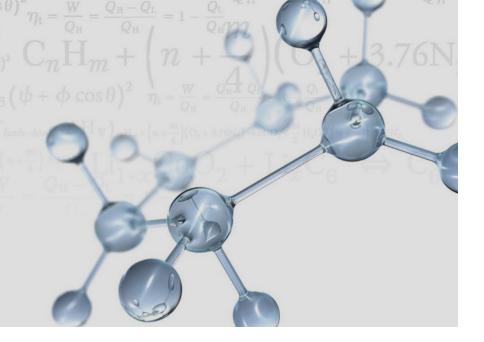


Taking on the world's toughest energy challenges.™

# 2010 Analyst Meeting

March 11, 2010 New York Stock Exchange



### **Cautionary Statement**

Forward-Looking Statements. Outlooks, projections, estimates, targets, business plans, and other statements of future events or conditions 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; product mix; the impact of technology; and benefits of the XTO Energy transaction could differ materially due to a number of factors. These include changes in longterm 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; our ability to integrate effectively XTO Energy's business with our own; and other factors discussed here and under the heading "Factors Affecting Future Results" in the *Investors* section of our Web site at exxonmobil.com. See also Item 1A of ExxonMobil's 2009 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.

<u>Frequently Used Terms</u>. 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. Unless otherwise noted, "proved reserves" discussed in this presentation are presented on ExxonMobil's basis using the same prices and costs we use to make investment decisions, not the SEC basis that uses historical costs. 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 *Investors* section of our Web site. The Financial and Operating Review on our Web site also shows ExxonMobil's net interest in specific projects.

**E**xonMobil

### **Agenda**

**9 AM** Welcome **David Rosenthal** 

Vice President, Investor Relations

Corporate **Rex Tillerson** 

Chairman and CEO

**Upstream** Mark Albers

Senior Vice President

**Andy Swiger** Senior Vice President

**Downstream Don Humphreys** 

Senior Vice President

Mike Dolan

Senior Vice President

Chemical Mike Dolan

Senior Vice President

**Break** 

**Rex Tillerson Summary Remarks** 

Chairman and CEO

Q&A

12 PM **Meeting Concludes** 

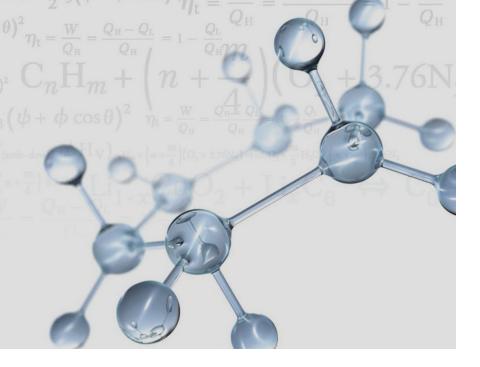




Taking on the world's toughest energy challenges.™

# Corporate Overview

Rex Tillerson
Chairman and CEO



### 2009 Results

ExxonMobil delivered strong results during a year of significant challenges.



- Industry-leading safety performance
- Solid financial performance

<ul><li>Earnings</li></ul>	\$19.3	В
• ROCE	16	%
<ul> <li>Cash flow from operations and asset sales</li> </ul>	\$30	В
Total distributions to		
shareholders*	\$26	В
Capex	\$27	В
Reserves replacement**	133	%
Total shareholder return	-12.6	%

<sup>\*</sup> Includes dividends and share purchases to reduce shares outstanding



<sup>\*\*</sup> Determined on ExxonMobil's basis and including asset sales

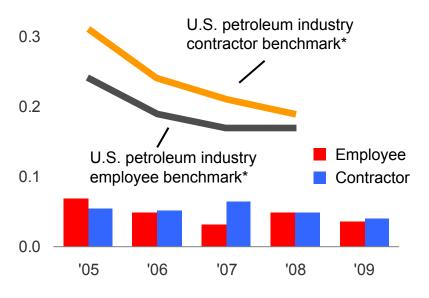
### **Safety**

We achieved best-ever lost time incident rates for our combined employee and contractor workforce in 2009.

