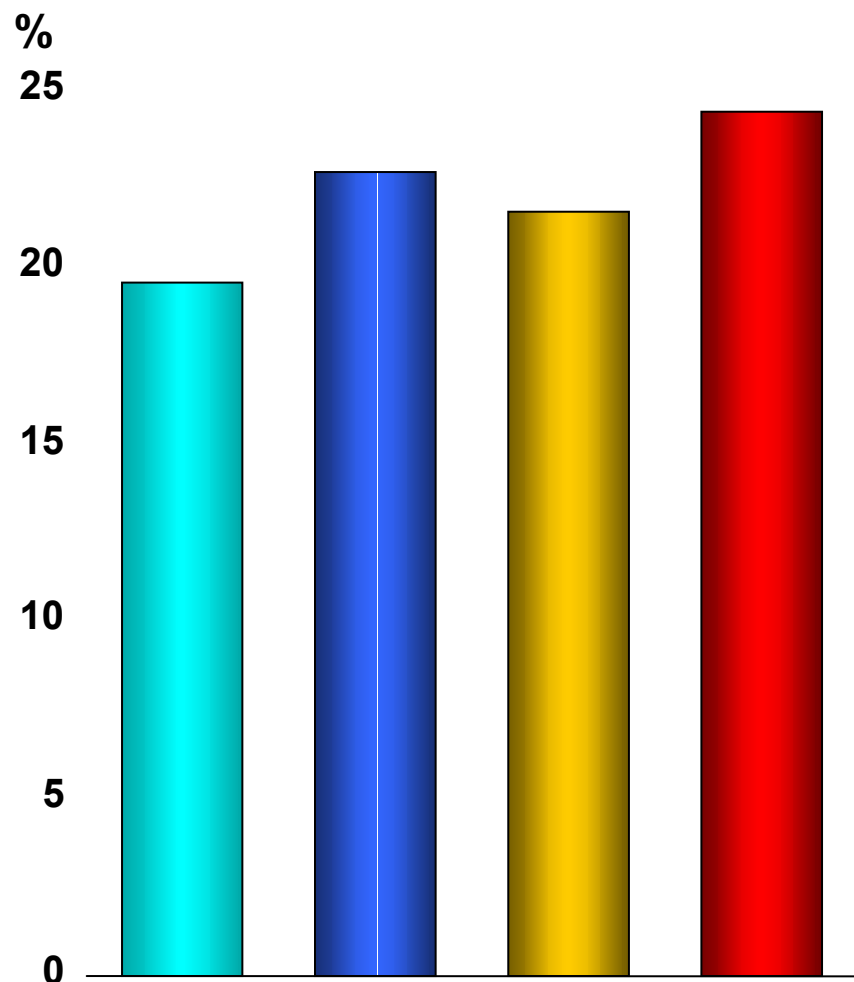


- Distributed \$82 billion during last five years and \$28 billion in 2007
- Reduced shares outstanding by 20% since beginning of 2003
- Flexible and efficient distribution tool to manage capital structure

* Competitor data estimated using a consistent basis with ExxonMobil, and based on public information

Increasing Ownership

Indexed Growth per Share Since 2003*



- Increasing ownership per share
- Strong per share growth in key business metrics
- Contributes to increased earnings per share

Production

Proved Reserves

Refinery Throughput

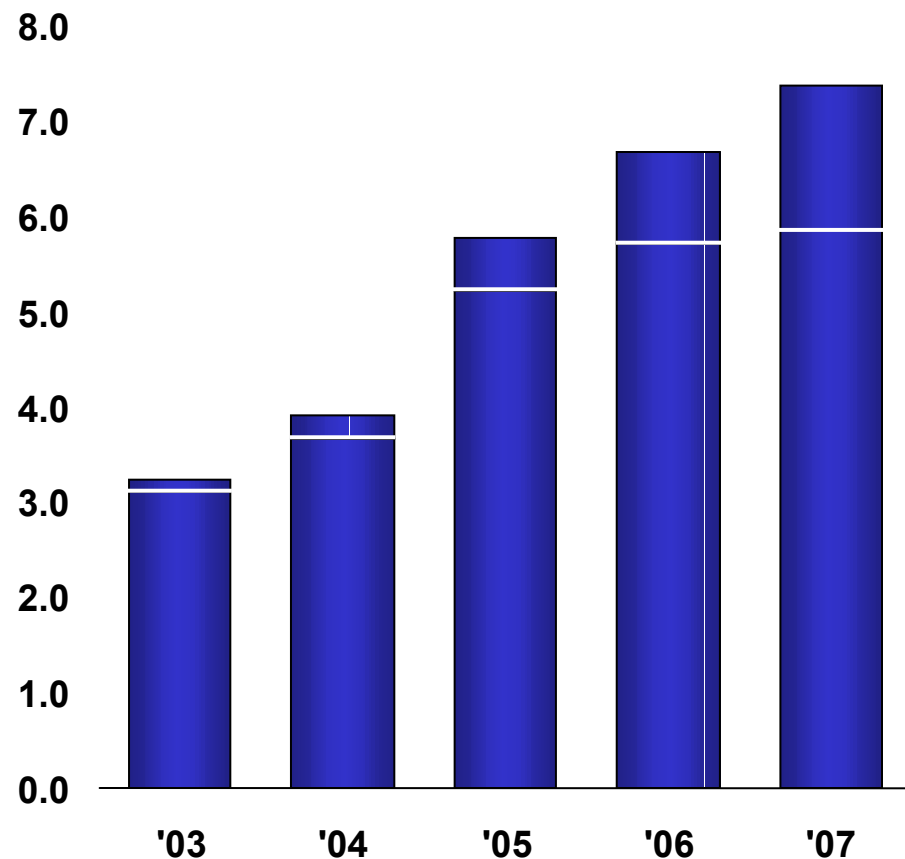
Chemical Prime Product Sales

*2007 metric per average share vs. 2003 metric per average share

Increasing Value per Share

Earnings per Share

\$/share



Contribution from share repurchases

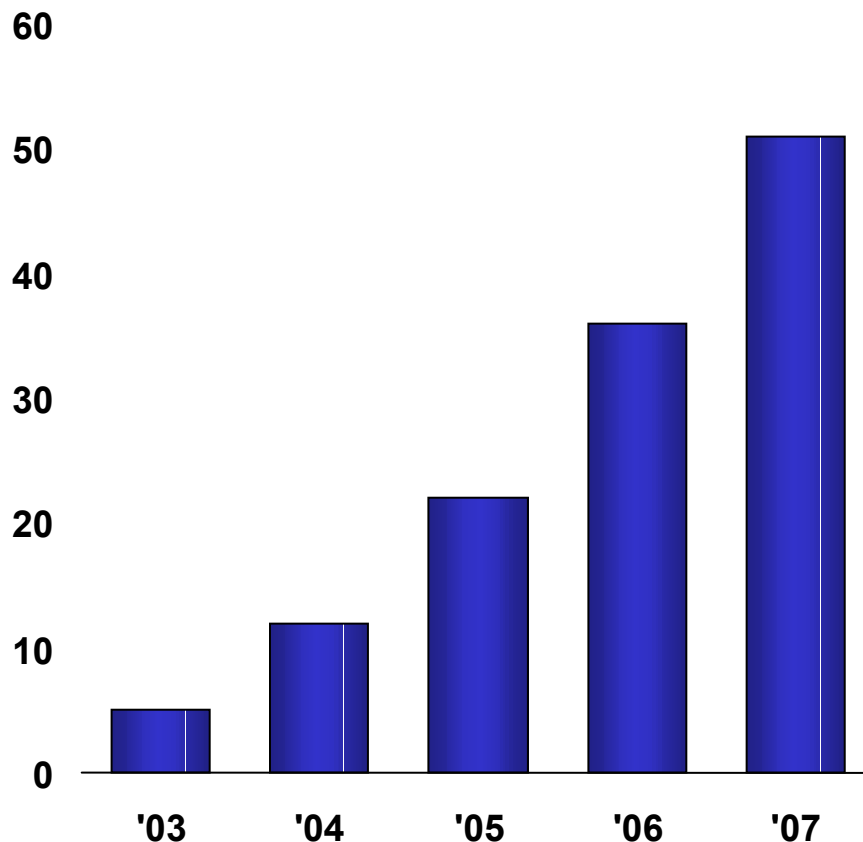
- Annualized growth of 23%
- Captured upside
- Growth driven by
 - Higher commodity prices and refining margins
 - Strong business performance
 - Share purchases contributed \$1.50 to 2007 EPS*

* Versus number of shares outstanding on January 1, 2001

Total Shareholder Distributions

Cumulative Total Distributions Since 2003

% Market Capitalization at YE 2002

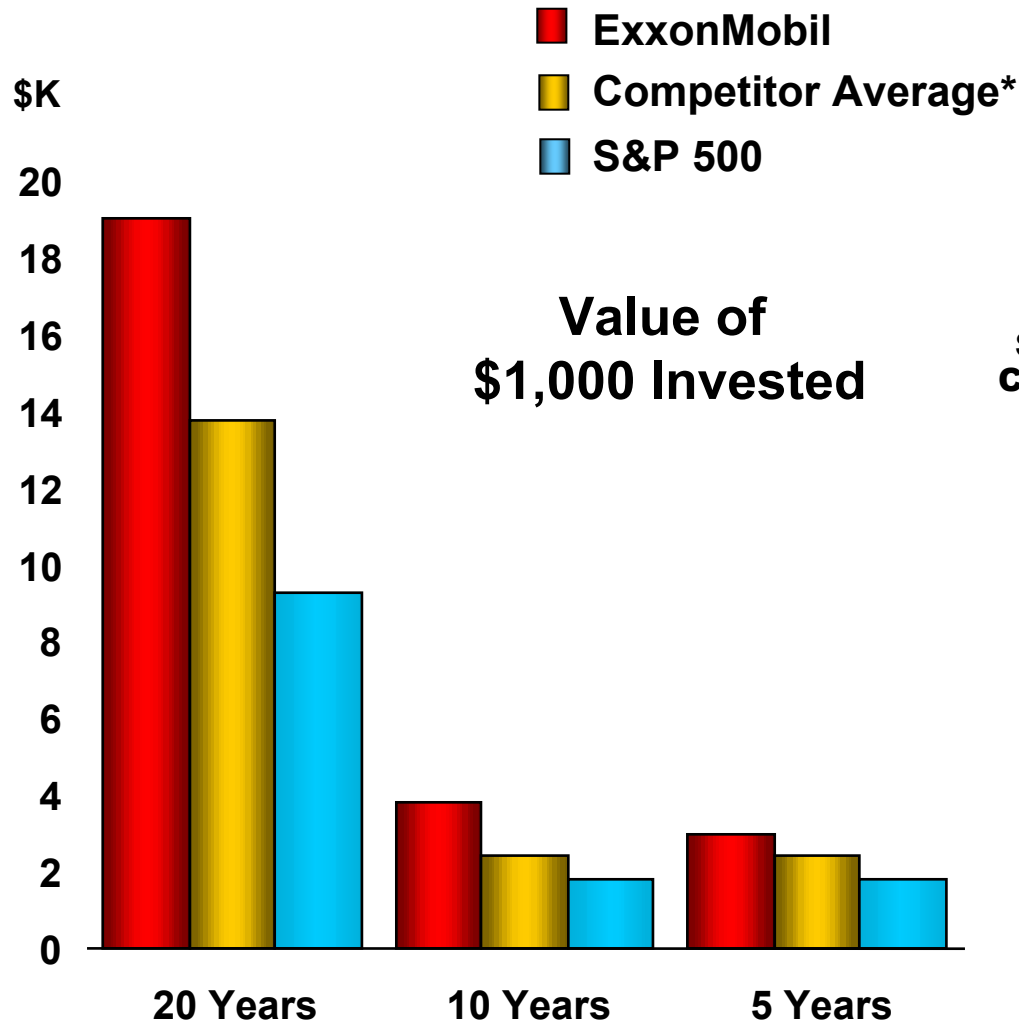


- Cumulative distributions of \$118 billion 2003 to 2007
- Annual distributions tripled
- Market capitalization more than doubled

Market	2002	2007
Capitalization (\$B)	234	504

Growth in Shareholder Value

Shareholder Returns



* Shell, BP and Chevron



**Growing
Competitive
Advantage**



Upstream Overview

Analyst Meeting

March 5, 2008

2007 Highlights

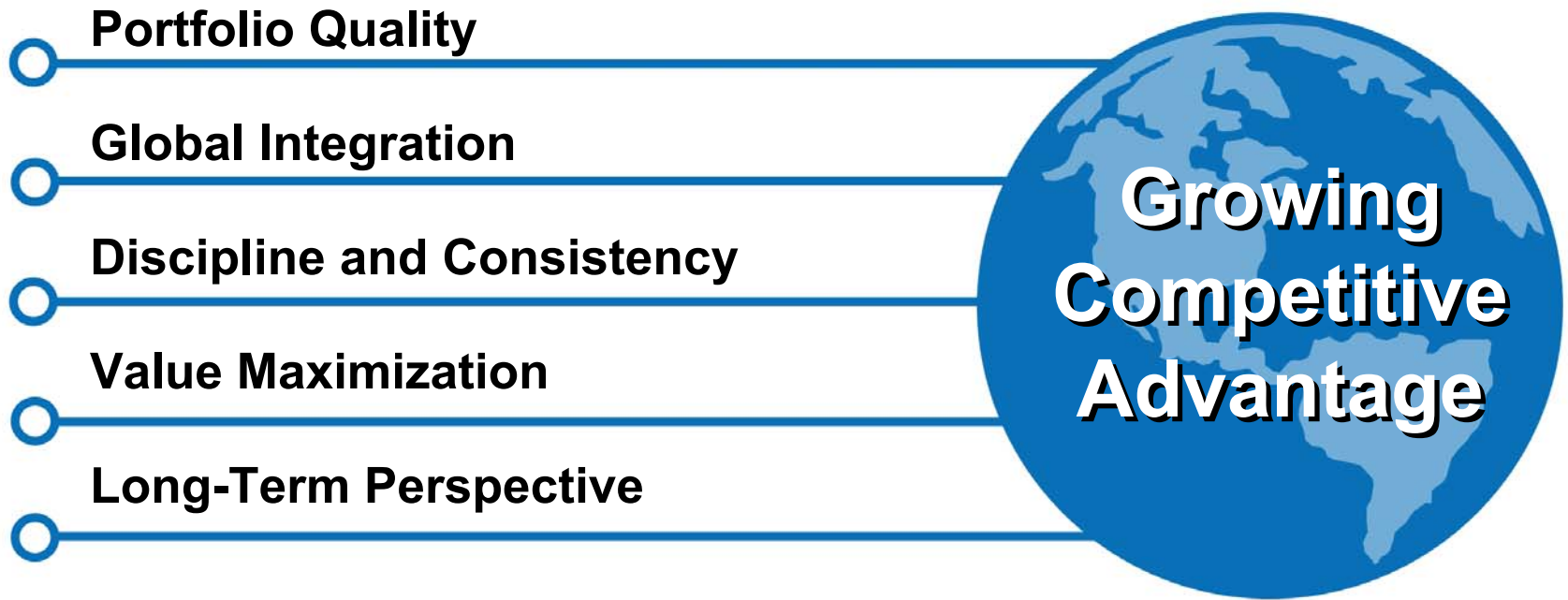


- Earnings **\$26.5 B**
- ROCE **41.7 %**
- Production volumes **4.2 MOEBD**
- Resource adds **2.0 BOEB**
- Proved reserves adds **1.6 BOEB**
- Capex **\$15.7 B**

Upstream Strategies

- Focus on **operations integrity** – best-in-class performance
- Identify and pursue all attractive **exploration** opportunities
- Invest in **projects** that deliver superior returns
- Maximize profitability of existing **oil and gas production**
- Capitalize on growing **natural gas and power** markets
- Maximize resource value through highest impact **technologies** and **integrated** solutions

Company Strengths



Size, Diversity and Superior Quality

Resource Base

BOEB

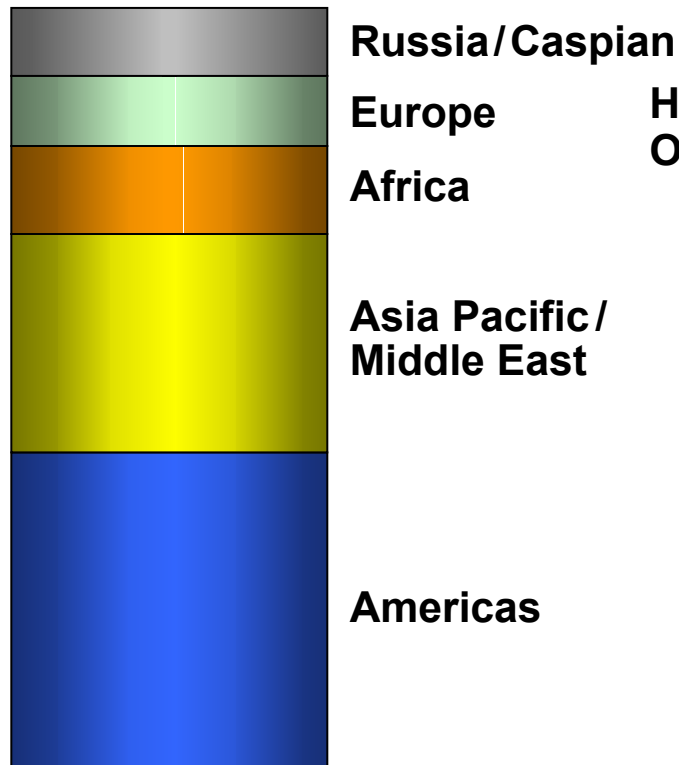
80

72

40

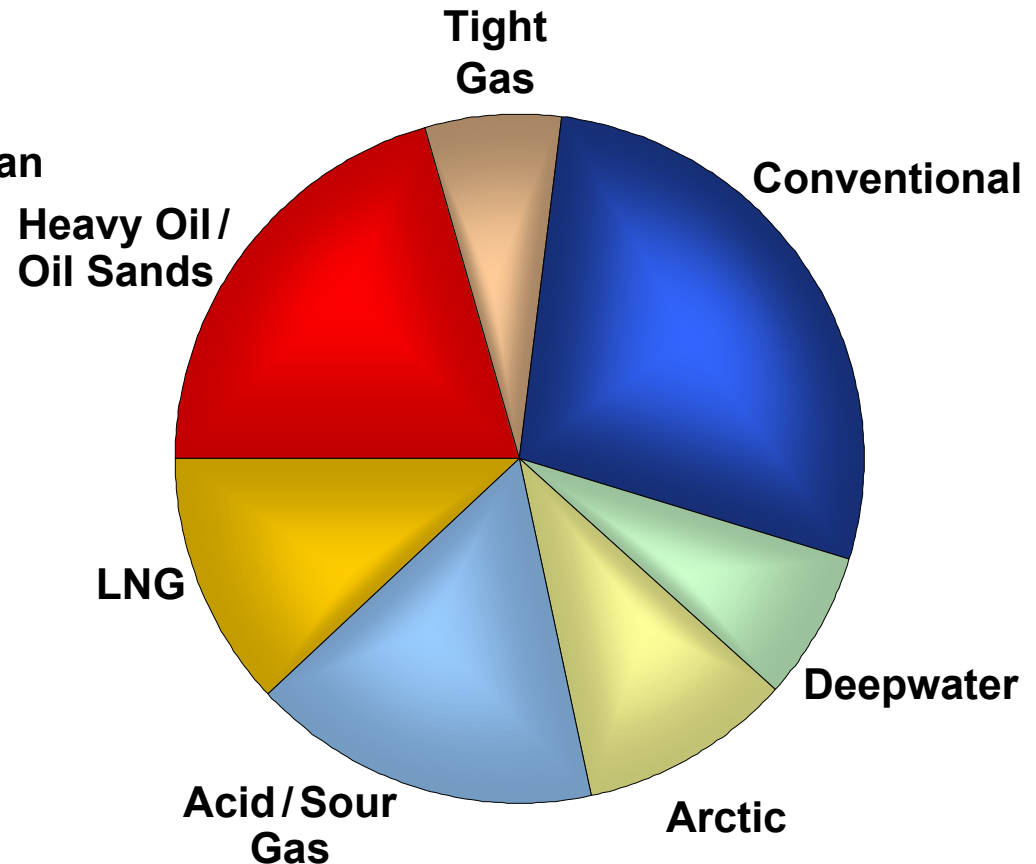
0

YE '07



Resource Type

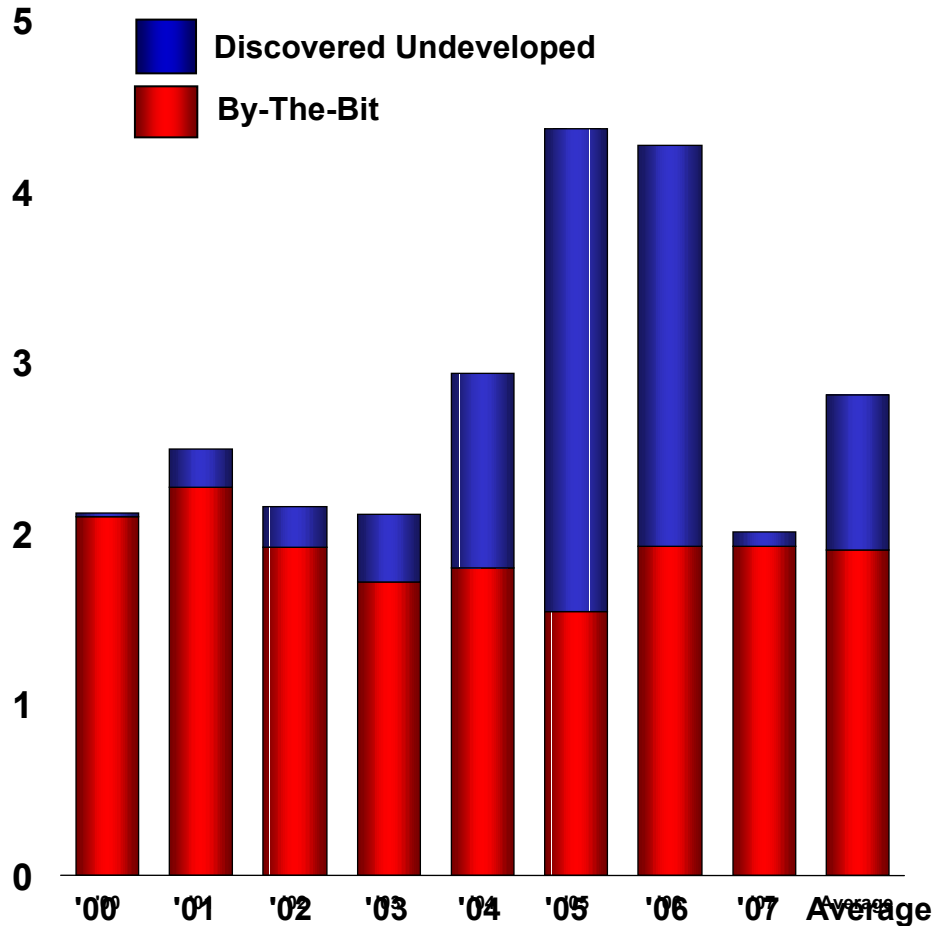
BOEB



Adding to the Resource Base

Annual Resource Additions

BOEB

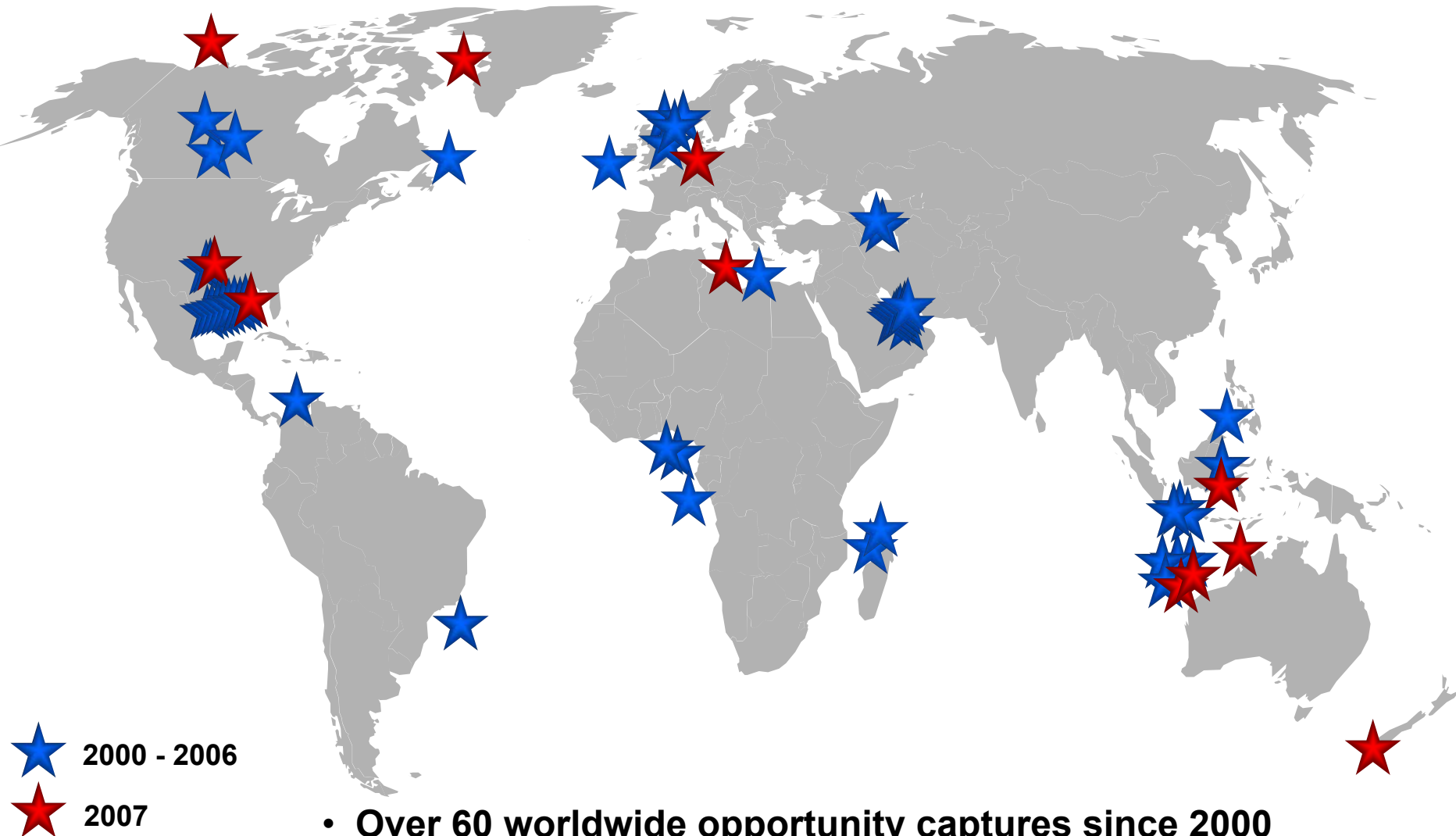


2007 Highlights

- 2 BOEB resource additions, key adds include:
 - Piceance Basin, U.S.
 - West Africa
 - Asia Pacific
- Completed 55 wildcat and 12 appraisal wells
 - 55% wildcat success rate
- Average finding cost of \$0.97 per OEB