#### **Lost Time Incident Rate**

Incidents per 200K hours

0.4



- 2009 safety performance continued to lead the industry
- Our Vision: *Nobody Gets Hurt*
- Committed to maintaining and improving our performance



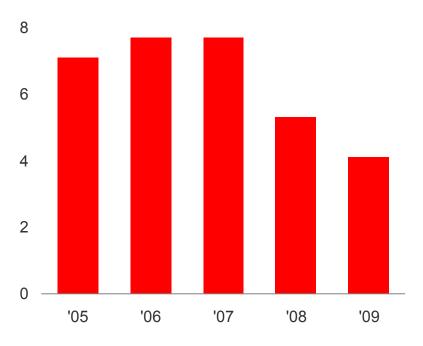
<sup>\* 2009</sup> industry data not available

### **Environmental Performance**

We are committed to reducing our impact on the environment while expanding energy supplies needed to fuel economic growth.

## Hydrocarbon Flaring from Upstream Oil and Gas Production

Million Metric Tons



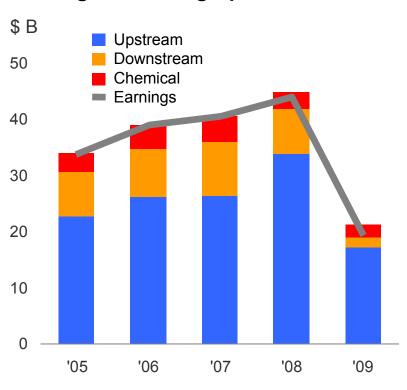
- Strong environmental management
- Improving energy efficiency
- Reducing flaring, spills, and releases
- Protect Tomorrow. Today.



### **Earnings**

ExxonMobil earned \$19.3 billion in 2009 during a period of volatile and challenging industry conditions.

#### **Earnings Excluding Special Items**



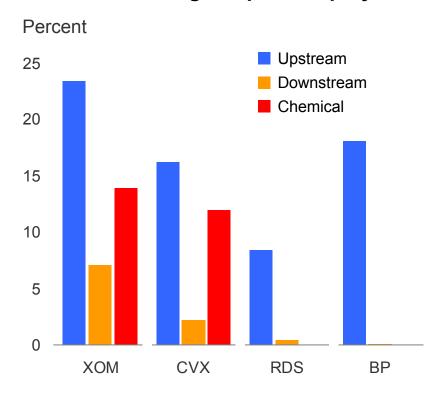
- Industry-leading results in all business segments
- Commitment to operational excellence
- Capitalizing on competitive advantages



### **Return on Capital Employed**

Our 2009 ROCE continued to lead industry across all business segments.

#### Return on Average Capital Employed\*



- Strength of integrated portfolio
- Consistent execution of business model
- Disciplined investment through the business cycle

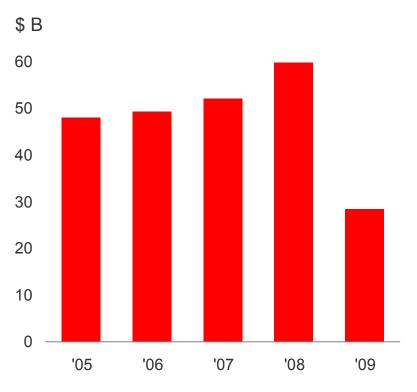


<sup>\*</sup> Competitor data estimated on a consistent basis with ExxonMobil, and based on public information

### **Cash Flow**

Strong cash flows underpin our investment plans and shareholder distributions.

#### **Cash Flow from Operating Activities\***



- **\$28.4** billion in 2009
- Reduction in-line with lower commodity prices and margins
- Funded all attractive investments and dividends

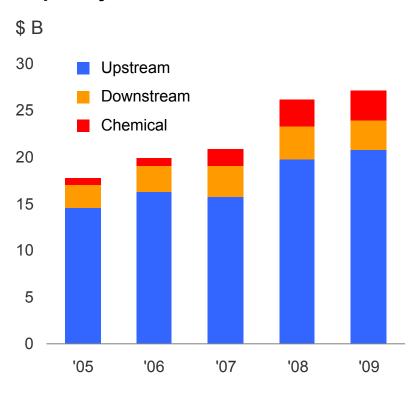


<sup>\*</sup> Excludes asset sales

### Capex

We invested record levels of Capex, despite the economic downturn, growing the business for the long term.