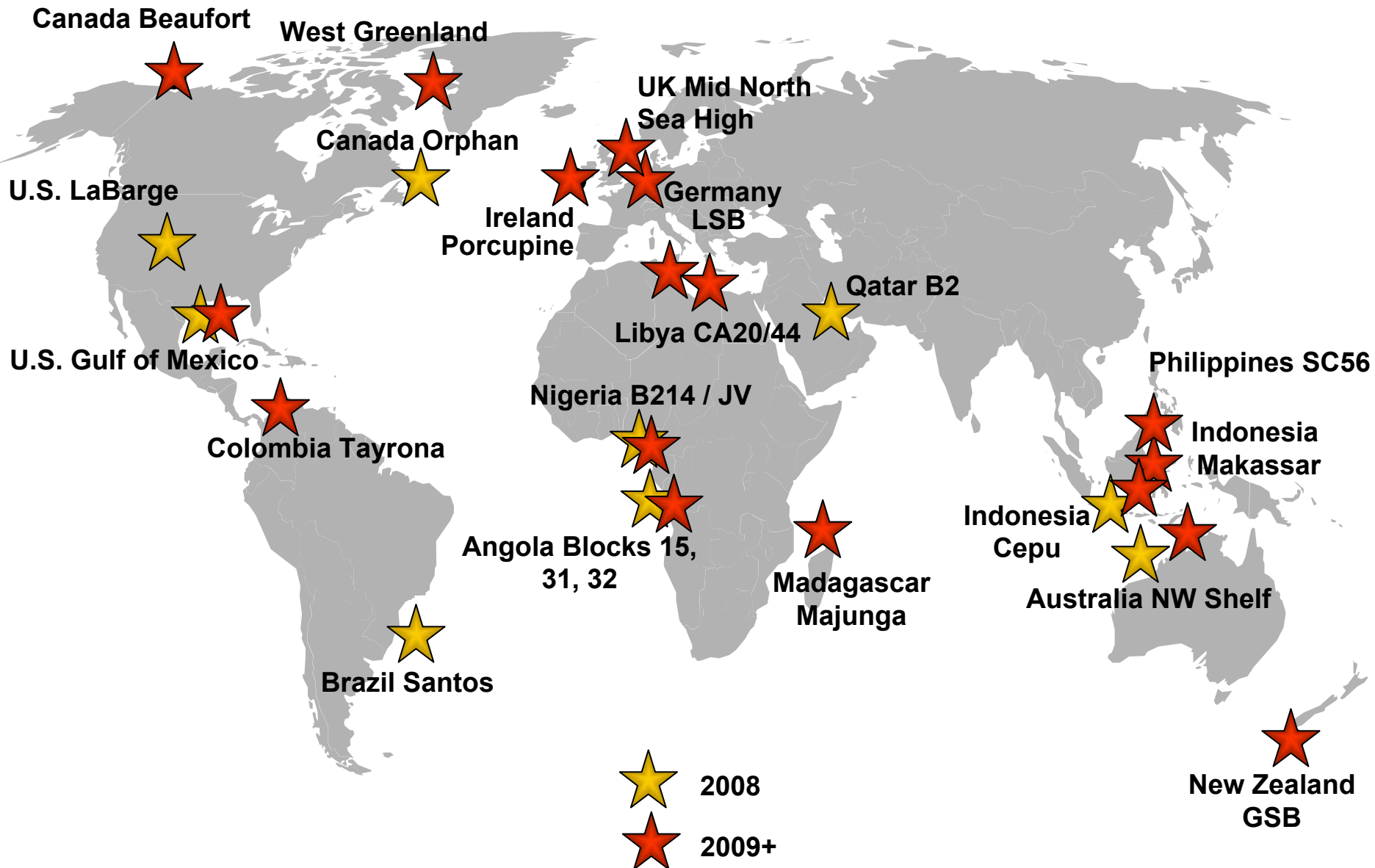
Upstream: Portfolio Quality

Opportunity Capture Spans the Globe



- Over 60 worldwide opportunity captures since 2000
- Diverse, global portfolio

Key Wells

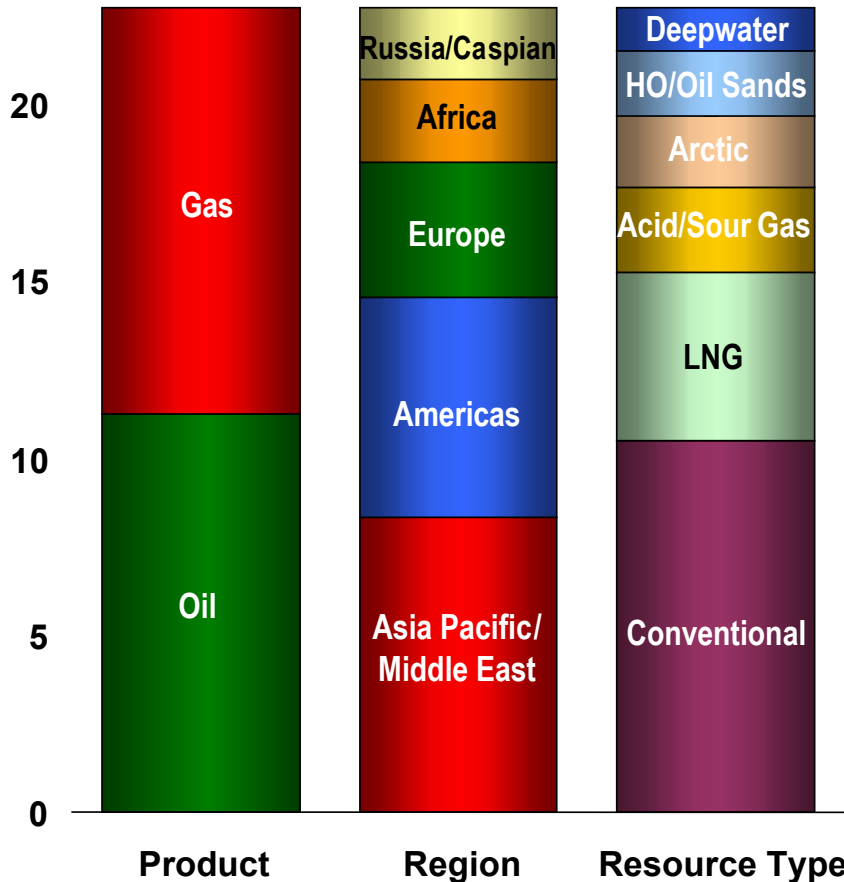


Reserves Base – Size and Diversity

Proved Reserves* (YE 2007)

BOEB

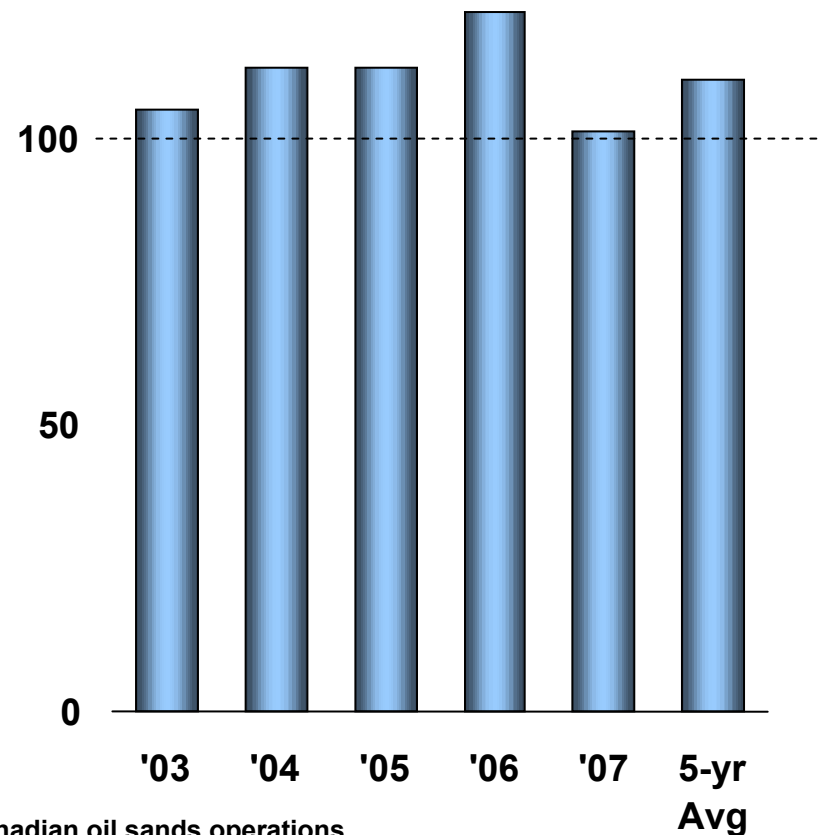
25



Proved Reserves* Replacement

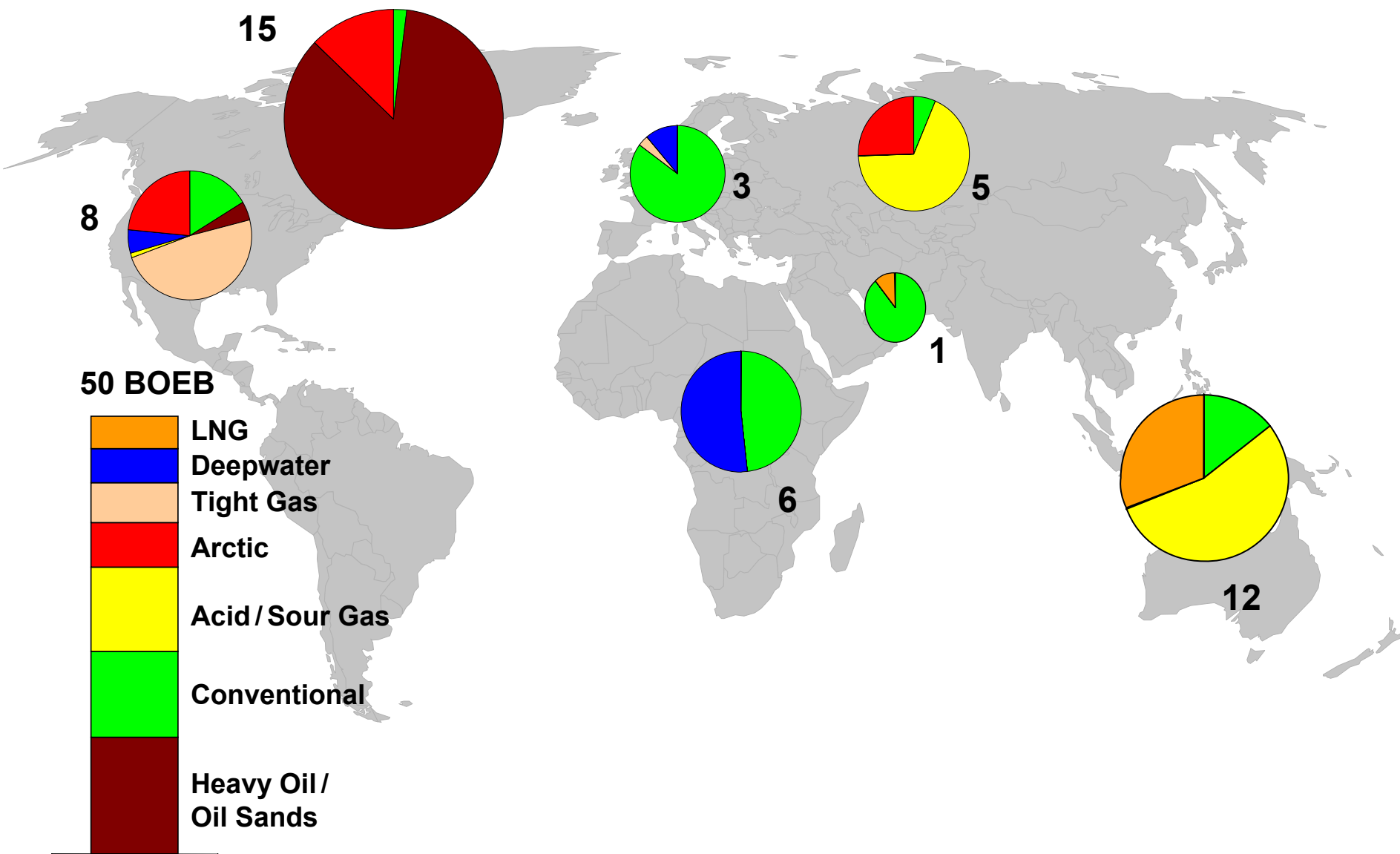
%
(Including asset sales)

150



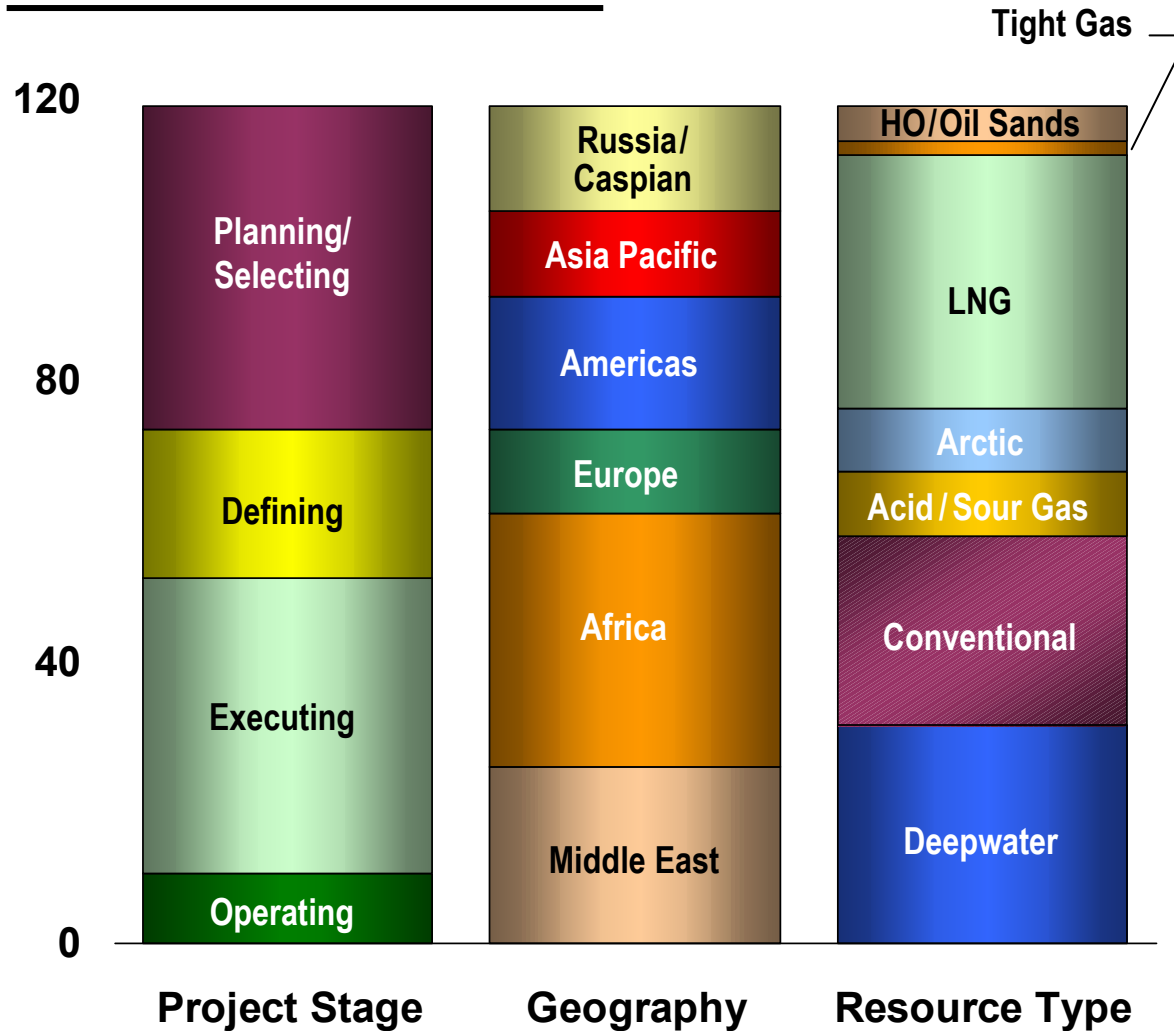
* ExxonMobil reserves excluding year-end price/cost effects and including Canadian oil sands operations
HO = Heavy Oil

Diverse Inventory of Undeveloped Opportunities

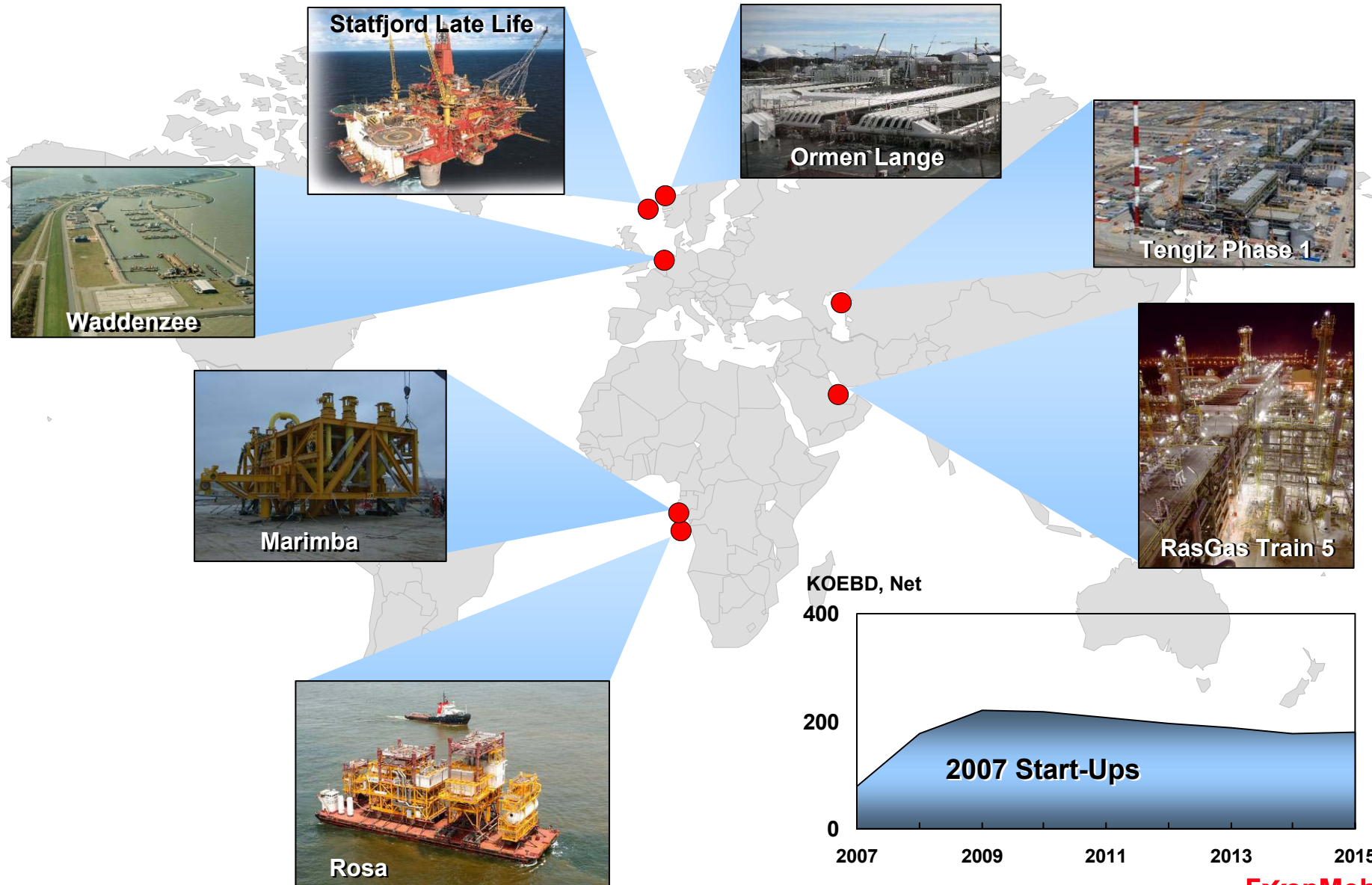


Strong Project Inventory

of Projects (YE 2007)



2007 Major Project Start-Ups



KOEBD, Net

400

200

0

2007 Start-Ups

2007

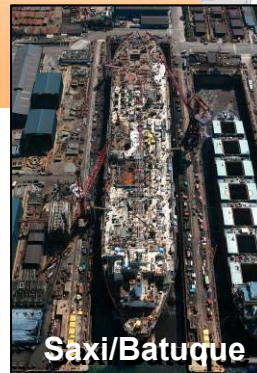
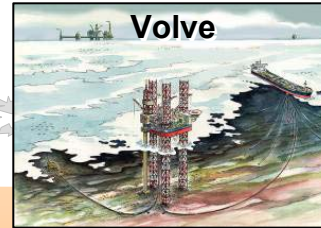
2009