#### **Capex by Business Line**



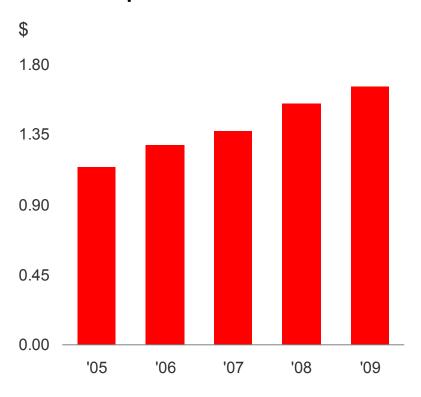
- Invested over \$110 billion during the past five years
- Maintained capital efficiency
- Executing business plans



### **Dividends**

We provide reliable and growing dividends through the business cycle.

#### **Dividends per Share**



- Dividend growth through the cycle
- Per share increase of 57% over the last five years
  - Average growth 9.4% per year
  - U.S. inflation average 2.6% per year\*
- Annual per share increases since 1983

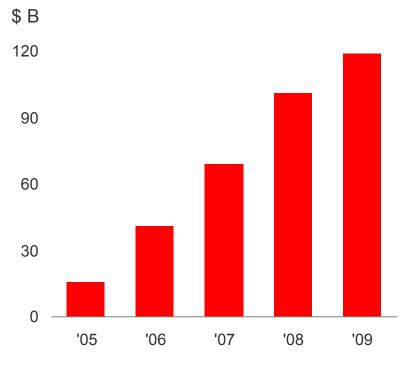


<sup>\*</sup> All Urban CPI, compound annual growth rate 2004 – 2009

### **Share Purchases**

In 2009, we distributed \$18 billion to shareholders through share purchases.

## **Cumulative Purchases to Reduce Shares Outstanding**



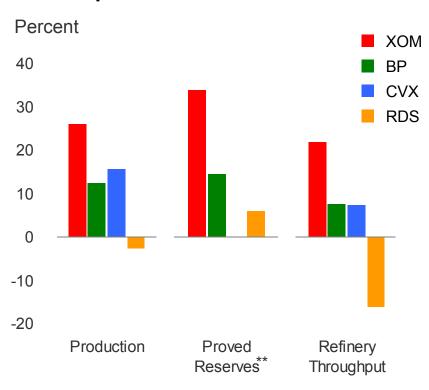
- \$119 billion distributed over the last five years
- Reduced shares outstanding by 26% since the beginning of 2005
- Effective way to distribute value for shareholders



### **Increasing Ownership**

Strong business results and share purchases increase per share ownership for our shareholders.

#### **Growth per Share Since 2005\***



Strong per share growth in key business metrics

Ahead of competition



<sup>\*</sup> Competitor data estimated on a consistent basis with ExxonMobil, and based on public information

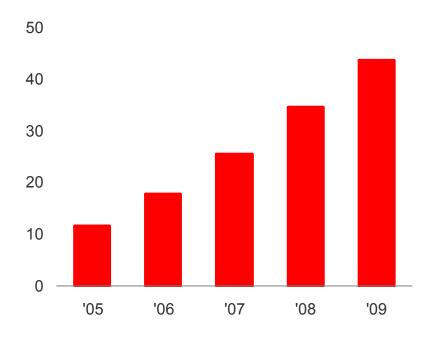
<sup>\*\*</sup> Reserves based on SEC pricing bases, including oil sands and equity companies; 2008 reserves data used for competitors as 2009 data not yet available

### Value per Share

Earnings per share is enhanced by our share purchase program.

## Impact of Share Purchases on EPS Since ExxonMobil Merger

Percent



2009 EPS \$3.98 per share

■ EPS 44% higher than without share purchases\*

Ongoing benefit to all shareholders



<sup>\*</sup> Average shares outstanding reduced 30.4% since beginning of 2000

### **Business Environment**

ExxonMobil is well-positioned for the unique set of challenges and opportunities in the current business environment.

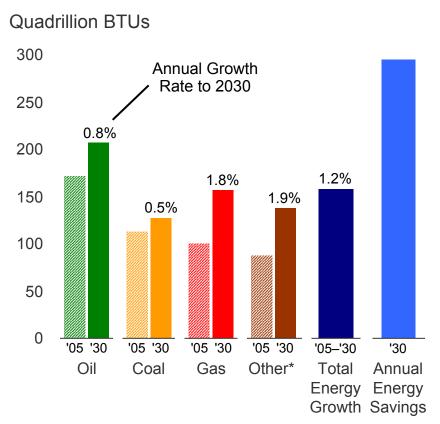
- Financial markets stabilizing
- Pace of economic recovery uncertain
- Near-term supply / demand balance linked to economic recovery
- Uncertain commodity prices and depressed margins
- Some competitors re-evaluating near-term business plans



### **Energy Demand to 2030**

Global energy demand is expected to grow almost 35% by 2030 – led by economic progress in developing nations – even with large efficiency gains.

#### **Energy Demand**



- Global energy mix will remain relatively stable to 2030
  - Fossil fuels continue to provide about 80% of the world's energy
- Strong growth in natural gas
  - Driven by power generation
- Energy savings in 2030 about twice the growth in projected energy use

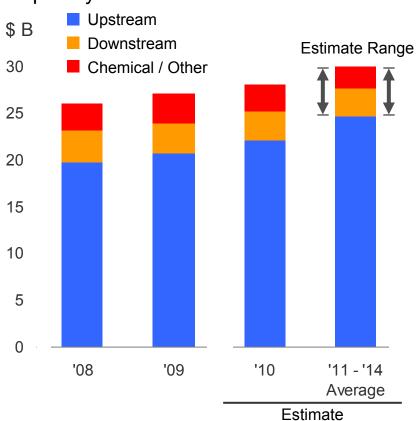


<sup>\*</sup> Other includes nuclear, hydro, geothermal, biomass, wind, solar, and biofuels

### **Investment Plan**

ExxonMobil is committed to investing through the business cycle. We expect to invest \$25 to \$30 billion per year through 2014.

#### Capex by Business Line



- Progressing large inventory of high-quality projects
- Aggressively pursuing cost reduction opportunities
- Delivering advantaged projects



### **ExxonMobil Strengths**

ExxonMobil's strengths form the foundation of our business and sustain our success.

- Portfolio quality
- Global integration
- Discipline and consistency
- Value maximization
- Long-term perspective

Industry leadership through the business cycle

Underpinned by superior technology, organization, and financial strength





Taking on the world's toughest energy challenges.™

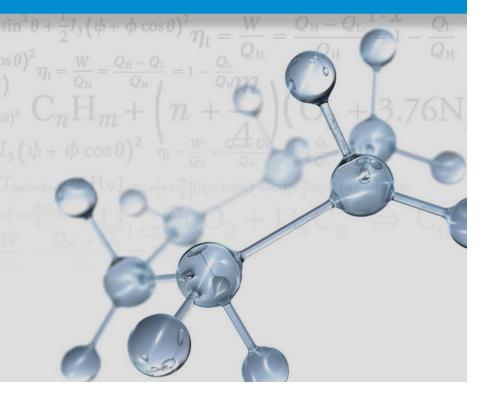
# **Upstream Overview**

Mark Albers

Senior Vice President

Andy Swiger

Senior Vice President



### 2009 Upstream Highlights

We maintained our industry-leading earnings position, delivered superior returns, and added profitable volumes to our resource base.







Earnings	\$17.1 B
- J-	T

ROCE	23.4 9	%
		,

Production	volumes	3.9 MOEBD
	VOIGITIOO	0.0 1010 000

Resource adds	2.9 BOEB
- I CSOUICE augs	Z.0 DOLD

Proved reserves adds\* 2.0 BOEB

■ Capex \$20.7 B



### **Upstream Strategies**

Consistent execution of our clearly defined strategies delivers superior results.

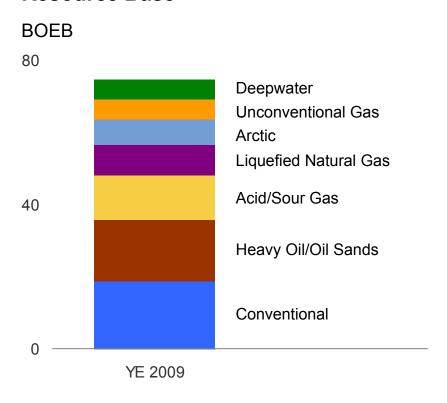
- Ensure operational integrity: best-in-class performance
- Identify and selectively pursue the highest-quality exploration opportunities
- Invest in projects that deliver superior returns
- Maximize resource value through highest-impact technologies and integrated solutions
- Maximize profitability of existing oil and gas production
- Capitalize on growing natural gas and power markets



### 2009 Resource Base

ExxonMobil has the industry's largest, high-quality resource base and is well-positioned for profitable future growth.