2011

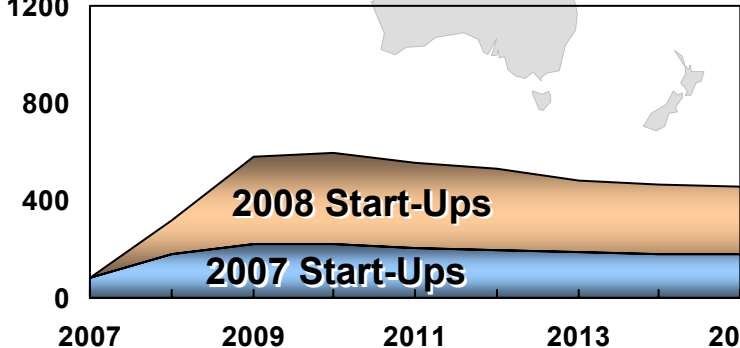
2013

2015

2008 Major Project Start-Ups

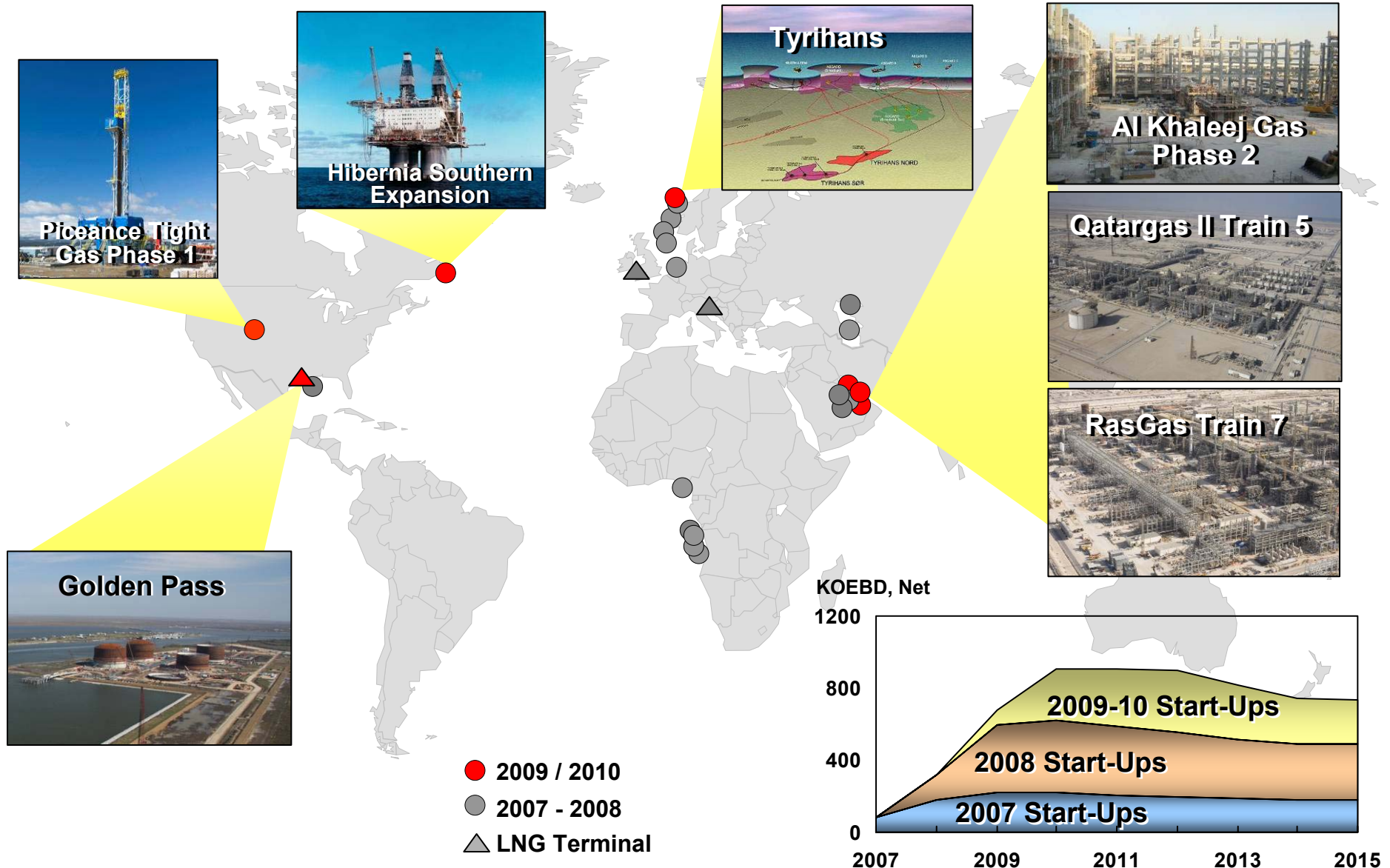


KOEBD, Net
1200



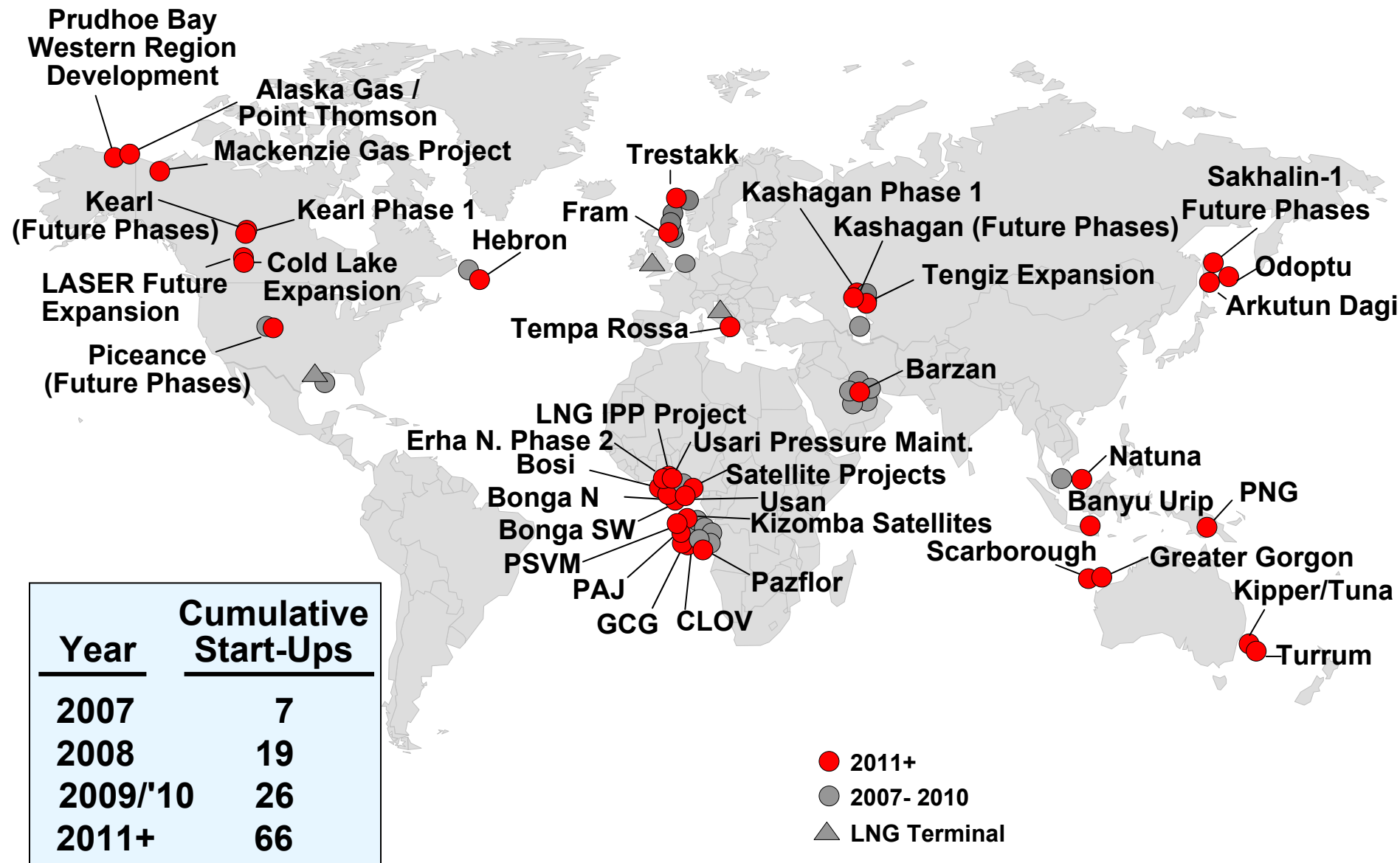
- 2008
- 2007
- ▲ LNG Terminal

2009/2010 Major Project Start-Ups



Upstream: Portfolio Quality

2011+ Major Project Start-Ups

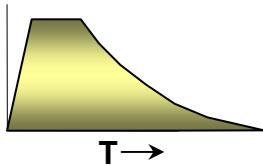


Strong Foundation for Long-Term Capacity

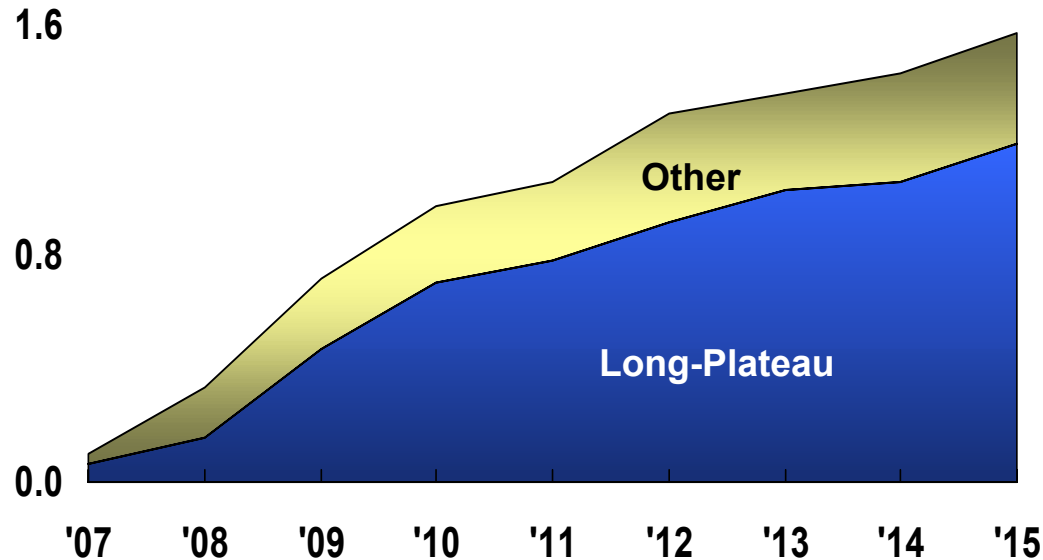
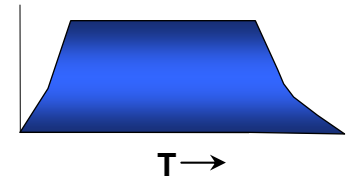
2007-2015 Major Project Start-Ups

MOEBD, Net

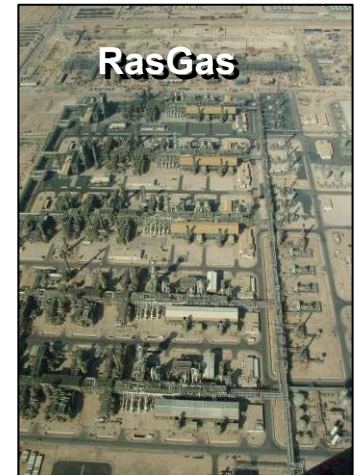
Other
Flowstreams



Long-Plateau
Flowstreams



- Over 1.5 MOEBD capacity to be added by 2015
- 75% of new capacity from long-plateau flowstreams



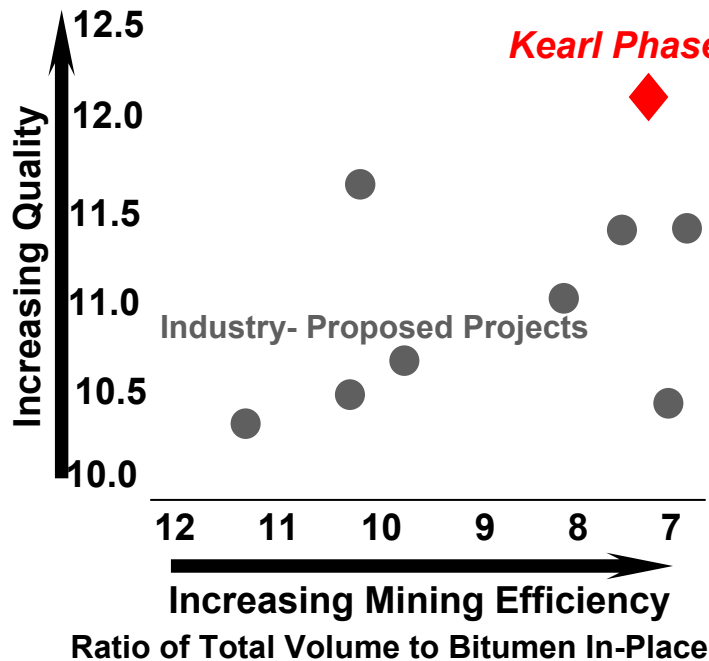
Upstream: Portfolio Quality

Kearl – Oil Sands

- Very high quality oil sands resource
- Phased development of > 4 BBO;
~300 KBD for at least 30 years
- Phase 1 FEED / Execution Planning

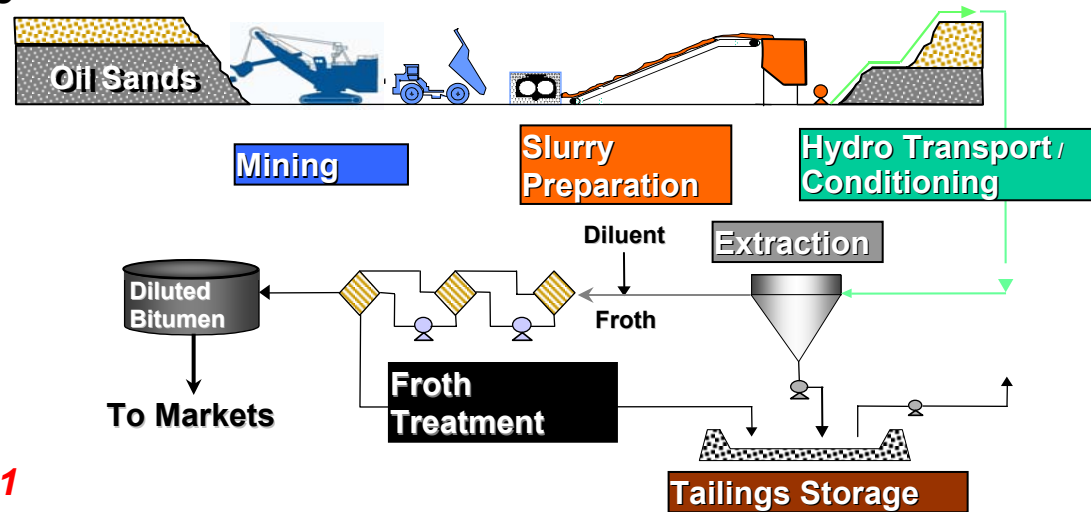
Resource Quality

Ore Grade %



Source: Owner data/regulatory applications

Project Schematic



Large Long-Plateau Flowstream

KBD

400

300

200

100

0

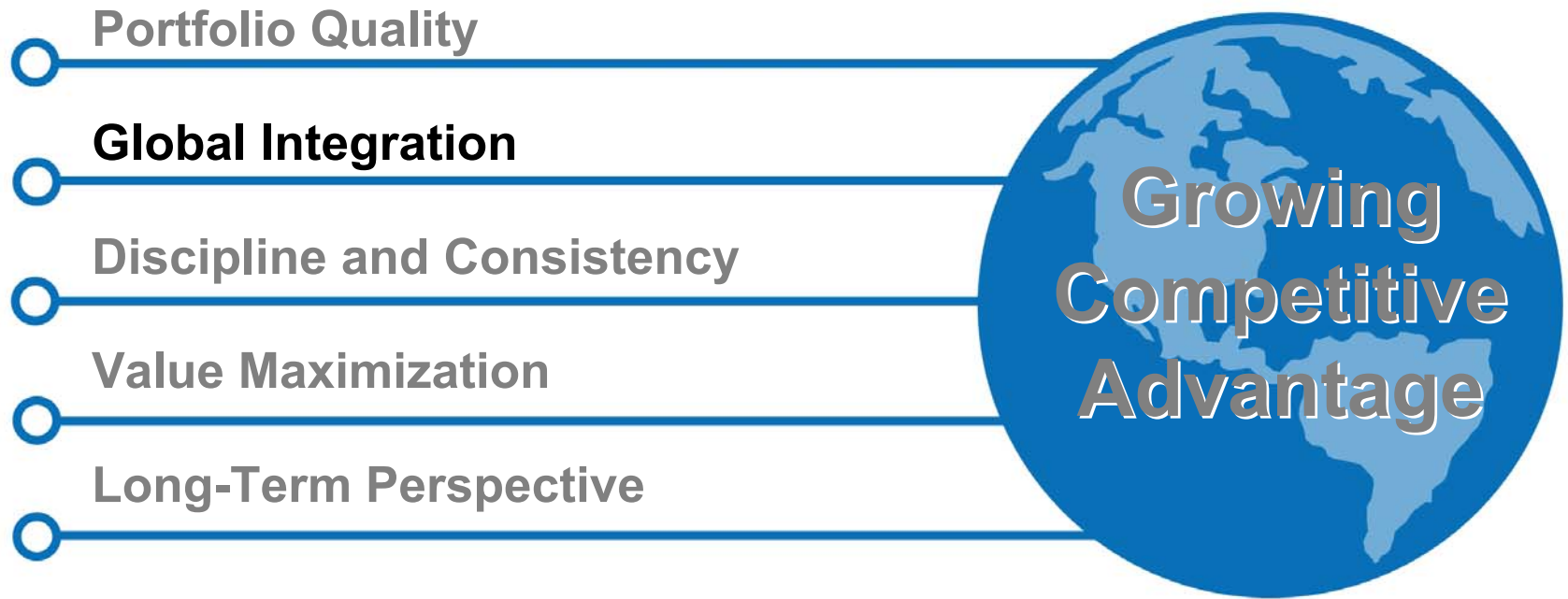
T > 30 years

Phase 3

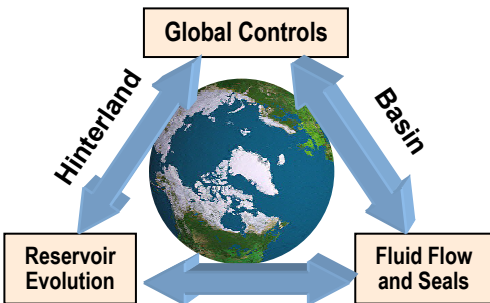
Phase 2

Phase 1

Company Strengths



Integrating Technology for Success

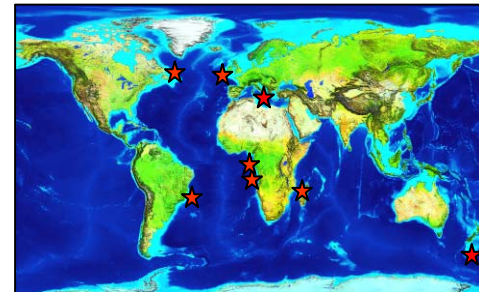


Technology

Application

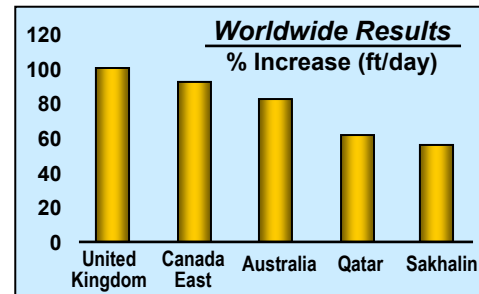
New Plays
Concept

Identification of
New Opportunities



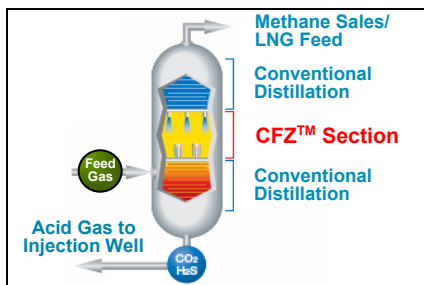
Fast Drill
Process

Reduced Drilling
Costs



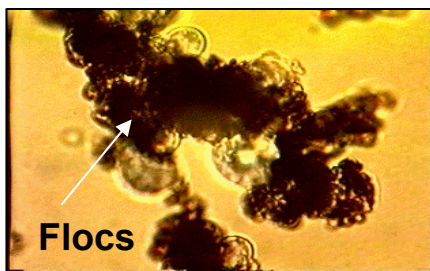
CFZ™ Separation

Sour Gas
Commercialization



High-Temp. Paraffinic
Froth Treatment

Efficient Bitumen
Separation

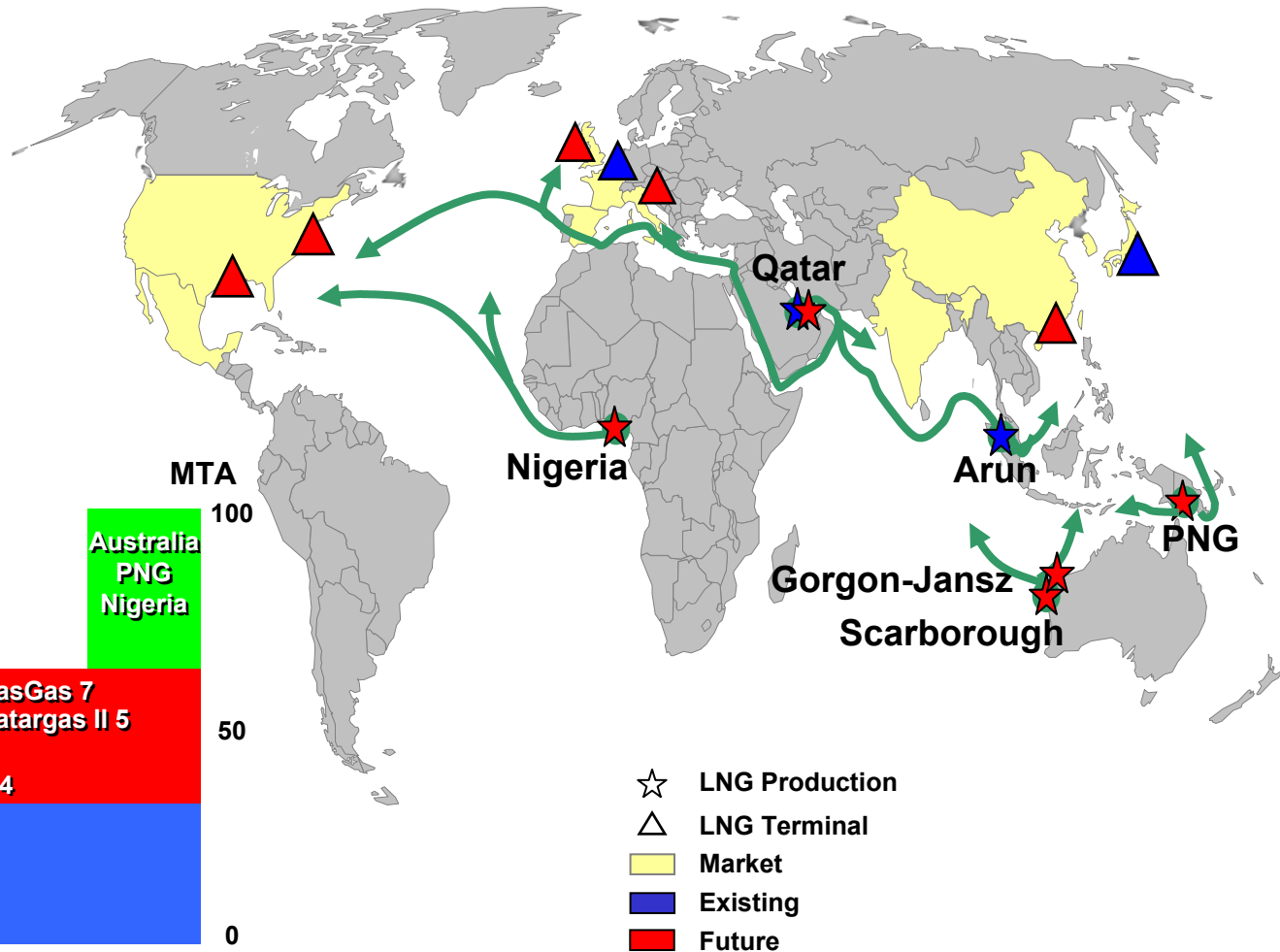


Integrated Global LNG Portfolio

ExxonMobil LNG Sales in 2010



ExxonMobil LNG Flow in 2010+



LNG Production

BCFD

Gross

- Operating
- Under Construction
- Future / Potential

MTA

Australia
PNG
Nigeria

RasGas 7
Qatargas II 5

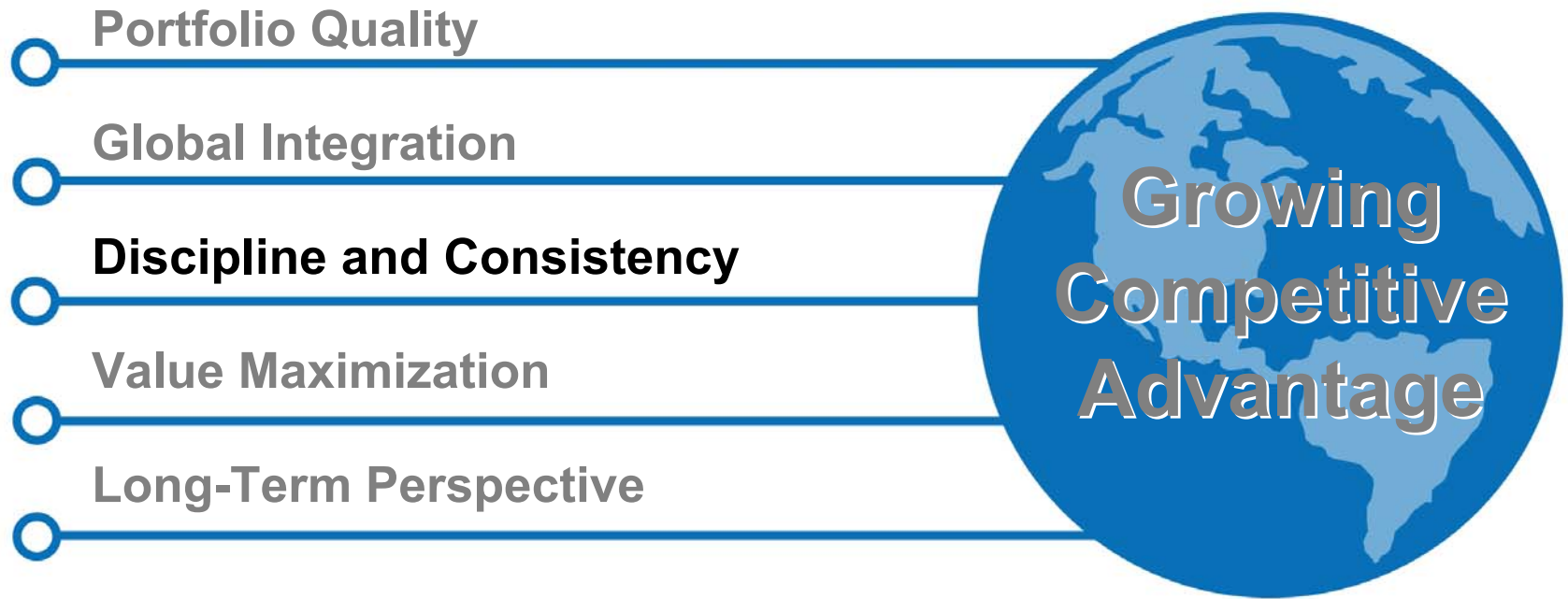
RasGas 6
Qatargas II 4

RasGas 5

RasGas 1-4
QatarGas 1-3
Arun

2005 2006 2007 2008 2009 2010+

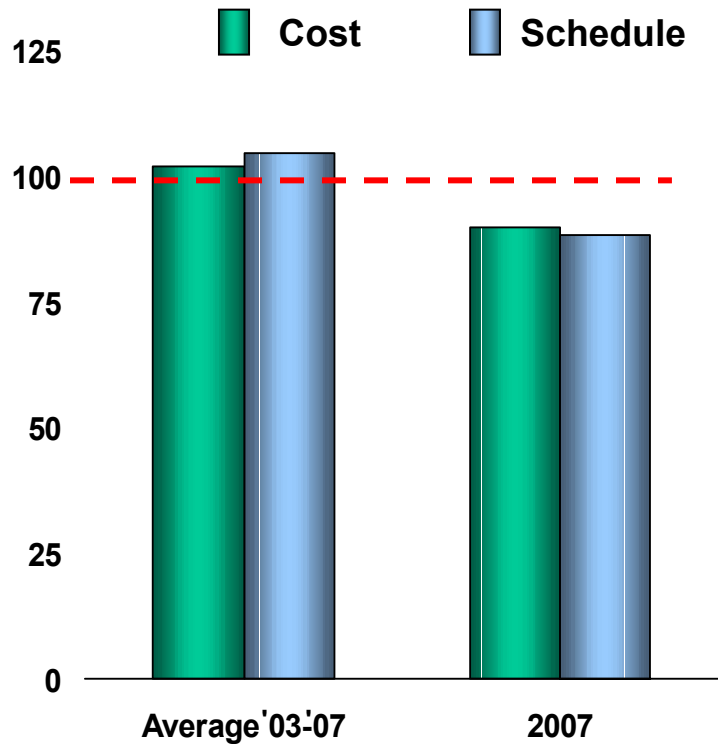
Company Strengths



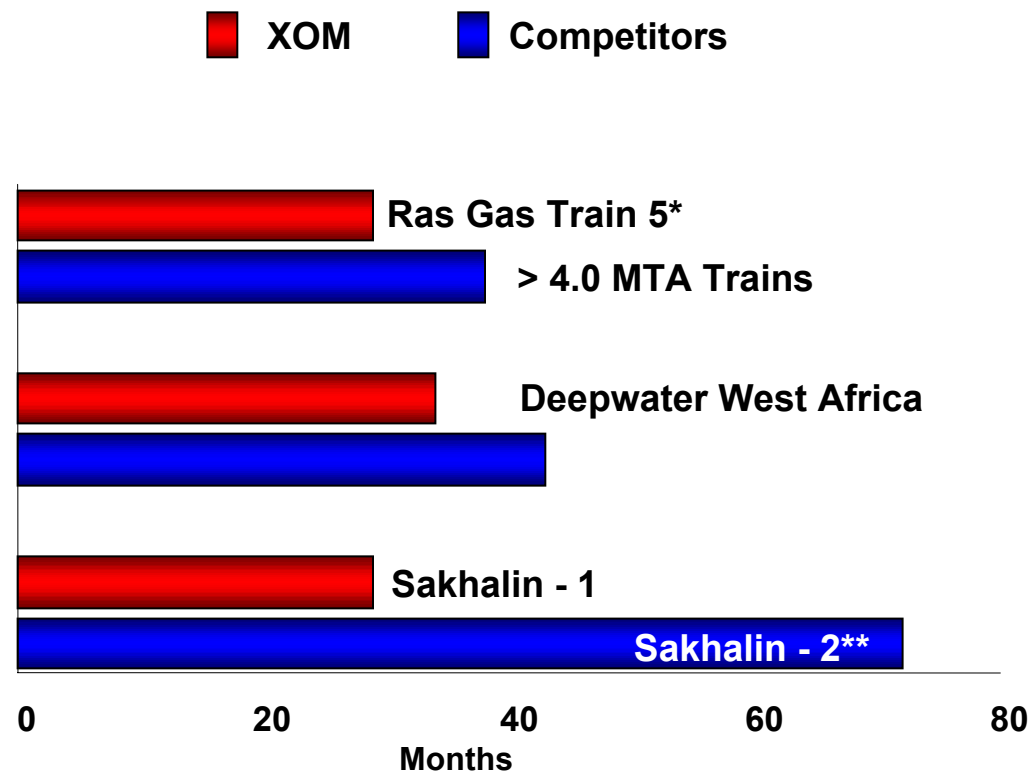
Project Execution Excellence

EM Project Execution Performance

Actual vs. Funded, %



Cycle Time vs. Competitors



Plan

Select

Define

Execute

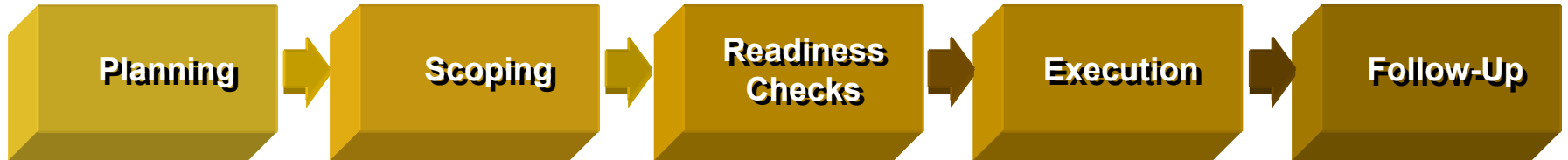
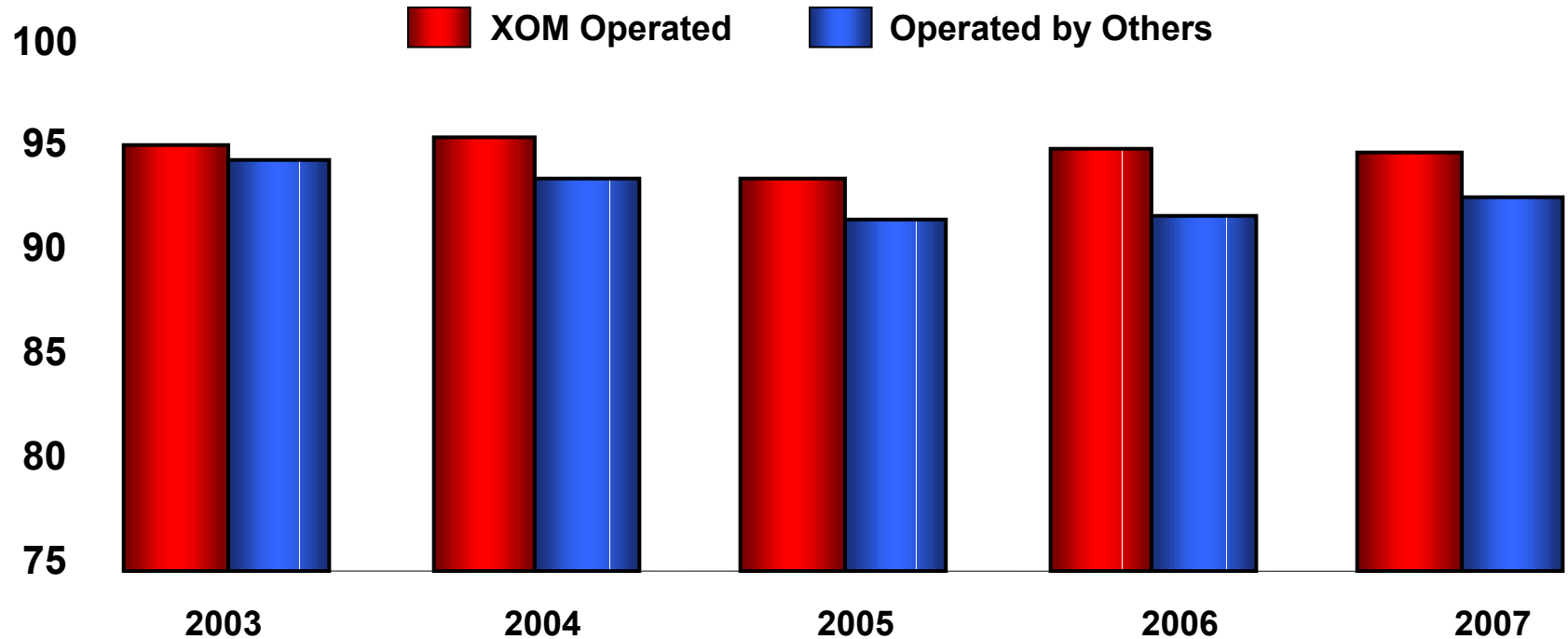
Operate

Upstream: Discipline and Consistency

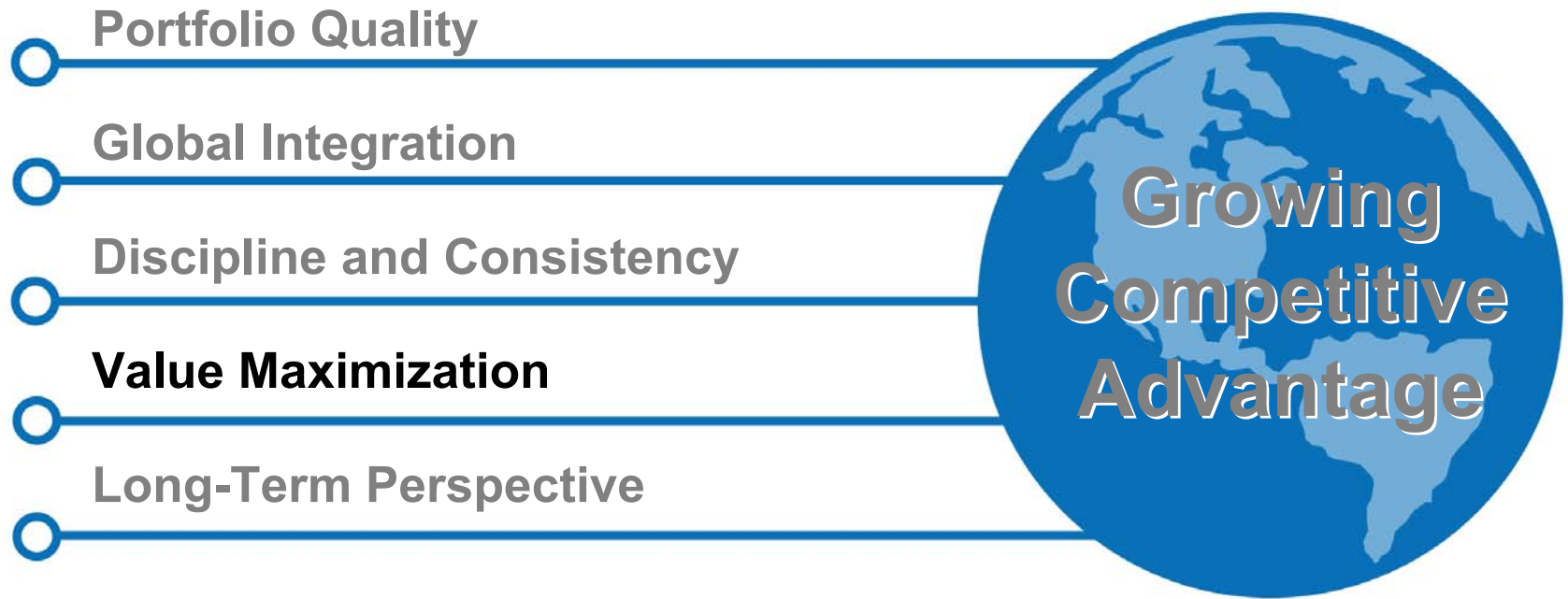
Production Reliability

Uptime Performance

XOM-Interest Facilities, %



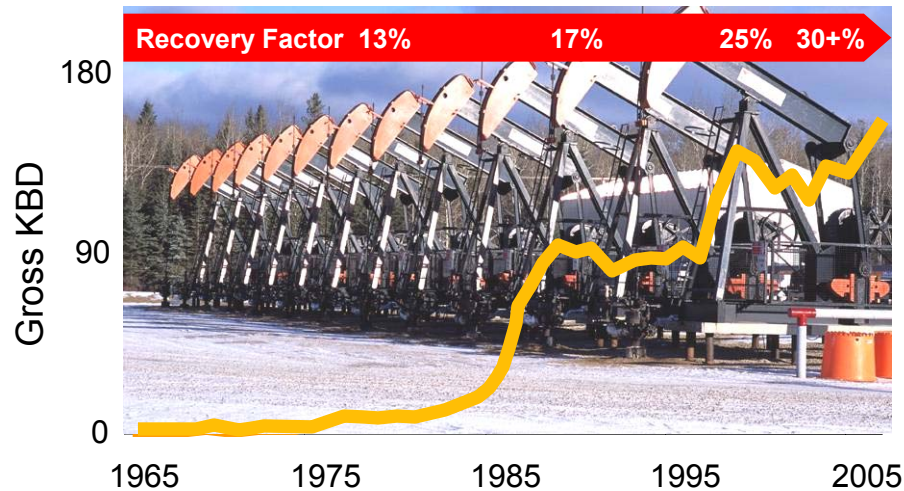
Company Strengths



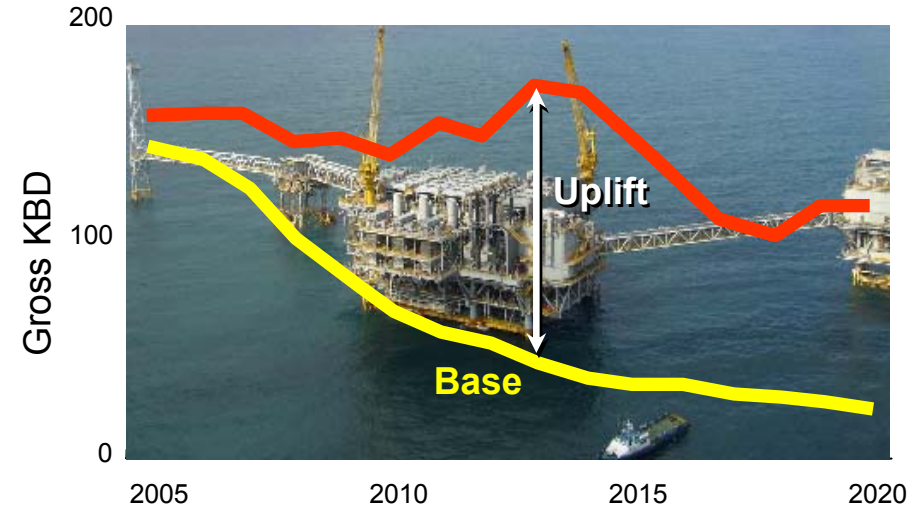
Upstream: Value Maximization

Maximizing Base Recovery

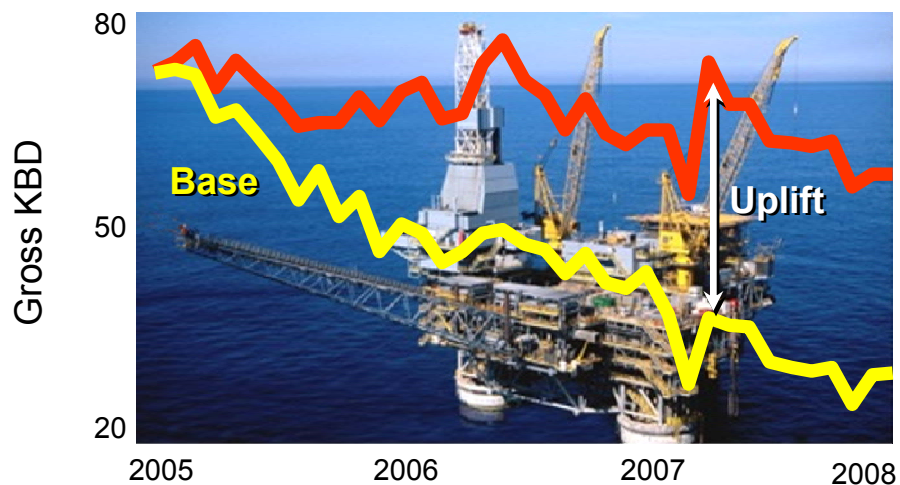
Canada - Cold Lake Production Growth



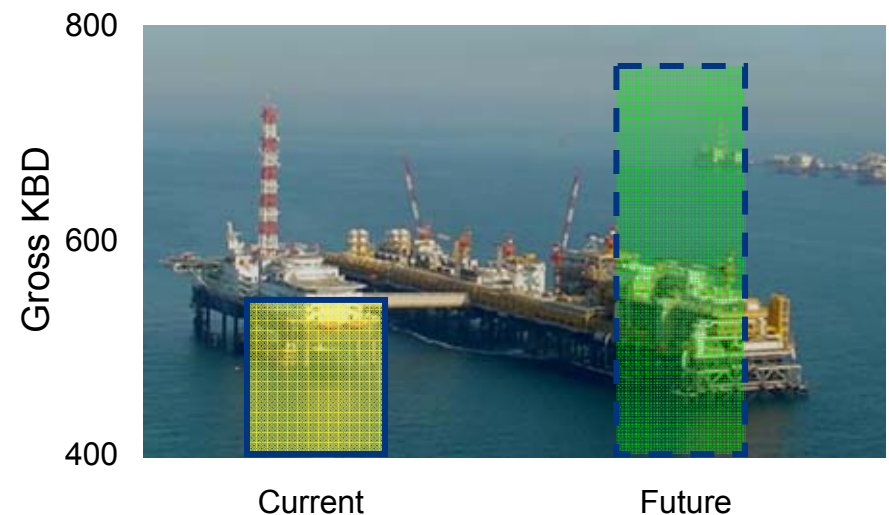
Nigeria - East Area Projects



Australia - Gippsland Work Program

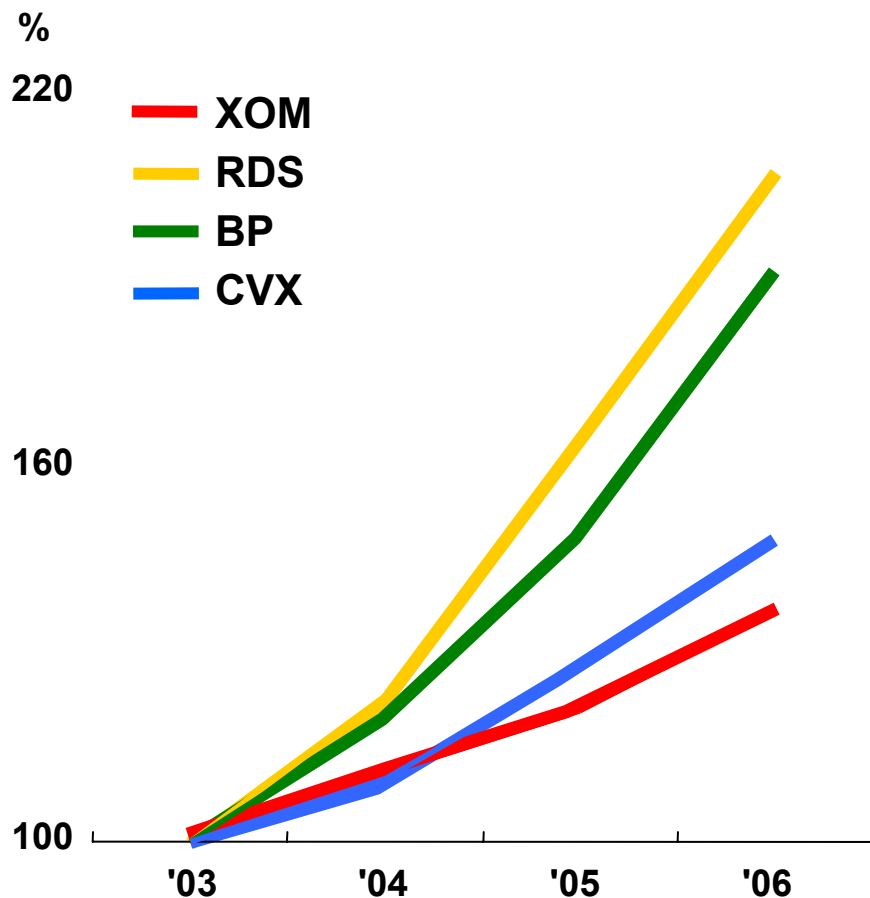


Abu Dhabi - Upper Zakum Capacity Expansion

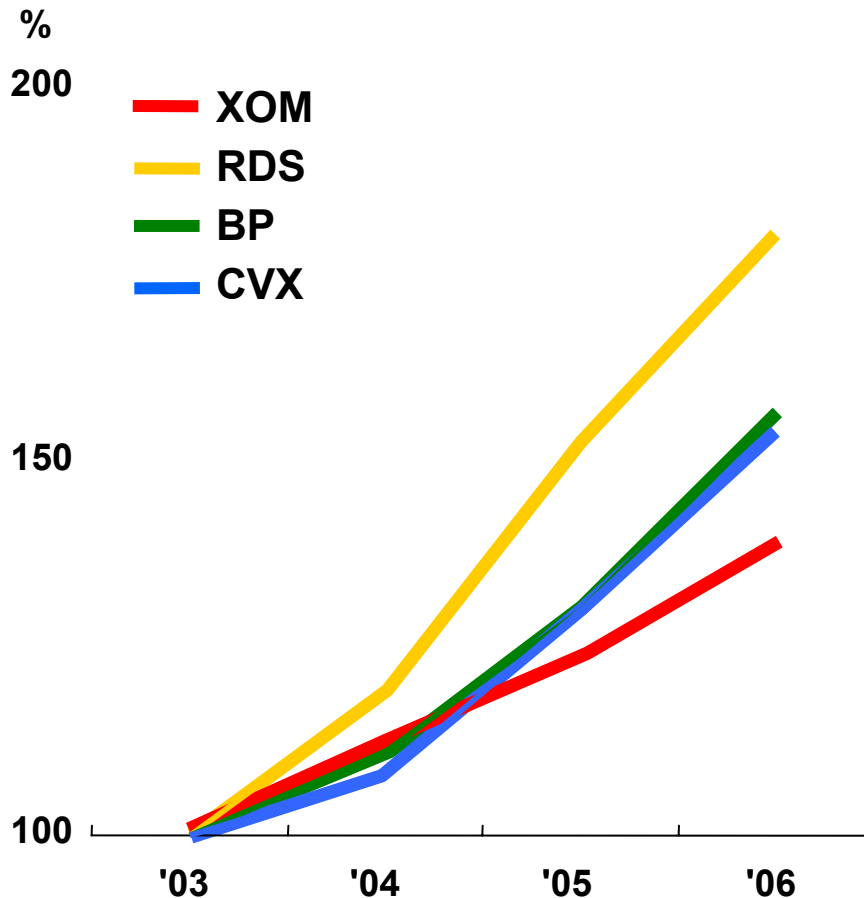


Superior Cost Management

Indexed Cash Costs per OEB*

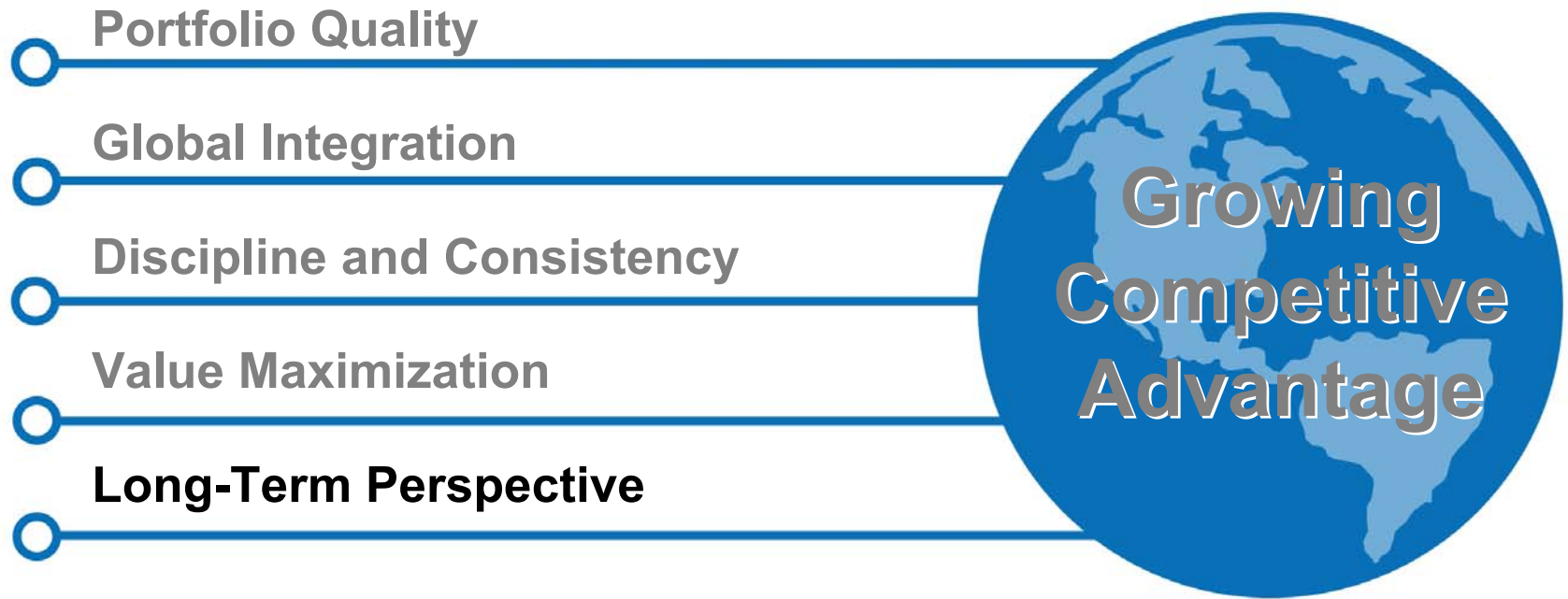


Indexed Total Costs per OEB*



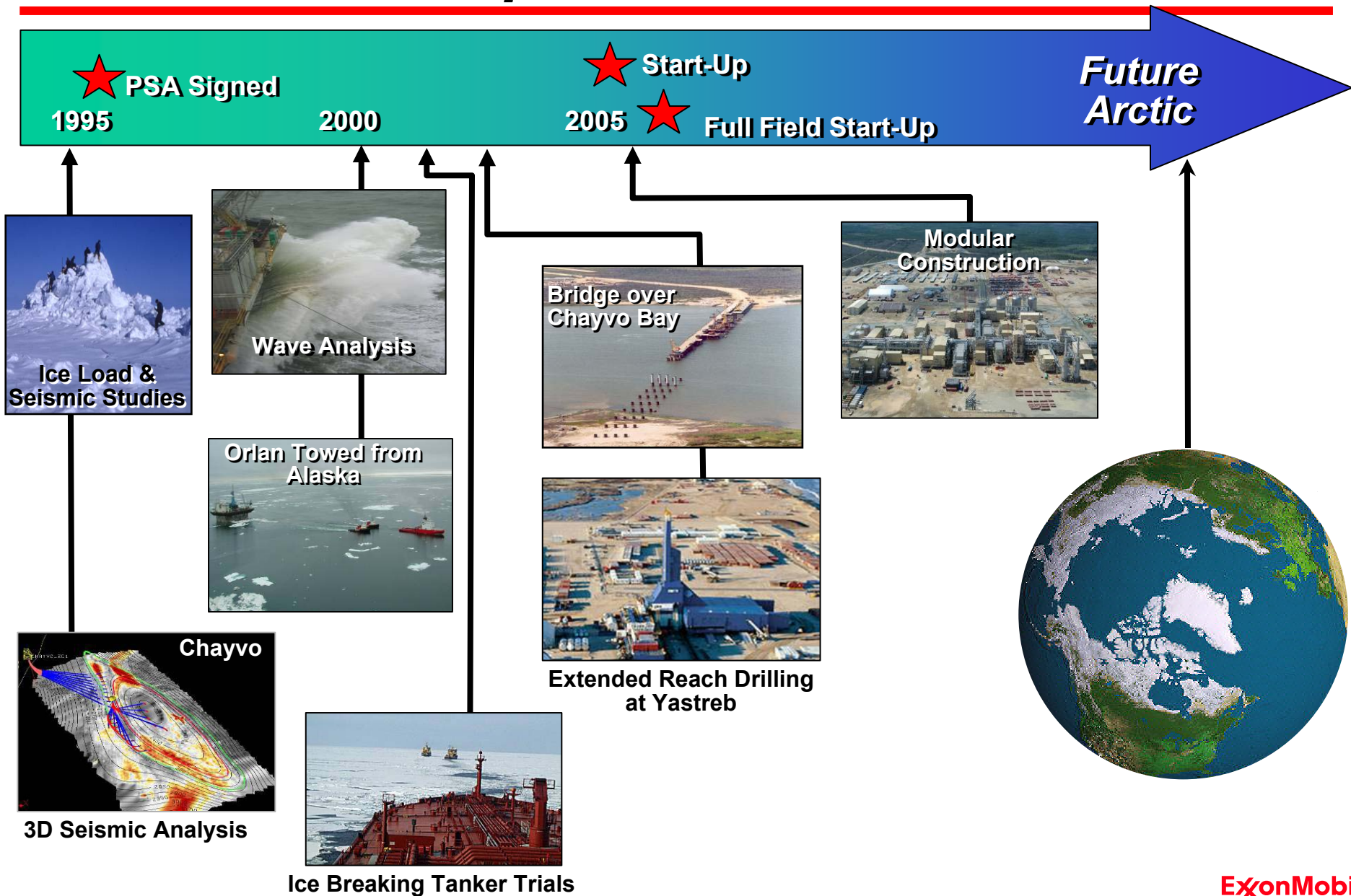
* FAS 69 basis indexed to 2003; competitor data estimated using a consistent basis with ExxonMobil, and based on public information
Cash costs equal production costs excluding taxes plus exploration expenses; total costs add depreciation and depletion
2007 comparison not included because data for BP and RDS not available due to later SEC filing deadline