#### **Resource Base**

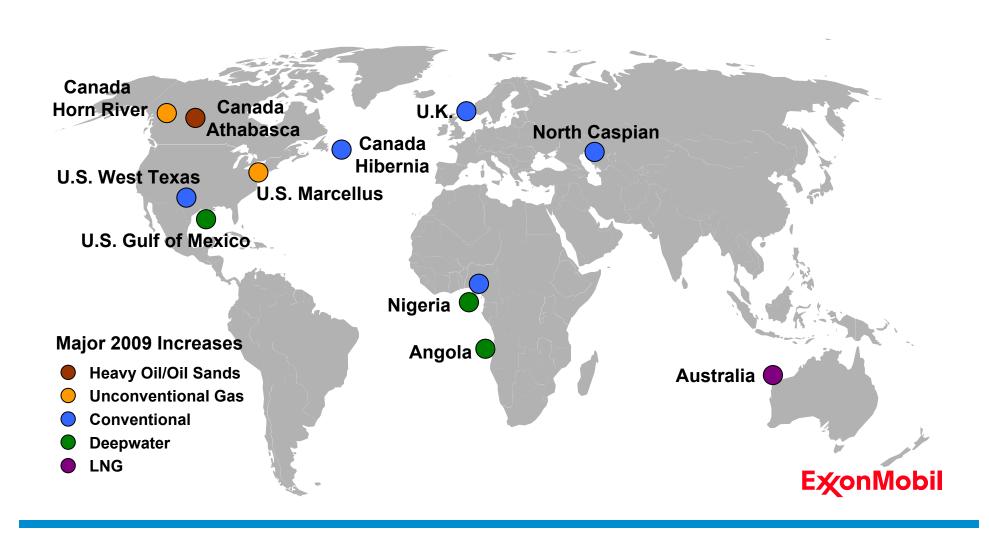


- High-quality resources in all geographic regions
- Continued to grow our resource base through:
  - By-the-bit drilling success
  - Undeveloped resource capture
  - Improved recovery from existing fields



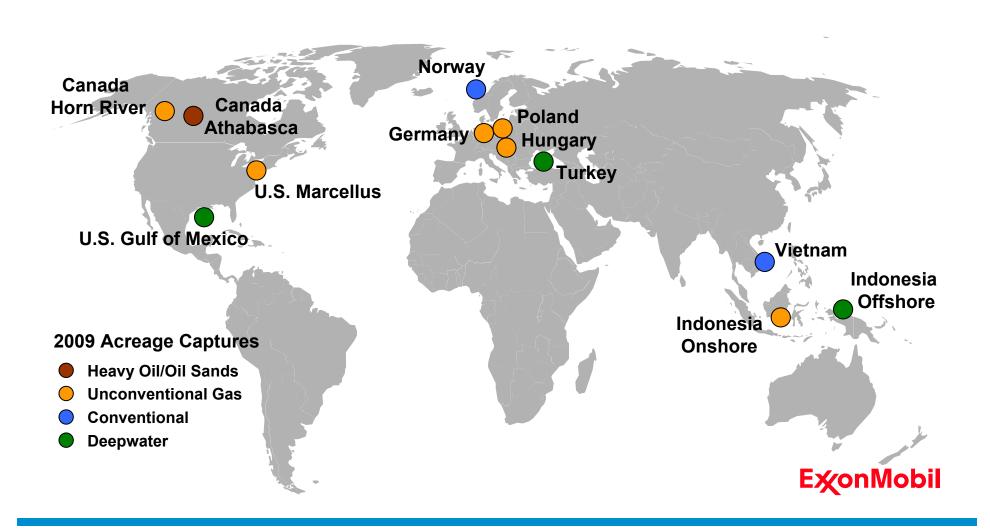
### 2009 Resource Base Increase

We added 3.9 BOEB to our resource base from consistent by-the-bit success, undeveloped resource capture, and additional field recovery.



### 2009 Acreage Acquisition

We acquired material acreage positions across the world in highly prospective plays.



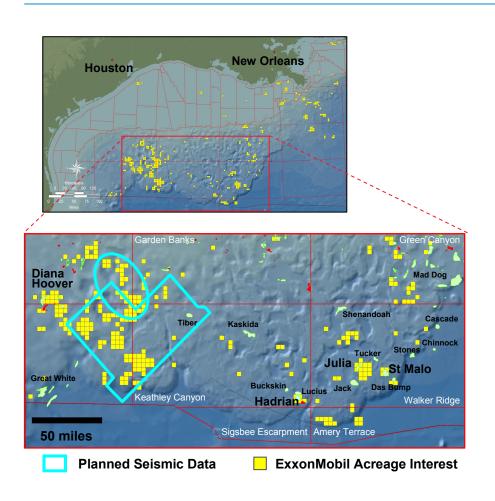
### **Key Exploration Wells**

We are executing a major exploration program focused on high-potential opportunities.