Company Strengths



Upstream: Long-Term Perspective

Sakhalin-1 Example



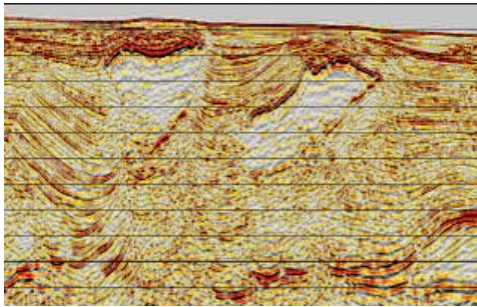
Breakthrough Technology

Identified Opportunities

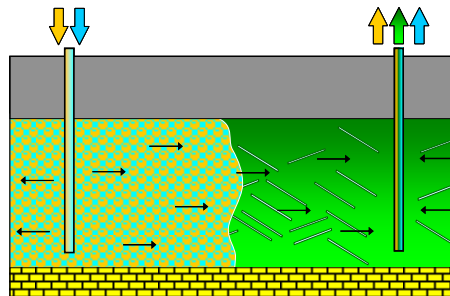
Evaluation

Commercial Successes

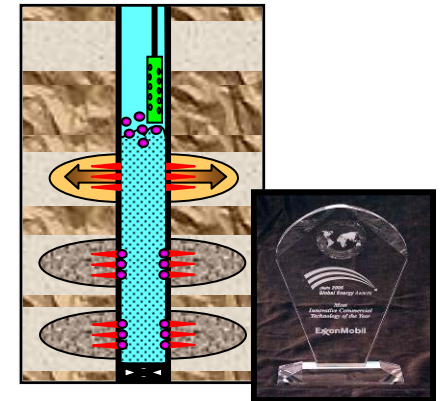
Next-Generation Seismic Imaging



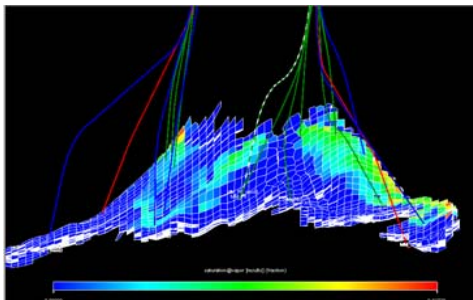
Economic Recovery from Thin Bitumen Reservoirs



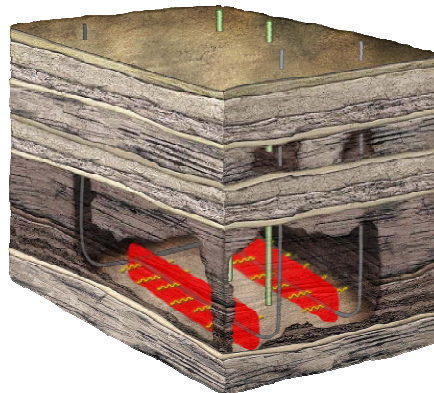
Unlocking Tight Gas (MZST)



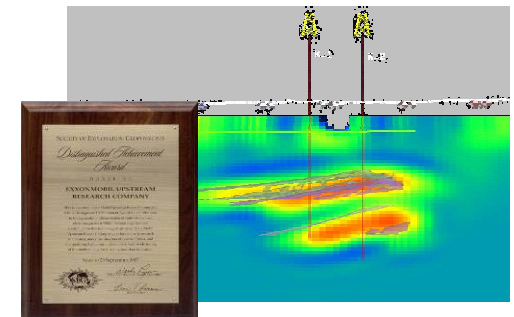
Rapid Reservoir Performance Prediction



In Situ Shale Oil Recovery



Advanced Hydrocarbon Detection (R³MSM)



Upstream: Long-Term Perspective

National Content Development

**National
Content**



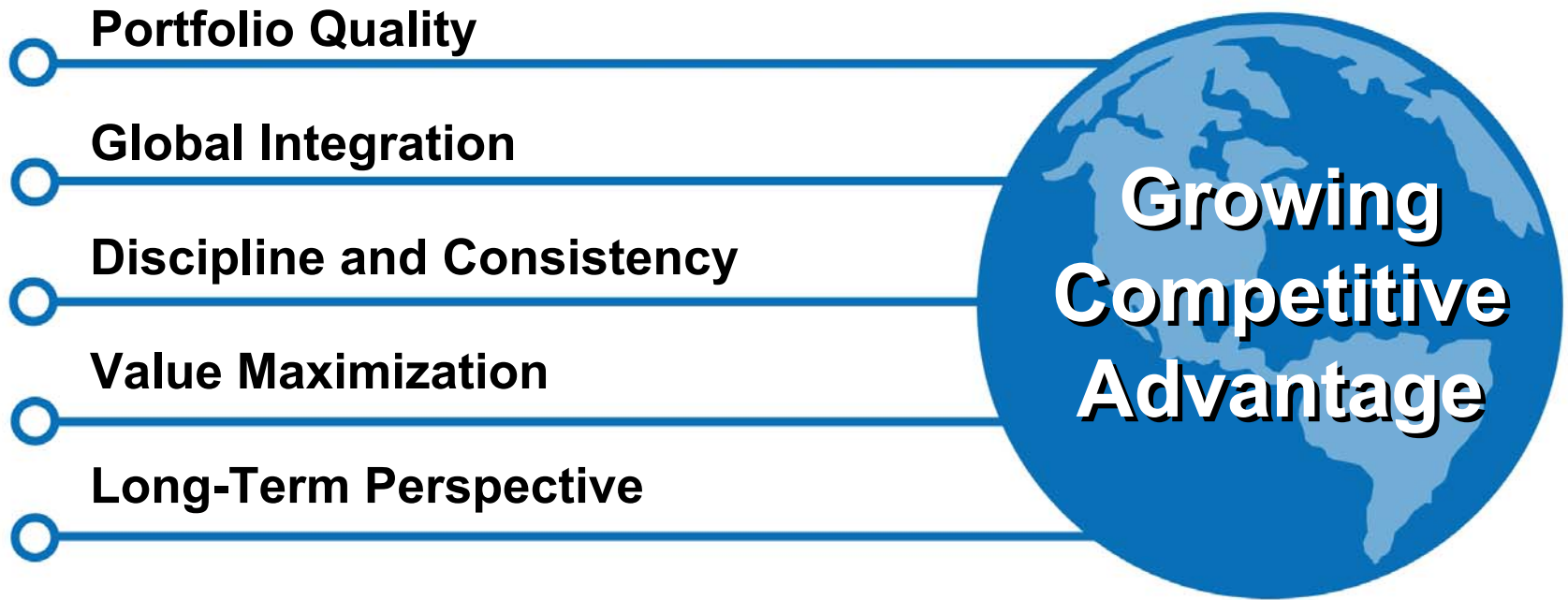
**Workforce
Development**

**Supplier
Development**



**Strategic Community
Investments**

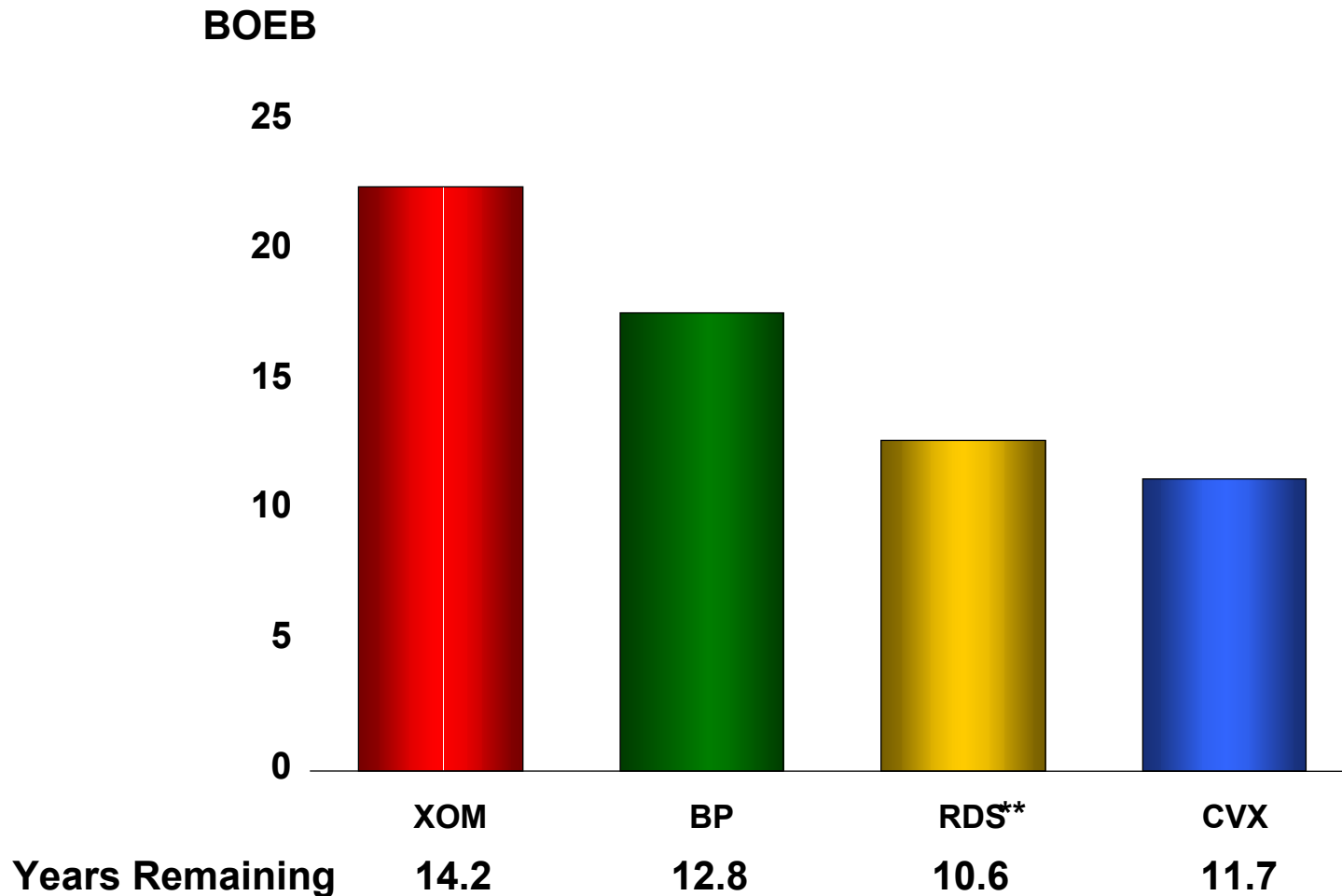
Company Strengths



Upstream: Growing Competitive Advantage

Industry-Leading Reserves

Proved Reserves* (YE 2007)

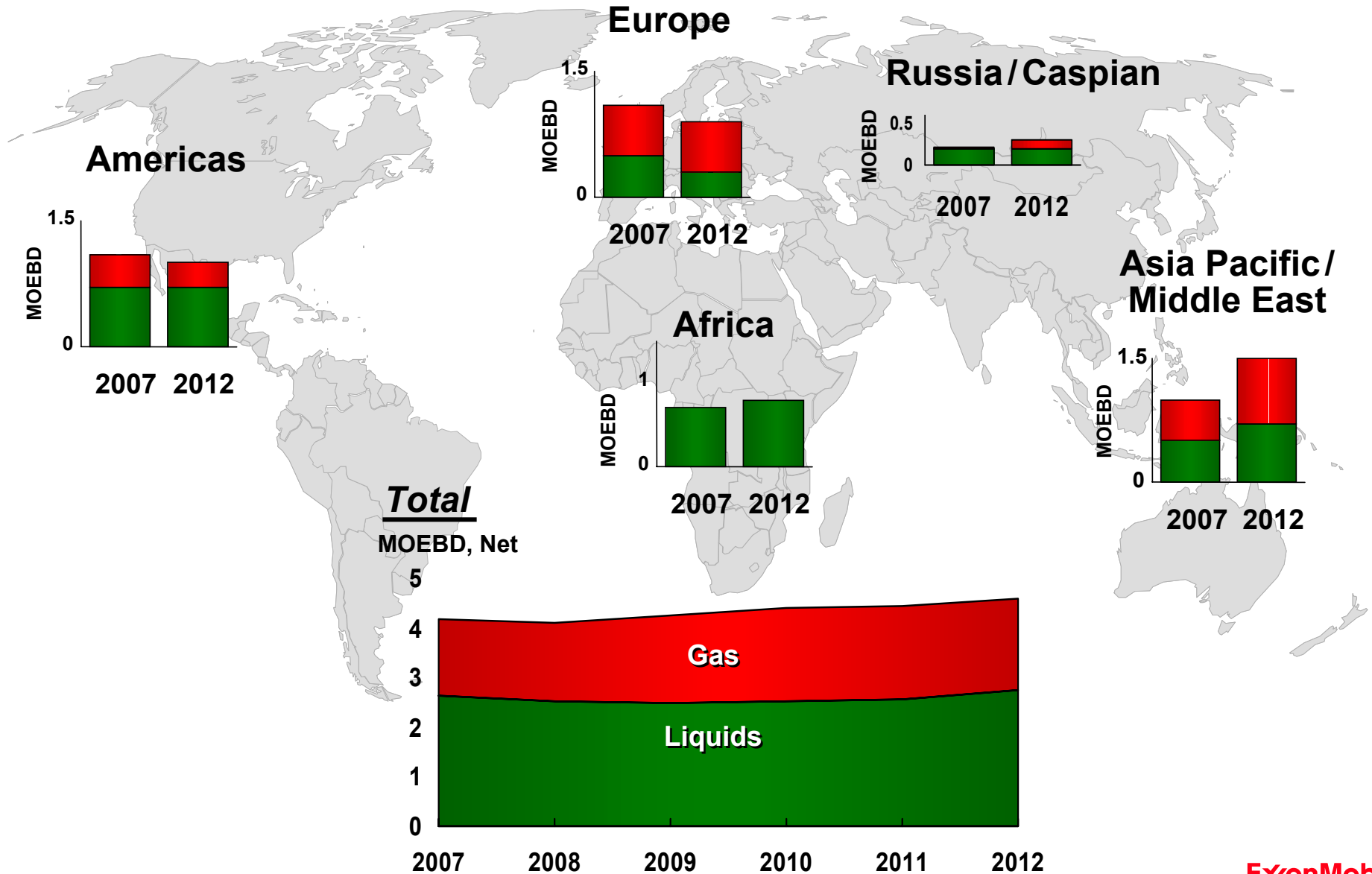


* ExxonMobil reserves include year-end price/cost revisions and Canadian oil sands operations
Competitor data estimated using a consistent basis with ExxonMobil, and based on public information

** RDS 2006 reserves data, 20-F basis

Upstream: Growing Competitive Advantage

Delivering Profitable Capacity Growth

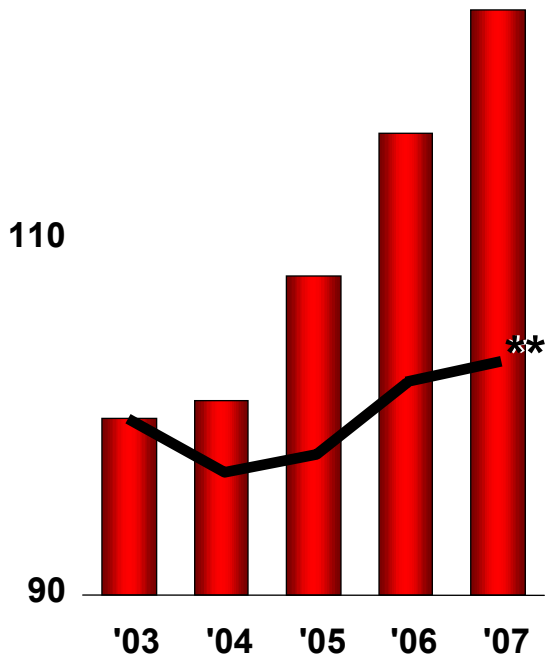


Key Upstream per Share Metrics

Indexed Growth Per Share Since 2003*

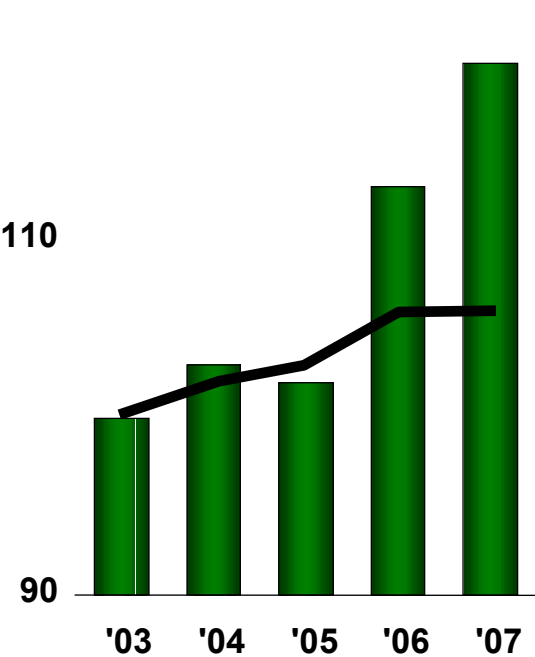
Proved Reserves

%
130



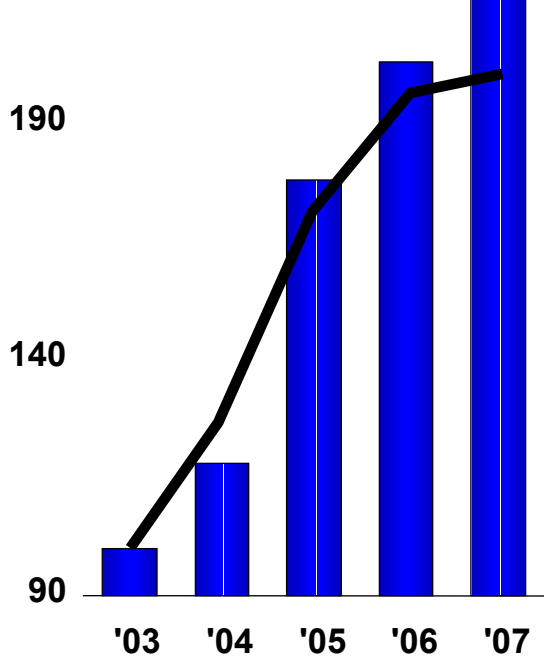
Production

%
130



Earnings

%
240



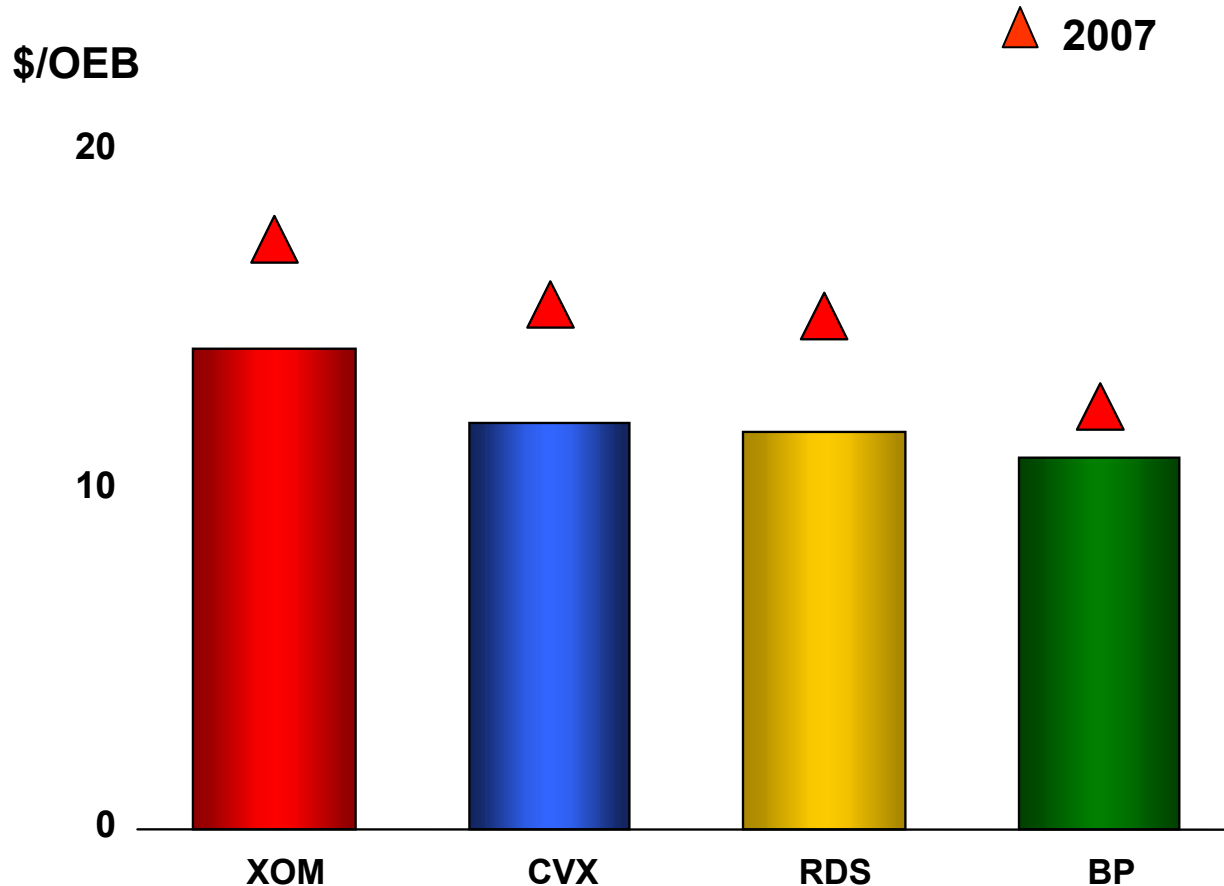
— Competitors (RDS, BP, CVX)

* Competitor data estimated using a consistent basis with ExxonMobil, and based on public information
** 2007 Reserves data estimated for BP and CVX; 2006 reserves data used for RDS because 2007 estimate not available; includes year-end price/cost effects for all

Upstream: Growing Competitive Advantage

Industry-leading Earnings per Barrel

2003-2007 Earnings per Barrel*

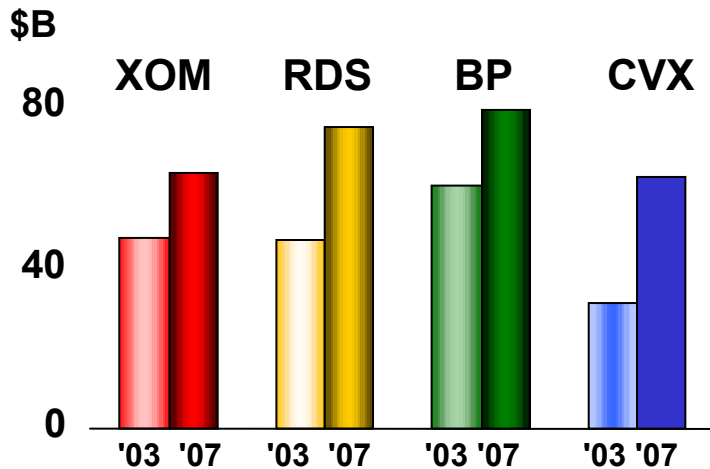


* Competitor data estimated using a consistent basis with ExxonMobil, and based on public information

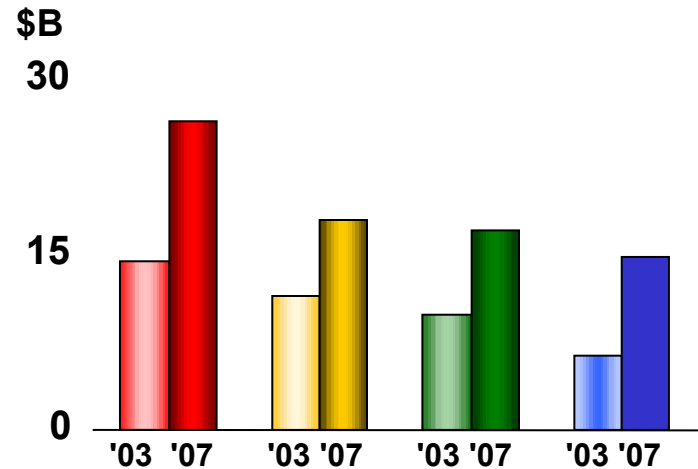
Upstream: Growing Competitive Advantage

Industry-Leading Returns

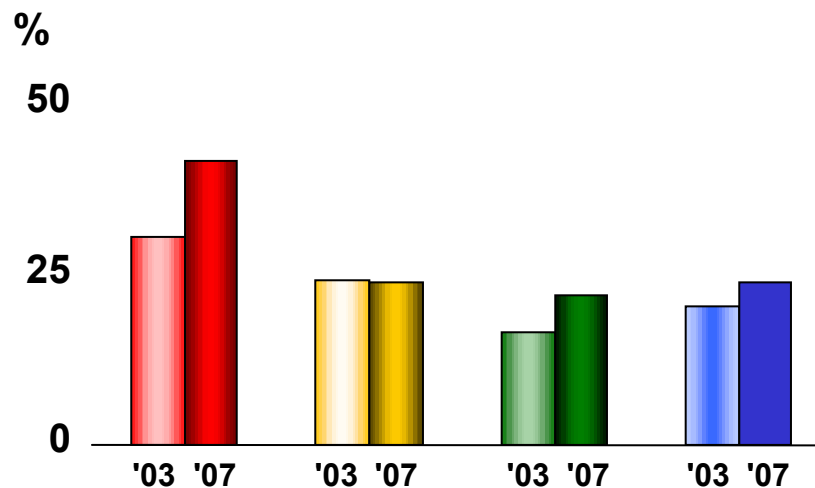
Average Capital Employed*



Reported Net Income*



Return on Average Capital Employed*



*Competitor data estimated using a consistent basis with ExxonMobil, and based on public information



Downstream Overview

Analyst Meeting

March 5, 2008

2007 Highlights



Refining & Supply



Fuels Marketing



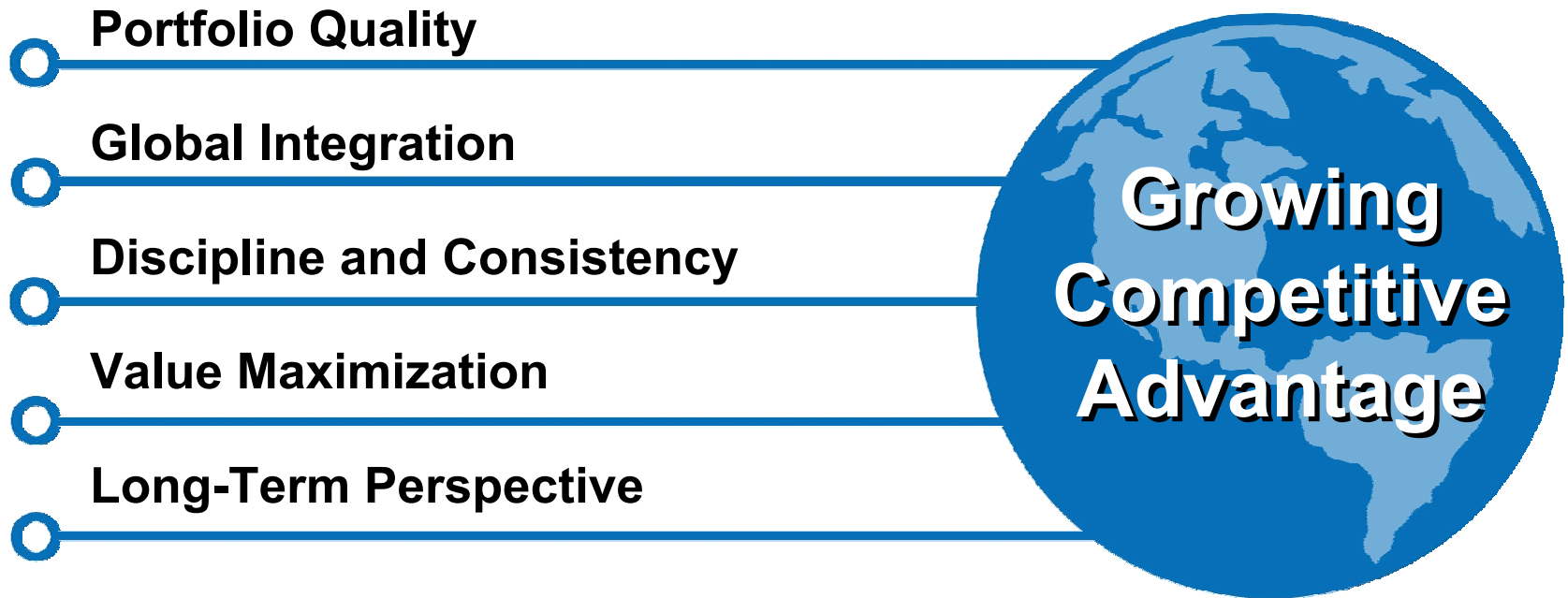
Lubes Marketing

- Record financial performance
 - Earnings \$9.6 B
 - ROCE 37.8 %
 - Refinery throughput 5.6 MBD
 - Petroleum product sales 7.1 MBD
- Operational excellence continues
 - Environmental, energy efficiency
- Strategic initiatives delivering results
 - More than \$1B “self-help” each year
- Capital discipline maintained

Business Strategies

- Maintain **best-in-class** operations, in all respects
- Provide **quality, valued products** and **services** to customers
- Lead industry in **efficiency** and **effectiveness**
- Capitalize on **integration** with other ExxonMobil businesses
- **Selectively invest** for resilient, advantaged returns
- Maximize value from **leading-edge technology**

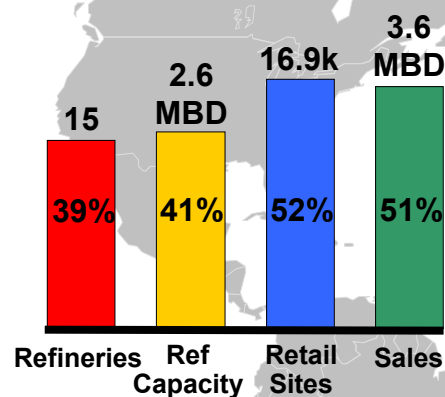
Company Strengths



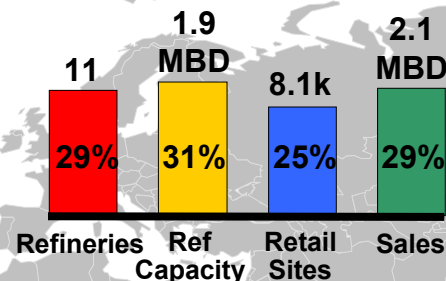
Downstream: Portfolio Quality / Global Integration

Business Overview – 2007

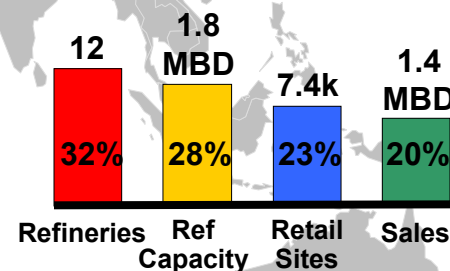
AMERICAS



EUROPE / AFRICA / ME



ASIA PACIFIC



- Largest global refiner
- Largest global supplier & marketer of petroleum products
- Largest manufacturer & marketer of basestocks and synthetic lubes

Refining Structural Advantages

Capacity and Geographic Mix

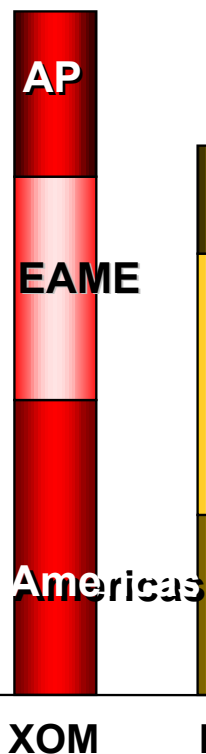
MBD

6

4

2

0



Average Refinery Size

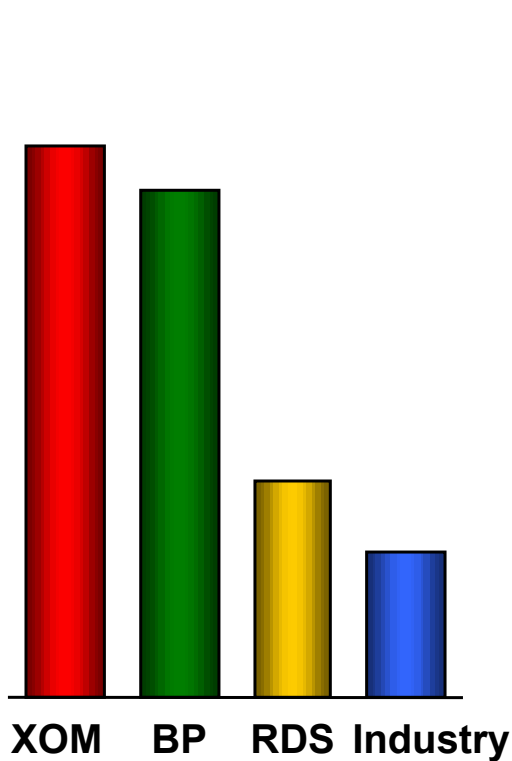
KBD

250

200

150

100



Integration with Chemicals or Lubes

%

80

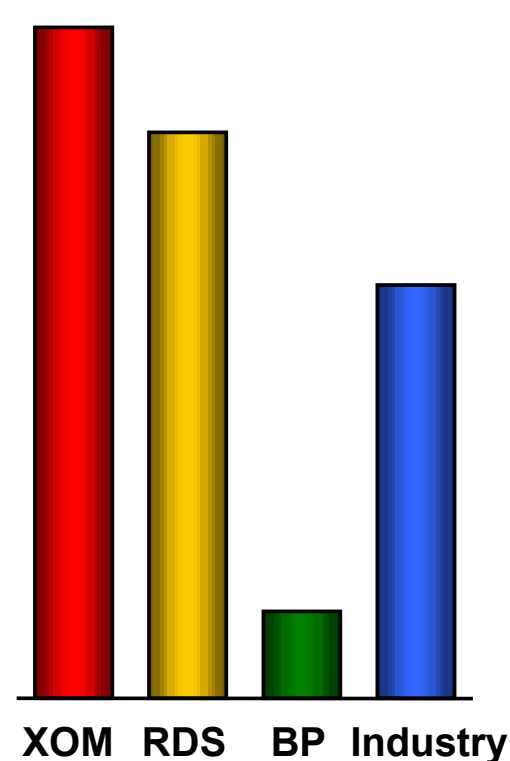
70

60

50

40

30

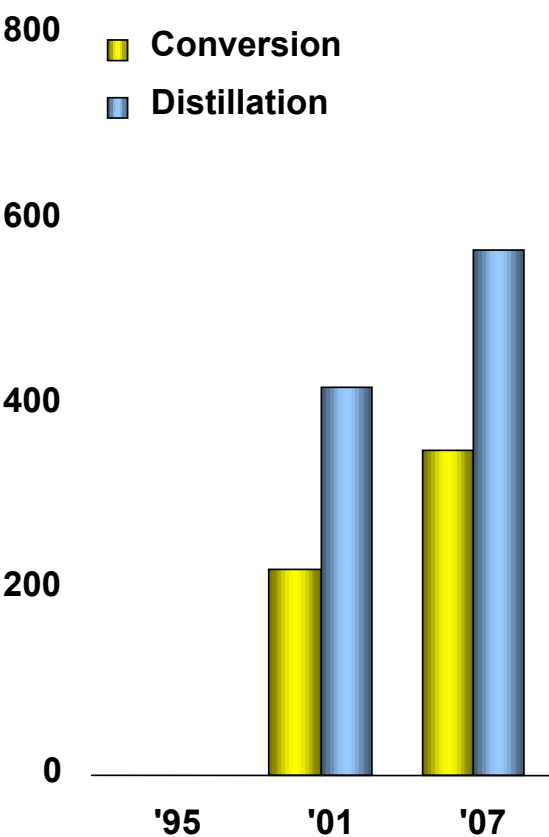


World's largest refiner with global scale and integration advantages

Self-Help: Refining Margin Enhancement

Capacity Growth

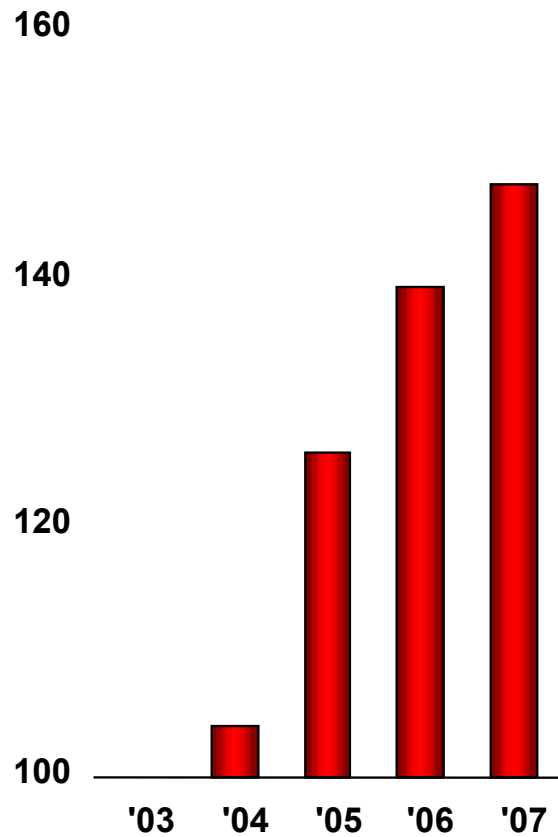
KBD



Adding the equivalent of an average sized refinery every 3 yrs

Advantaged Raw Materials

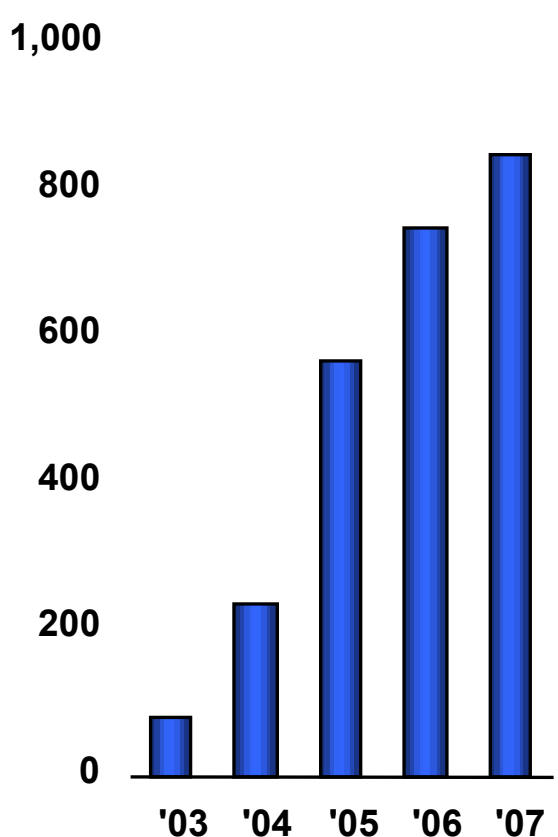
Indexed, %



Processing challenged crudes at twice the industry average

Molecule Management

\$M/Yr Margin, Before-Tax

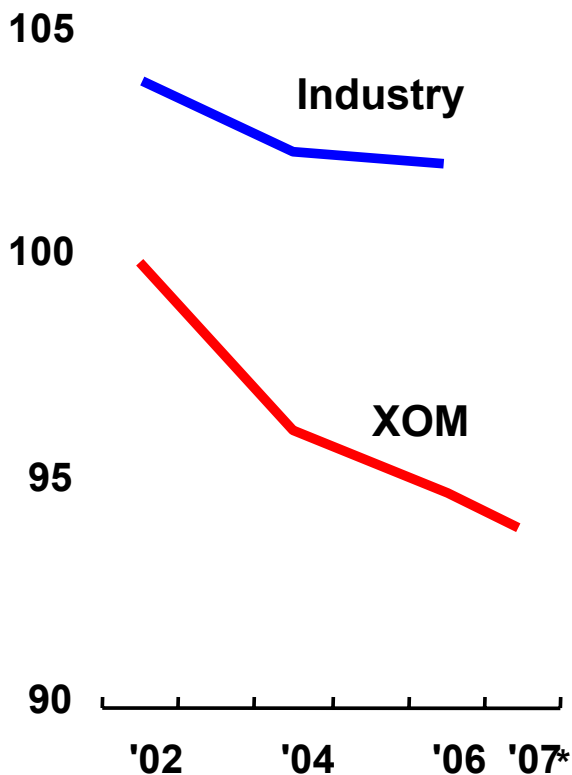


Improving profitability with proprietary technology

Self-Help: Refining Operating Efficiency

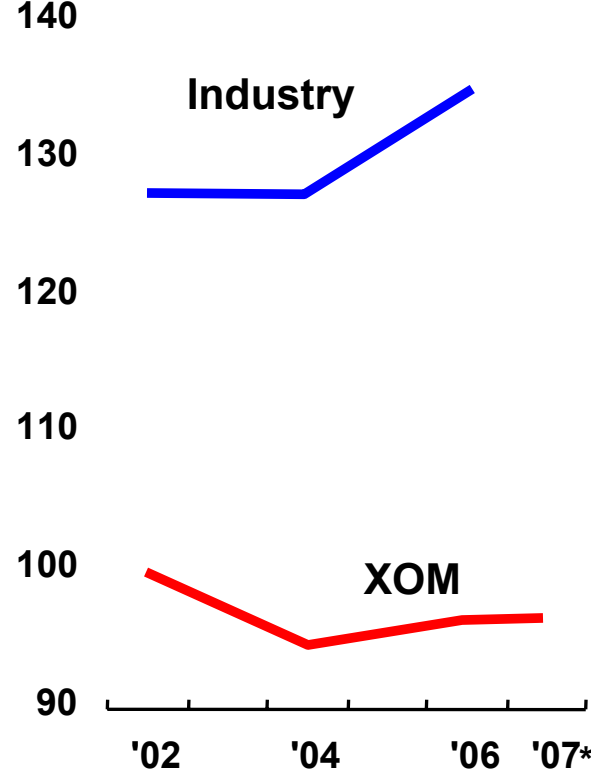
Energy Index

Indexed



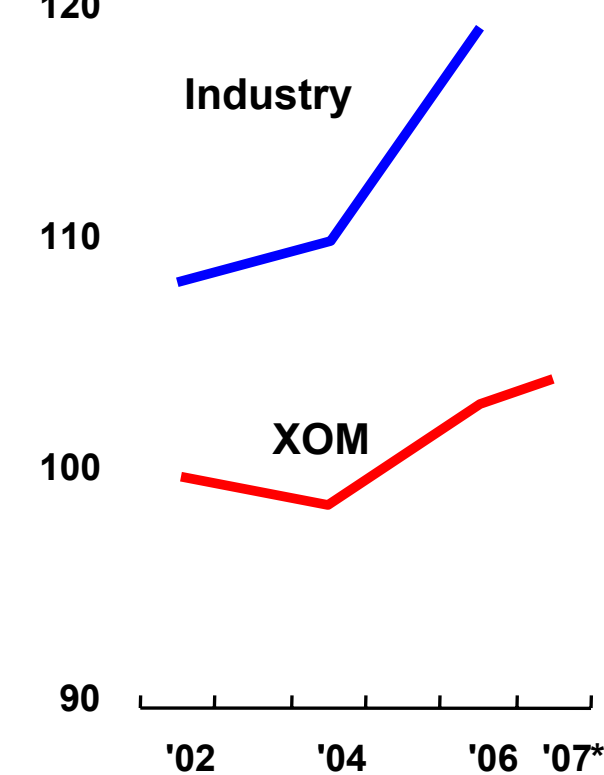
Personnel Index

Indexed



Unit Cash Cost

Indexed



Widening our efficiency advantage versus industry

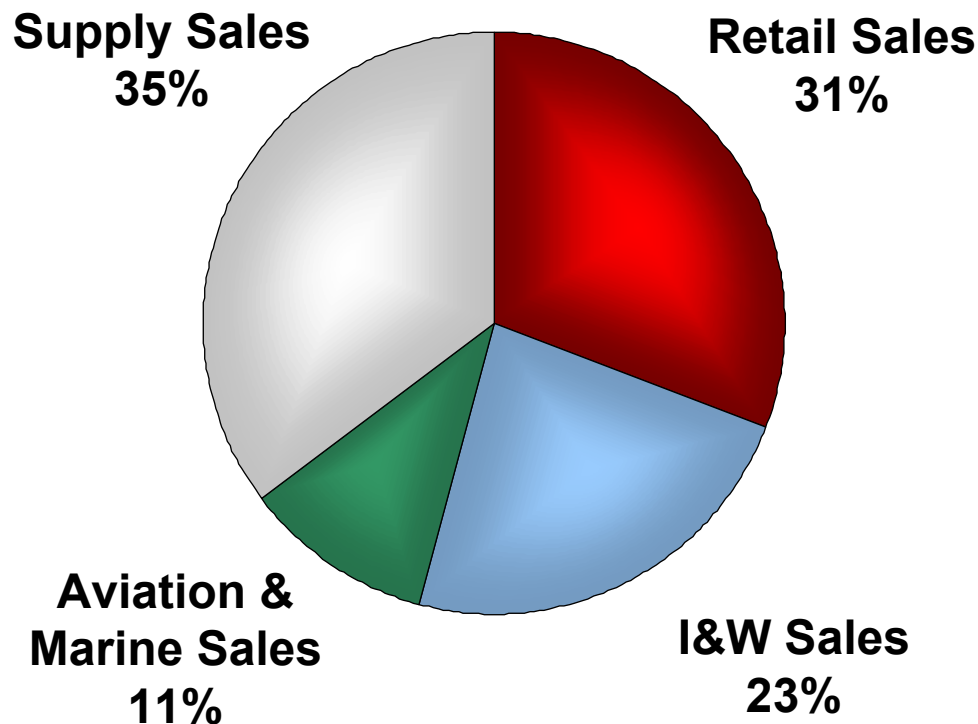
Source: Solomon

* 2007 Estimated – Solomon survey only prepared in even years

Fuels Marketing Structural Advantages

Global Fuel Sales

Volume %



- Largest supplier and marketer of petroleum products
- Leveraging integration with refining
- Broad spectrum of customer channels
- Product placement for highest value
- Global systems, work processes and best practices

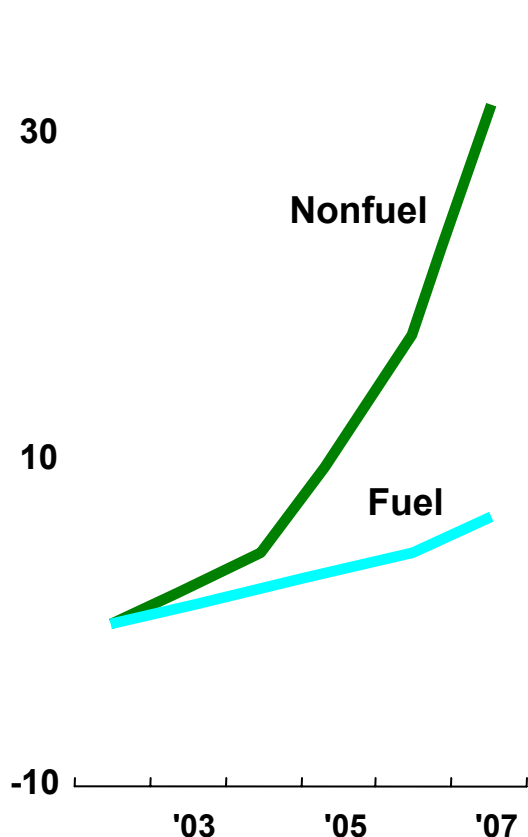
Downstream: Value Maximization / Discipline and Consistency