### U.S. – Gulf of Mexico

We have made significant discoveries at Hadrian and Julia and have a strong acreage position to provide future growth opportunities.



- 2.2 million net acres with exposure to Pliocene, Miocene, and Paleogene plays
- Successful Hadrian discovery
- Progressing Julia development planning
- Drilling and seismic acquisition program in 2010



### U.S. - Marcellus

We have established a material position in this high-quality U.S. shale gas play.

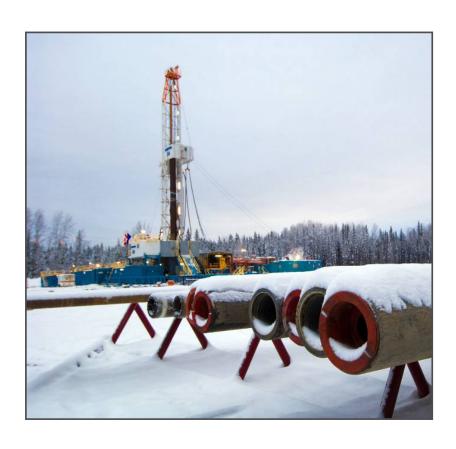


- Growing acreage position
  - 290K gross acres
- Cost effective acquisition
- Active exploration/appraisal program
  - Production testing under way



### Canada – Horn River

We achieved early entry and have established the leading acreage position in this emerging high-potential shale gas basin.

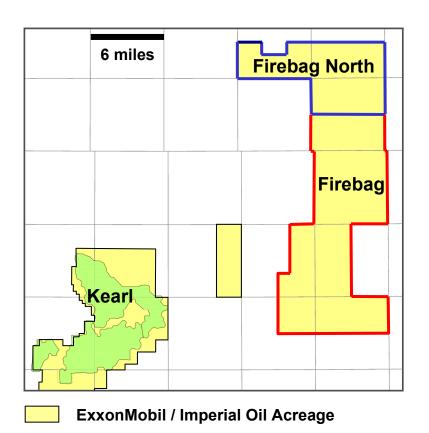


- Acquisition cost 40% less than industry average
- Ramping up drilling and seismic activities
- Building infrastructure for year-round access



### Canada – Firebag

Successful acquisition of additional oil sands acreage in a world-class resource area.



- Firebag North acquisition, extended existing strong position
- Potential synergies with Kearl
- Attractive acquisition cost under \$0.20/OEB
- Active winter exploration program



### Philippines – Sulu Sea

Successful exploration in frontier basin utilizing our extensive deepwater capabilities.

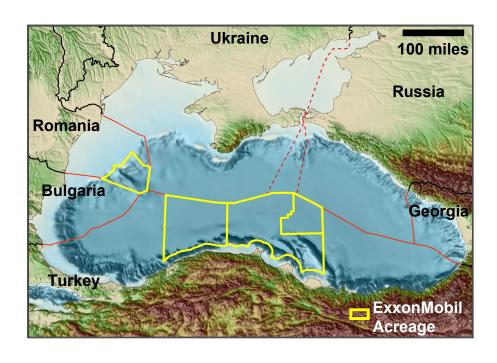


- Successful Dabakan-1 wildcat well
  - Encountered hydrocarbons in multiple reservoir intervals
- Multiple prospects remaining to be drilled
  - Additional wildcat well in 2010



### **Black Sea Exploration**

We have established a significant acreage position in the Black Sea and have commenced an active deepwater exploration program.



- Largest IOC acreage holder
- Completed large-scale seismic surveys
- Multiple exploration play tests planned for 2010/2011

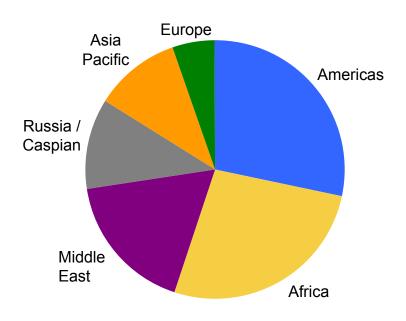


### **Major Project Inventory**

Our extensive portfolio of over 130 major projects allows selective investment decisions to deliver superior financial performance.