Fuels Marketing Self-Help

Retail Site Productivity

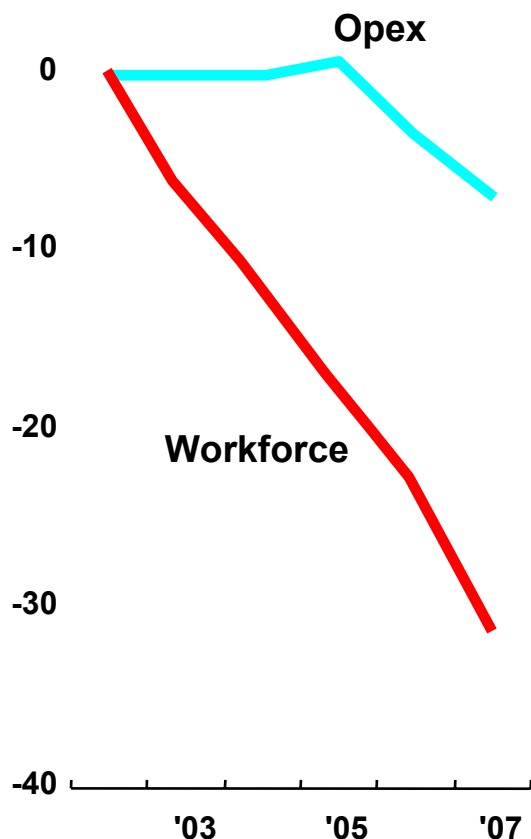
(Fuels Volume and Nonfuels Margin per Site)

Indexed



Operating Efficiencies

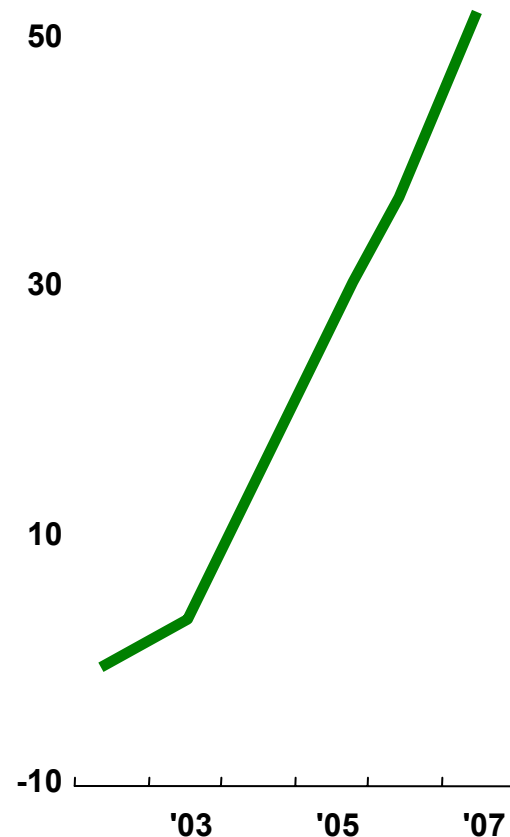
10
Indexed



Capital Efficiency

(Sales per Dollar Capital Employed)

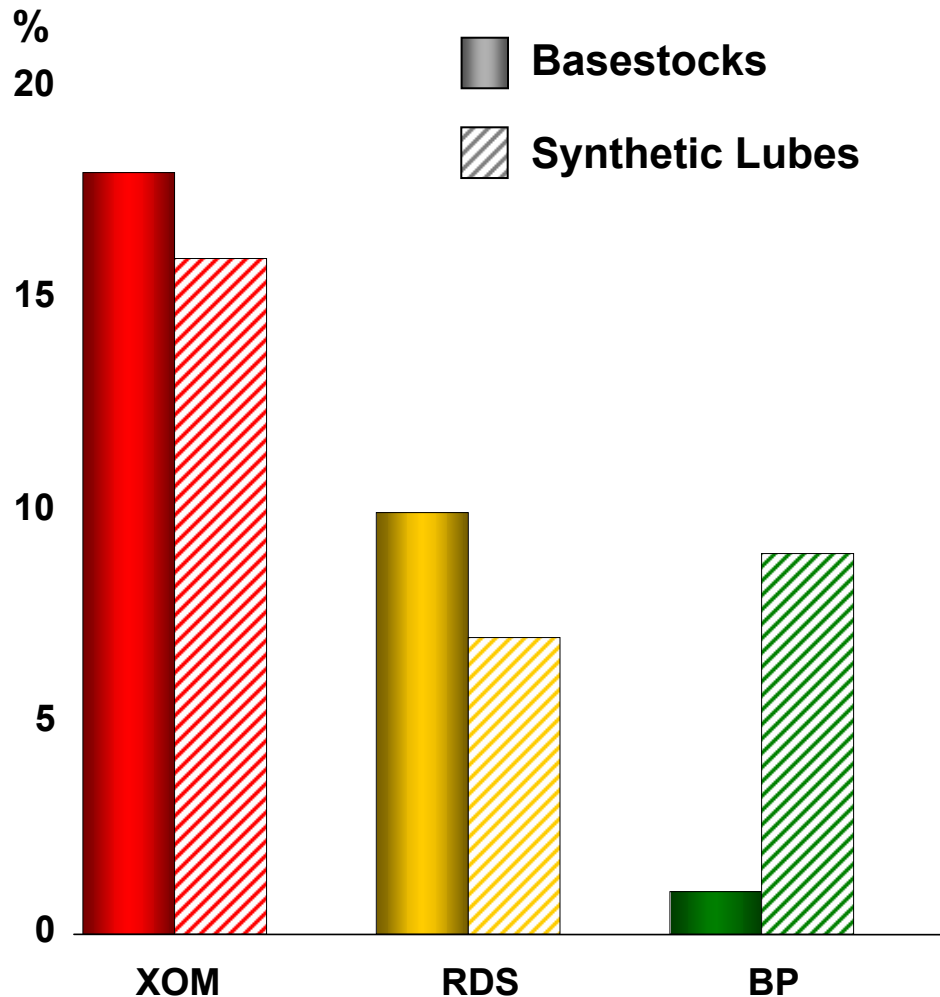
Indexed



Portfolio highgrading and improved efficiency delivering increased profitability

Lubes Marketing Structural Advantages

Market Share



- Largest manufacturer and marketer of lube basestocks
- Leveraging integration with refining
- Leader in marketing synthetic lubes
- Strong OEM relationships
- Technically advanced products

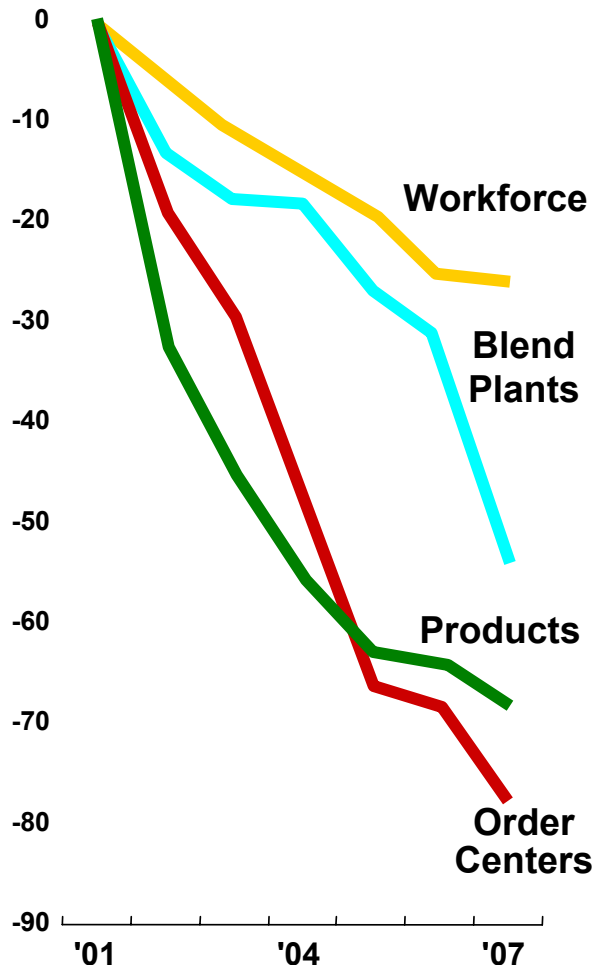
Source: Estimated based on industry sources and public information

Downstream: Value Maximization / Discipline and Consistency

Lubes and Specialties Self-Help

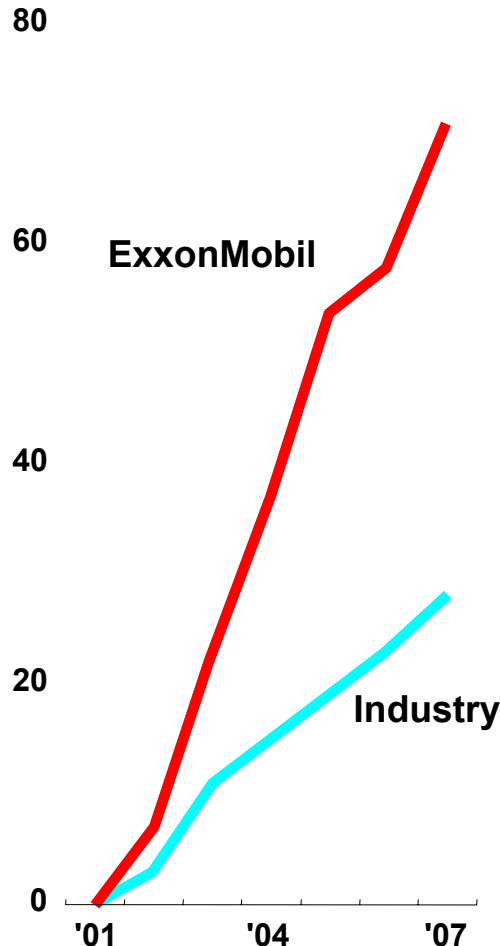
Operating Efficiencies

Indexed



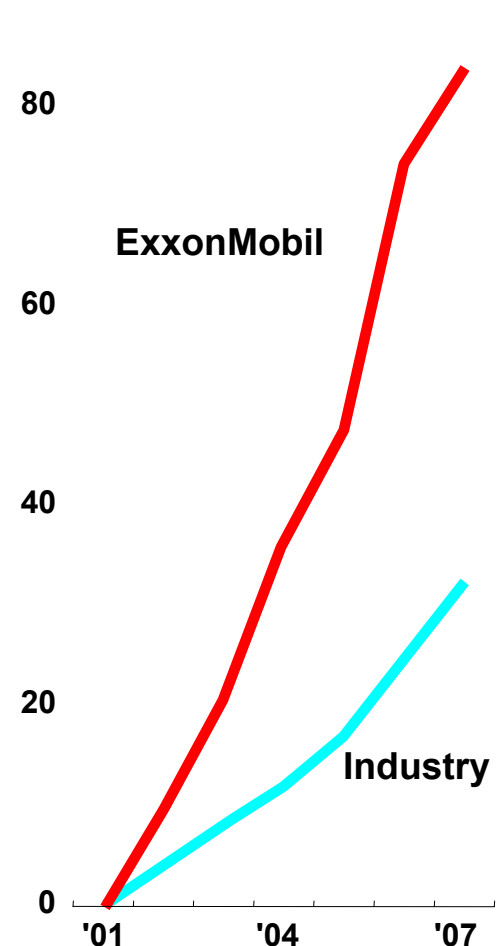
Key Growth Markets

Indexed (Finished Lube Sales)



Synthetics Sales Growth

Indexed



Simplification, targeted growth & technology leadership providing long-term competitive advantage

Source: Based on industry sources and public information.

ExxonMobil

Downstream Self-Help

\$B After-Tax

2

■ Margin Enhancements

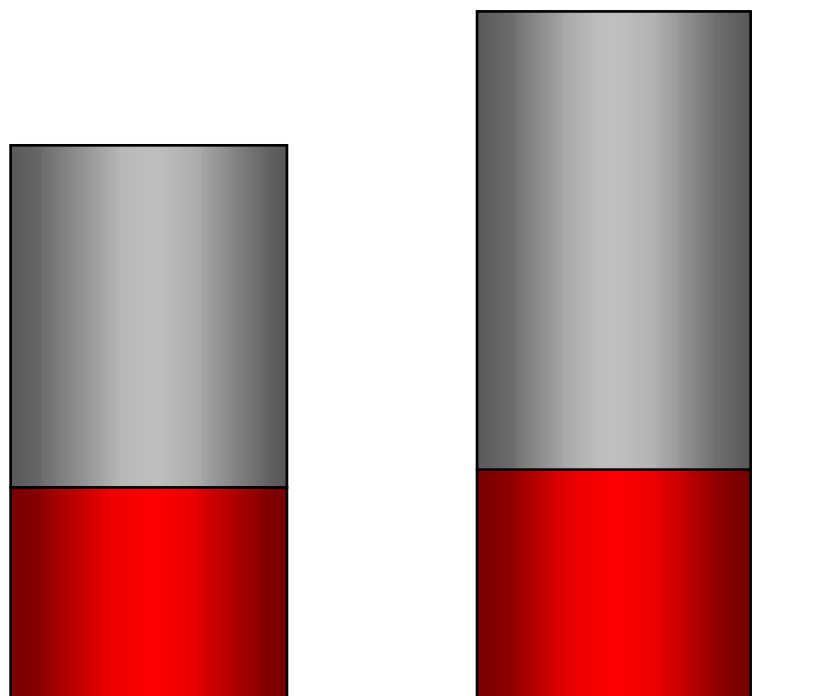
■ Opex Efficiencies

1

0

'03 - '06 Avg

'07



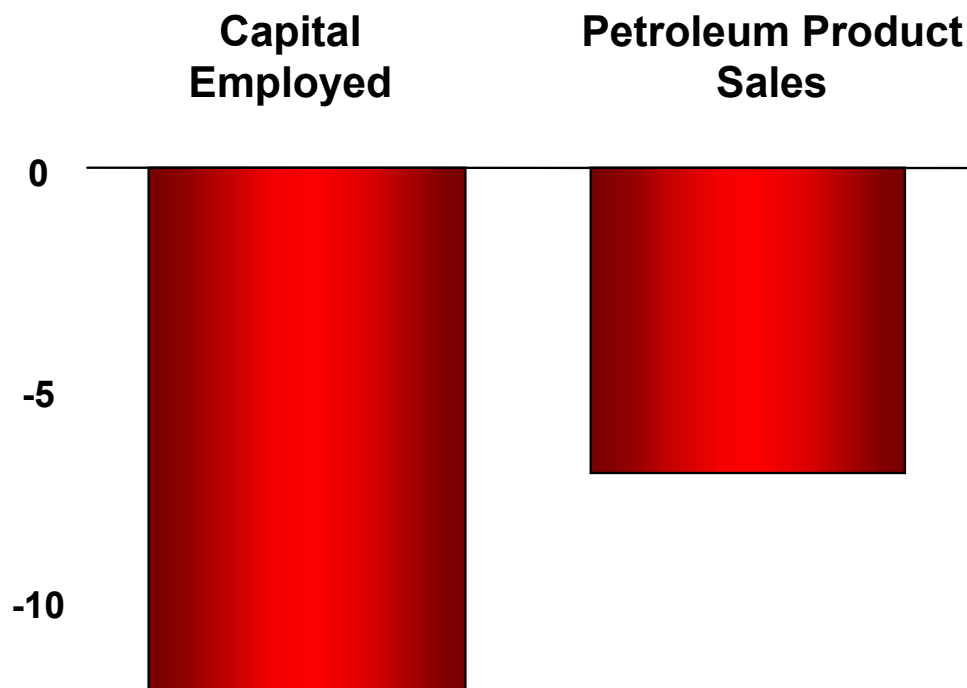
- **Delivering >\$1B AT Self-Help per year**

- Advantaged raw materials
- Capacity growth
- Molecule management
- Higher value products
- Operating efficiency

Downstream High-grading

Divestment Impacts Versus '03 Base

%



- Active portfolio high-grading
- Key to maintaining flat capital employed profile
- Improved capital efficiency
- Positive impact on ROCE

Fujian World Class Integrated Complex

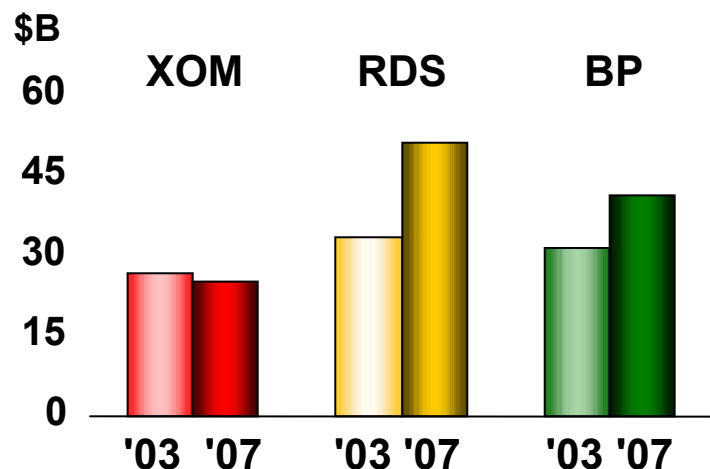


- **Fujian venture formed in mid-2007**
 - **World-scale, integrated refining and chemical complex**
 - **Fuels marketing JV including approximately 750 retail sites**
- **Plant expansion start-up expected in 2009; Base refinery and Fuels Marketing Venture in operation**
- **Participation across value chain; crude processing through marketing**

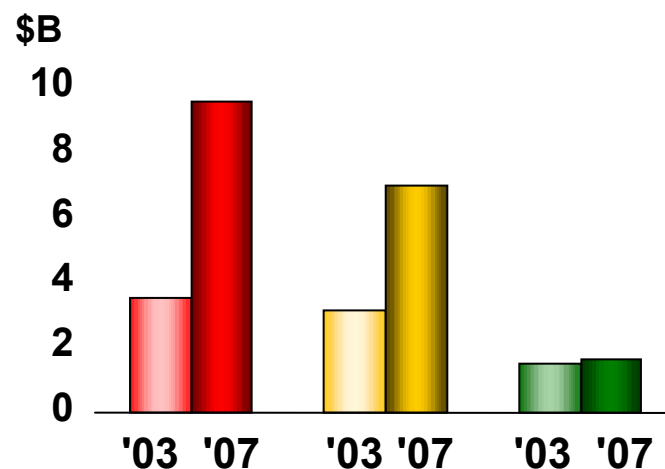
Downstream: Growing Competitive Advantage

Industry-Leading Returns

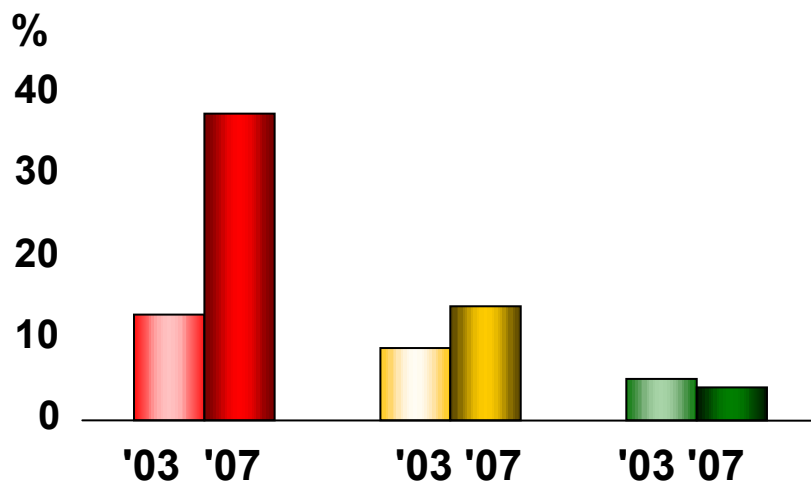
Average Capital Employed*



Reported Net Income*

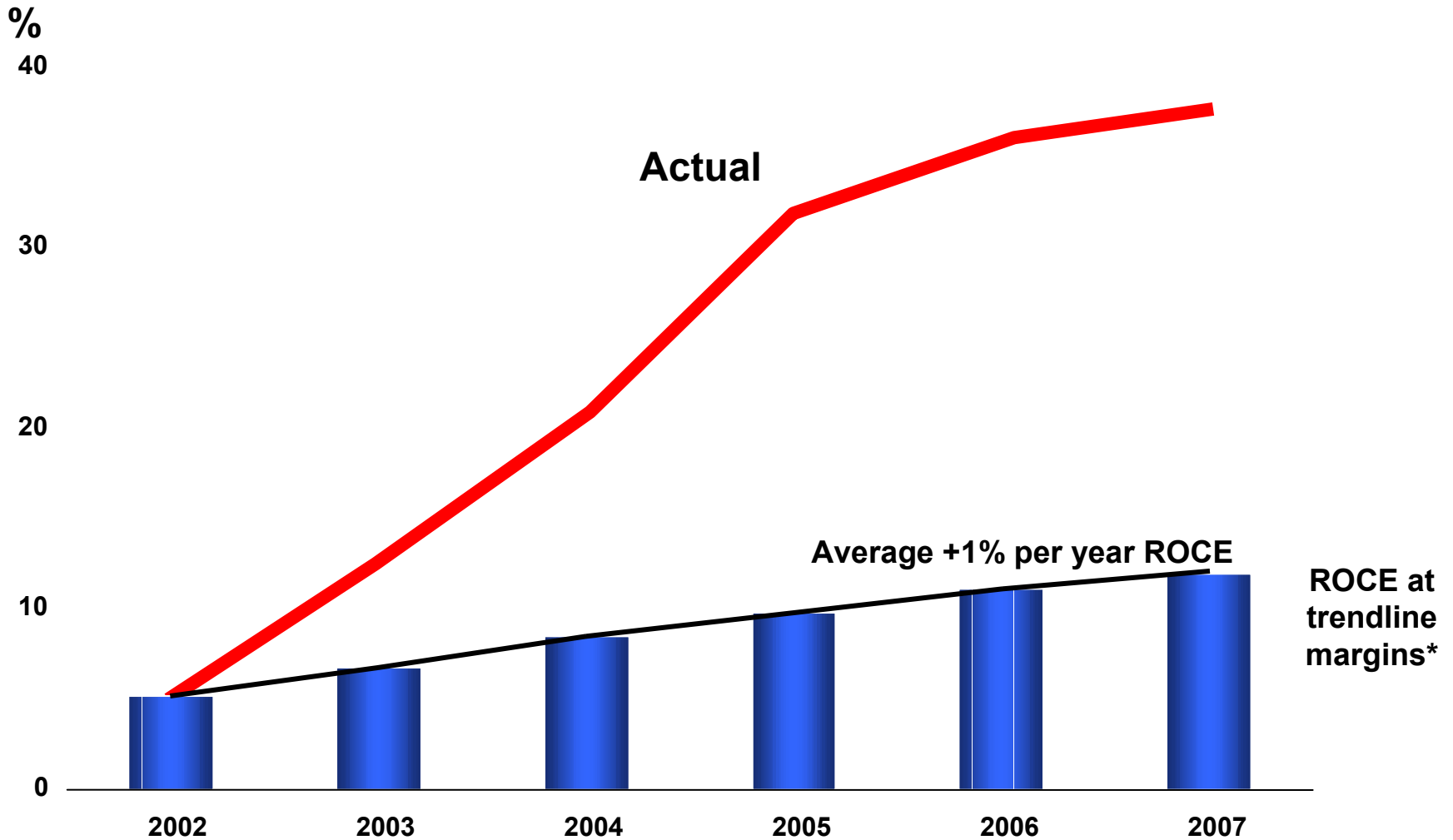


Return on Average Capital Employed*



*Competitor data estimated using a consistent basis with ExxonMobil, and based on public information

Downstream ROCE Performance



* At average turnaround level

Improving ROCE by 1% per year at trendline margins



Chemical Overview

Analyst Meeting

March 5, 2008

Chemical 2007 Highlights



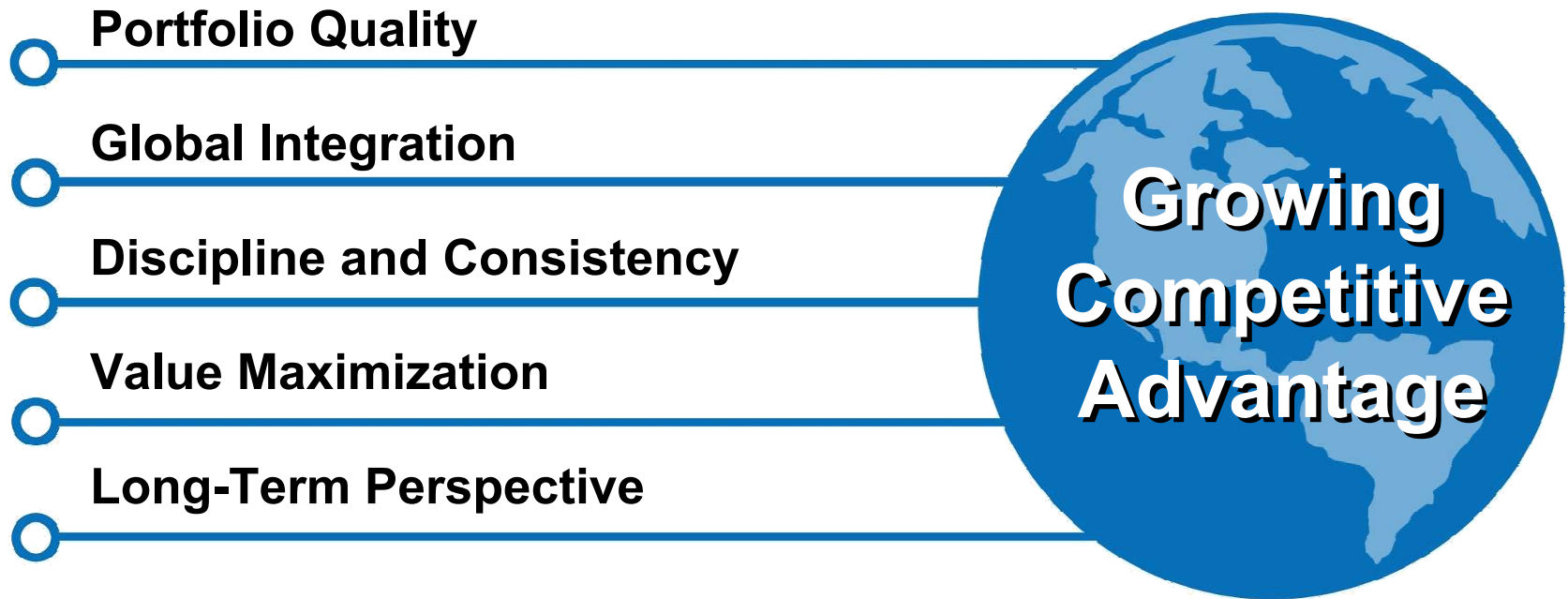
- **Record financial performance**
 - Earnings **\$4.6 B**
 - ROCE **34.0 %**
- **Operational excellence continues**
 - Safety, reliability, energy efficiency
- **Strategic initiatives delivering results**
 - Over \$500M AT “self-help” per year
- **Investing in advantaged growth**
 - Capex of \$1.8B