#### **Major Project Distribution by Region**

Percent, number of projects



- Develop 24 net BOEB, across all regions and resource types
- Industry-leading project management capabilities
- Cost-effective implementation
- High-impact technology



### 2009 Project Start-ups

Delivered eight major start-ups with forecast production of 400 KOEBD net in 2010.



Qatargas 2 Train 4



Qatargas 2 Train 5



RasGas Train 6



South Hook LNG Terminal



Adriatic LNG Terminal



Al Khaleej Gas Phase 2



Piceance Phase 1



**Tyrihans** 



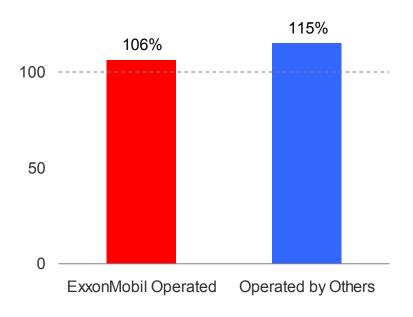
### **Project Execution**

Our rigorous, high-quality project management processes consistently deliver industry-leading project execution performance.

#### **Cost Performance**

Percent

150



- Unmatched ability to implement complex projects
- Deliver projects faster than our competitors
- Track record of superior cost and schedule delivery

Variance: actual versus funded (%), '05 to '09 start-ups



### **Near-Term Project Start-Ups**

Twelve major project start-ups planned between 2010 and 2012.



LNG RasGas Train 7



LNG Golden Pass Terminal



Arctic Sakhalin-1 Odoptu



Conventional
Nigeria Satellites Ph 1



Deepwater Kizomba Satellites



Deepwater Pazflor



Conventional Kipper / Tuna



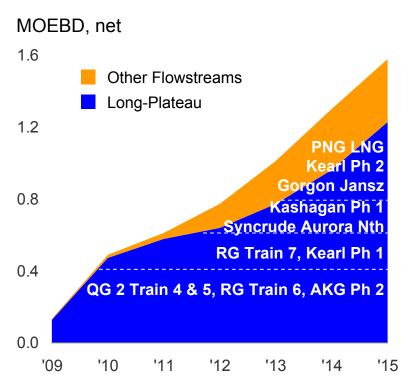
Oil Sands Kearl Phase 1



### **Major Project Production Outlook**

Significant long-plateau production contribution from our major projects supports our long-term growth.

#### **Major Project Production Outlook**

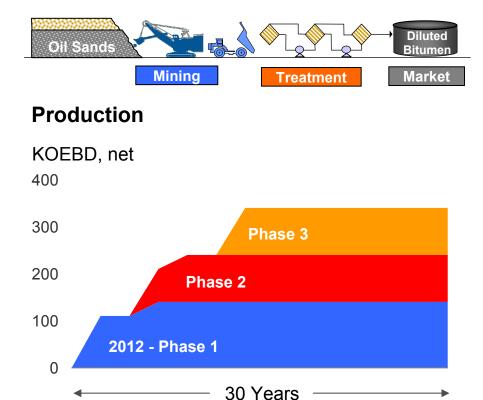


- Over 1.5 MOEBD added by 2015
- 80% long-plateau volumes
- Long-term growth supported by diverse portfolio



### Canada – Kearl Oil Sands Project

The efficient development of Kearl, coupled with the highest-quality resource, delivers the lowest-cost oil sands development.



- Highest-quality oil sands resource
- Proprietary bitumen treatment technology, upgrader not required
- Increased Phase 1 plateau production outlook to 140 KBD



### Papua New Guinea – PNG LNG Project

We will develop the PNG LNG project utilizing our global LNG experience, and grow our presence in the attractive Asia Pacific gas market.





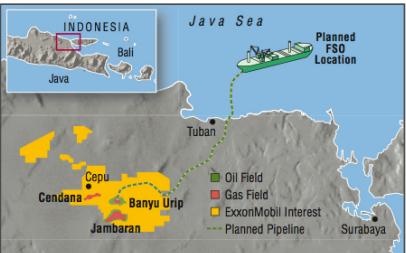
- High-quality 9 TCF gross resource
- Two-train 6.6 MTA LNG plant
- Secured long-term SPAs
- Anticipate start-up in 2014



### Indonesia – Banyu Urip Project

We are progressing full field development of this significant conventional oil project in Indonesia.