Business Strategies

Long-term strategy built on ExxonMobil's core competencies

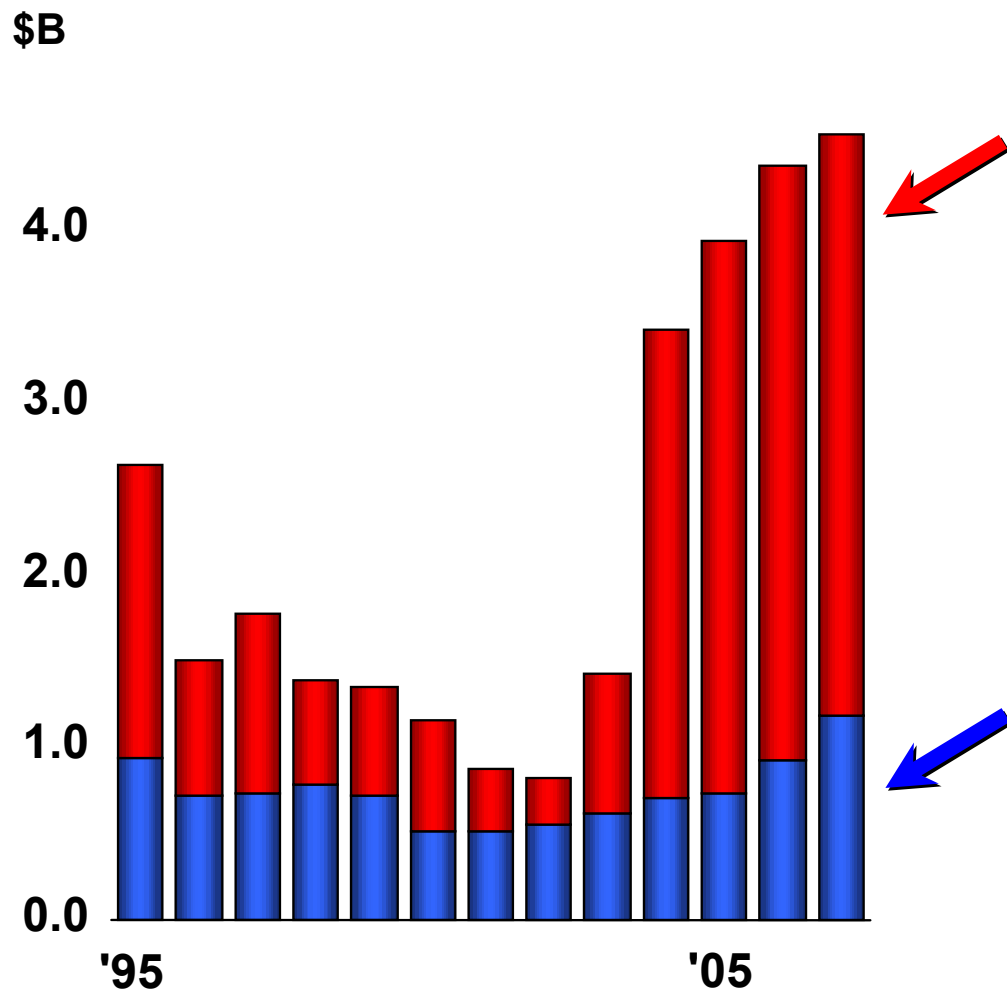
- **Unique portfolio** of global businesses
- **Integration** across ExxonMobil operations
- Relentless focus on **operational excellence**
- **Disciplined investment** in advantaged projects
- **Technology** leadership

Company Strengths



High-Performing Business Portfolio

ExxonMobil Chemical Earnings



Commodity Businesses

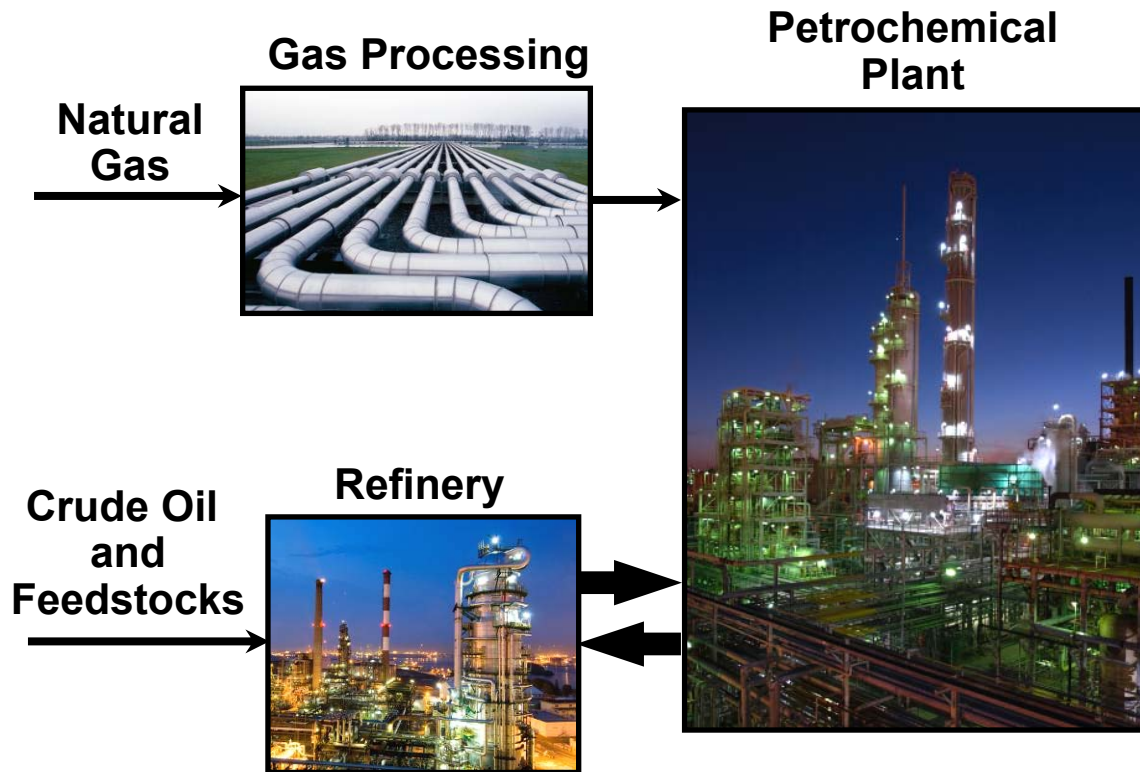
	Rank*
Aromatics	1
Olefins	2
Polyethylene	2
Polypropylene	5

Specialty Businesses

	Rank*
Butyl	1
Fluids	1
Oxo	1
Synthetics	1
Films	1
Adhesion	1
Specialty Elastomers	2
Additives	2

*Based on worldwide market position

Value Through Integration Advantage



Areas of Synergy

- Advantaged feed access
- Molecule optimization
- Energy integration
- Shared site services
- Global processes / systems

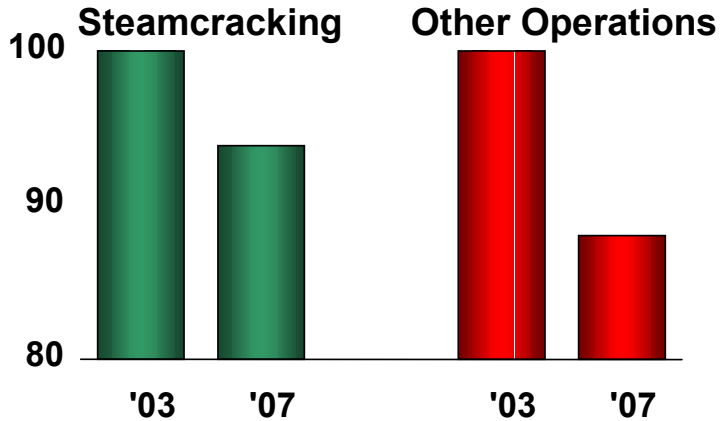
Cumulative integration benefits > \$850M BT since 2002

Chemical: Discipline and Consistency

Operational Excellence

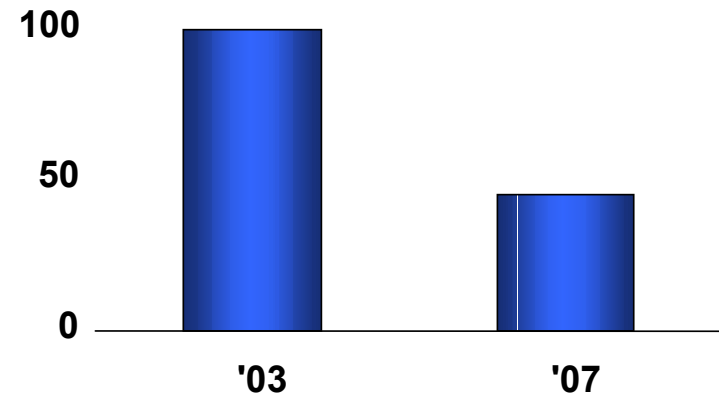
Energy Efficiency

Per Unit of Production, Indexed



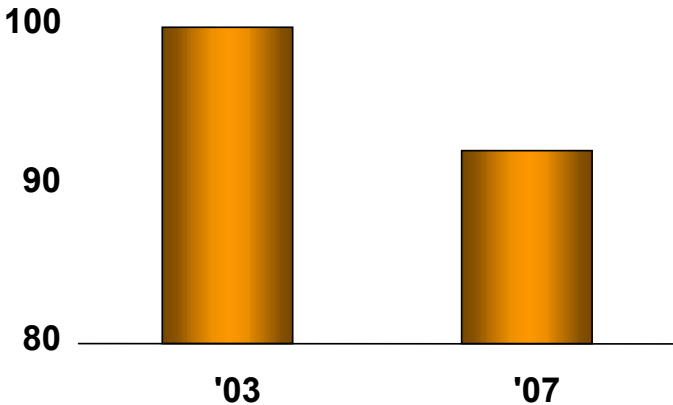
Reliability Losses

%, Indexed



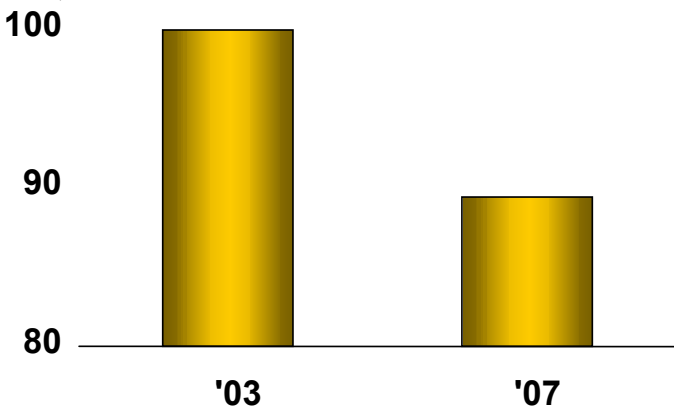
Workforce

#, Indexed



Operating Costs

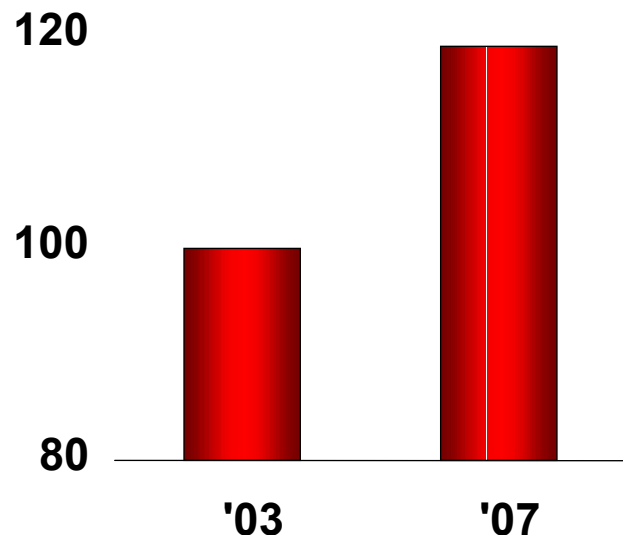
'07 \$, Indexed



Advantaged Feedstocks

Advantaged Steamcracking Feeds

MT, Indexed



Focus Areas

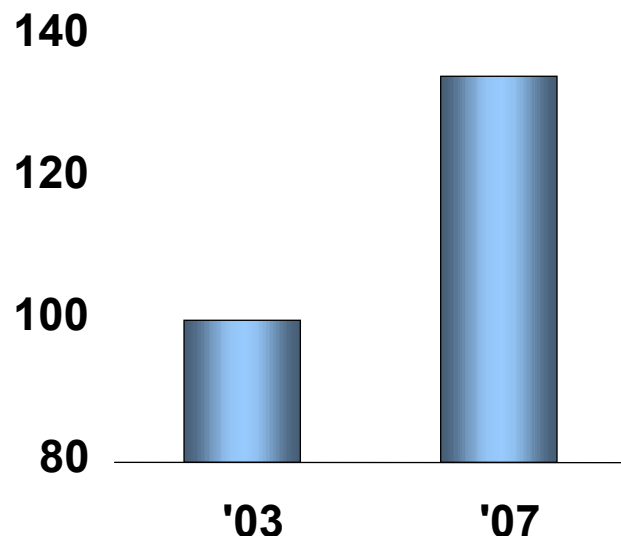
- Feedstock flexibility
- Cracker technology
- Middle East ethane



Premium Product Growth

Premium Products

MT, Indexed



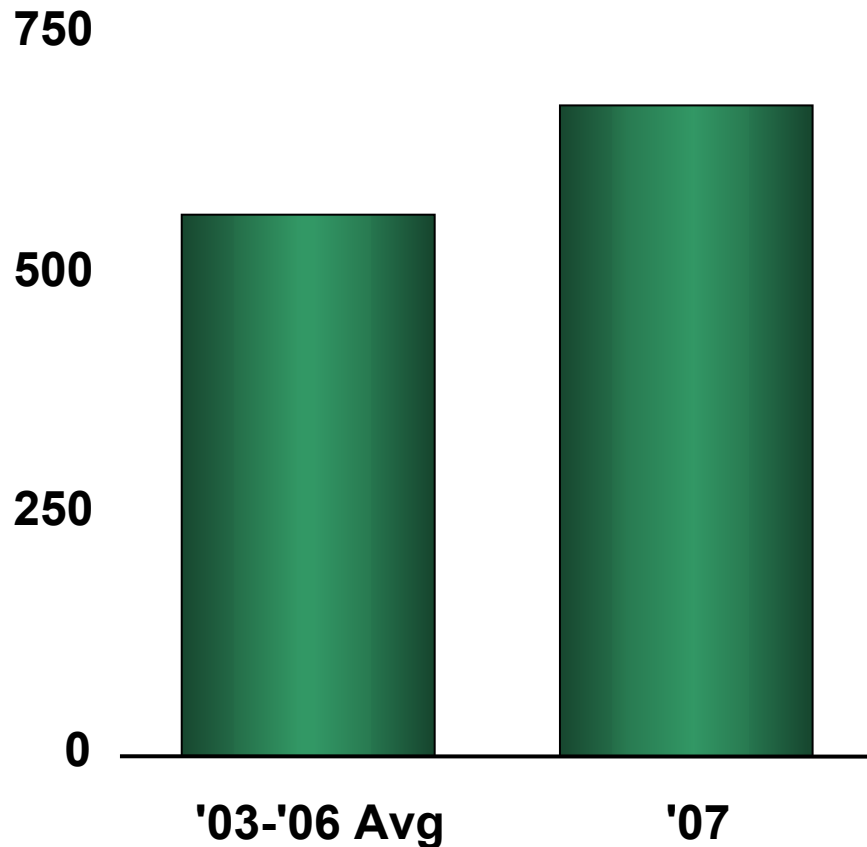
Focus Areas

- **Solution to customer needs**
- **Technology investment**
- **Faster growth**
- **Commodity differentiation**
- **Asia demand growth**



Self-Help Program

\$M After-Tax

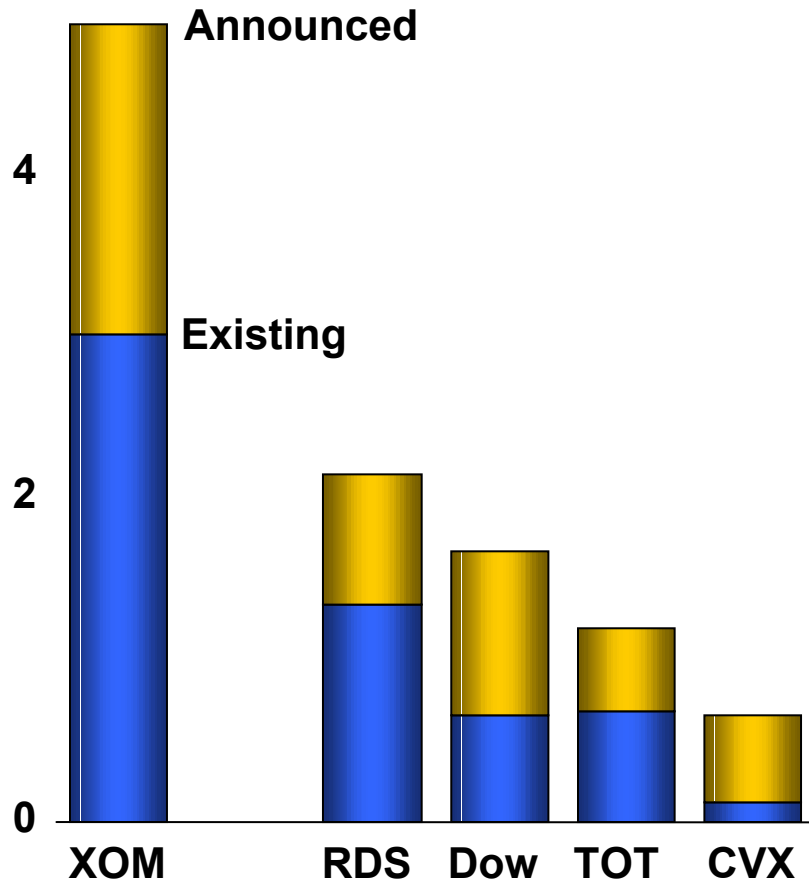


- **Delivering >\$500M AT Self-Help per year**
 - Integration and synergy
 - Operational excellence
 - Advantaged feeds
 - Premium products
- **Improving ROCE at constant margins**

Major Growth Projects

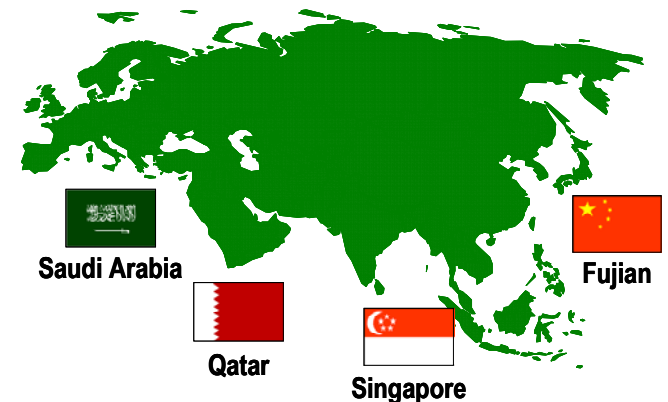
Asia Pacific/Middle East Ethylene Capacities

MT



Sources of Advantage

- Existing asset base
- Integration and scale
- Advantaged feedstocks
- Premium product focus

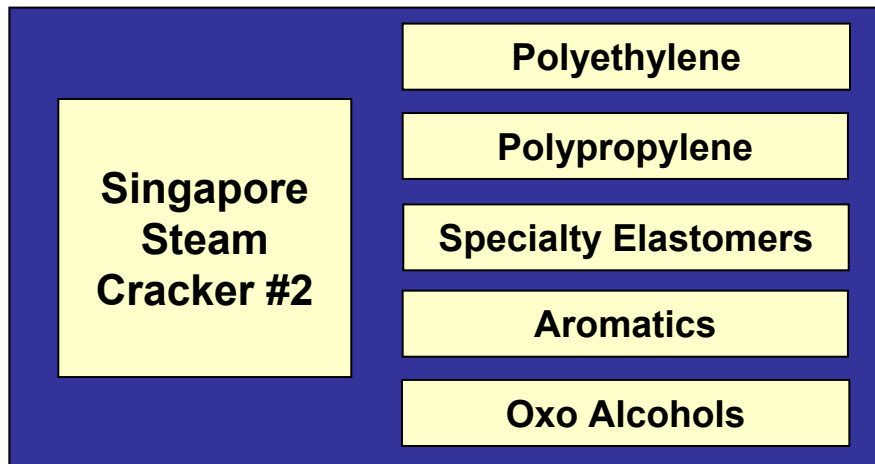


Singapore Expansion Project



Key Advantages

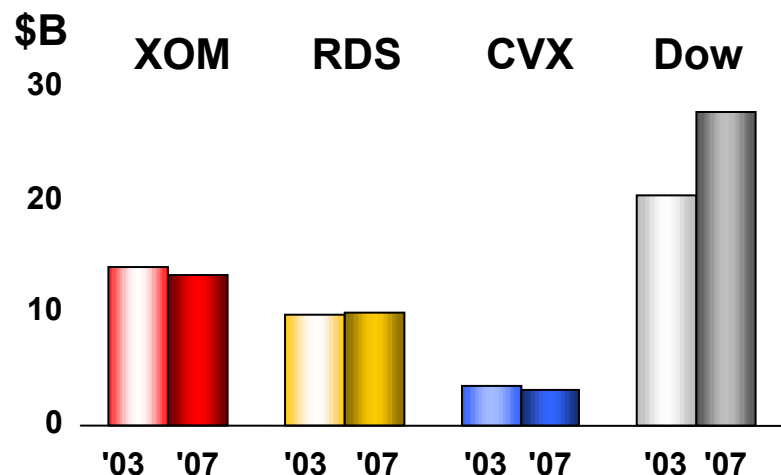
- Refinery integration
- Synergy with cracker #1
- Energy efficiency
- Feed flexibility
- Premium products



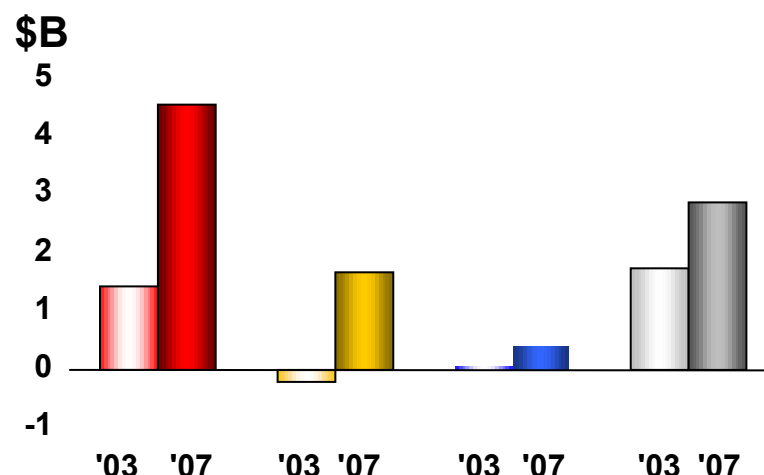
Chemical: Growing Competitive Advantage

Delivering Superior Returns

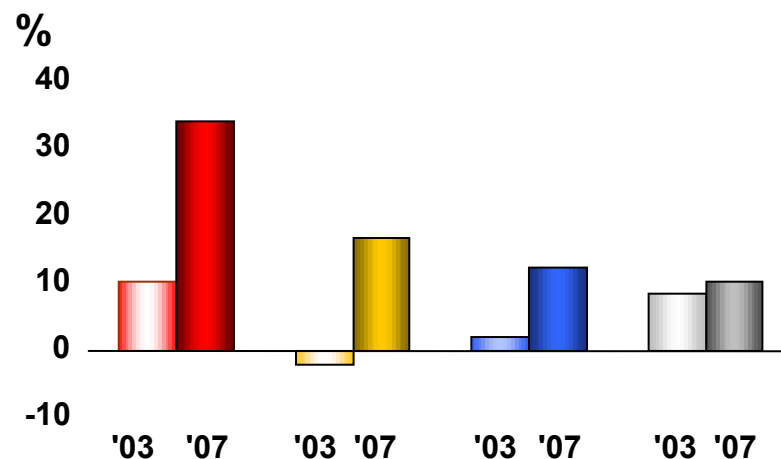
Average Capital Employed*



Reported Net Income*



Return on Average Capital Employed*



*Competitor data estimated using a consistent basis with ExxonMobil, and based on public information



Summary

Analyst Meeting

March 5, 2008

Growing Competitive Advantage

- **Industry-leading portfolio of businesses and assets**
- **Unmatched integration capabilities**
- **Global functional organization leveraging high quality people**
- **Disciplined and consistent approach across the business**
- **Commitment to technology leadership**
- **Relentless focus on maximizing long-term value**

Delivering Superior Performance 2003 to 2007

- **Industry-leading safety performance**
- **Record earnings, superior ROCE in all businesses**
- **Distributions to shareholders of \$118 billion**
- **Total shareholder returns of 24% per year**
- **Invested \$3.5 billion in research and development**
- **Structural improvements in Downstream and Chemical**
- **Reserves replacement at 110% per year**
- **46 major Upstream project start-ups**

Proven Long-Term Approach