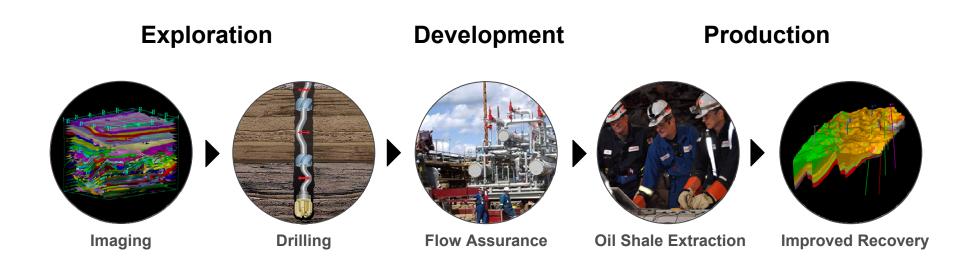


- Achieved early oil start-up in August 2009, 20 KBD capacity
- Full field development to deliver 165 KBD
- Evaluating gas commercialization



### **Upstream Research and Development**

Delivering advantaged technologies across our business and progressing significant breakthrough research.

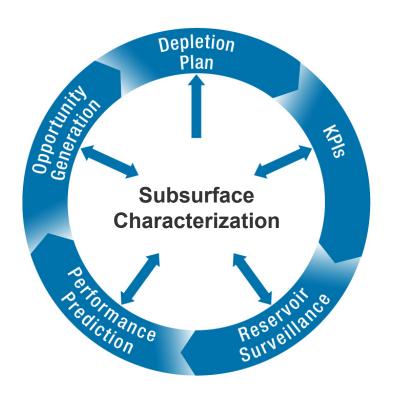


- Recently commercialized breakthrough technologies delivering benefits
- Developing high-reward technologies for the future



#### Resource Recovery

Proven track record of maximizing recovery through accurate resource characterization and efficient ongoing development.



- Reservoir management best practices applied globally
- Technology application
  - Reservoir characterization
  - Improved reservoir recovery
  - Efficient development and operation
- Global opportunity prioritization delivering profitable volumes



### Abu Dhabi – Upper Zakum

Applying high-impact technology and cost effective design to maximize recovery from one of the world's largest oil fields.

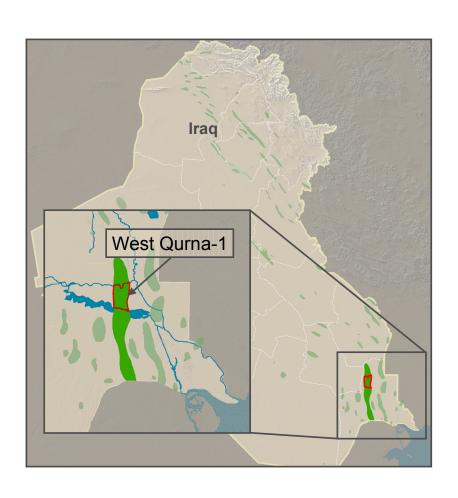


- Pursuing innovative development approach
  - Artificial islands
  - Extended-reach drilling
  - Targeted well completions
- ExxonMobil Technology Center established, co-located with the operating organization



## Iraq – West Qurna-1

ExxonMobil is well-positioned to redevelop this field to achieve its maximum potential.



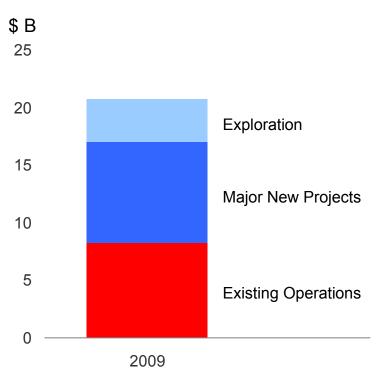
- Signed agreement in January 2010
  - Effective date March 1, 2010
- Completed initial production tests
- Leveraging global experience to achieve significant production ramp-up



### **Capital Spending**

ExxonMobil's financial strength allows ongoing investment in our portfolio, positioning us for future growth.

#### **Upstream Capex**



- Pursuit of quality exploration opportunities
- Disciplined project investment
- Selective investment in existing operations to add value



### **Operational Excellence**

Global best practice deployment delivers superior reliability and life cycle cost performance.

**Standardize** 



**Operate and Maintain** 



- Achieving superior reliability
  - Operated uptime 2% higher than assets operated-by-others
- Relentless focus on cost management
  - Efficiency identification and capture
  - Market savings capture

**Plan and Execute** 



Integrate



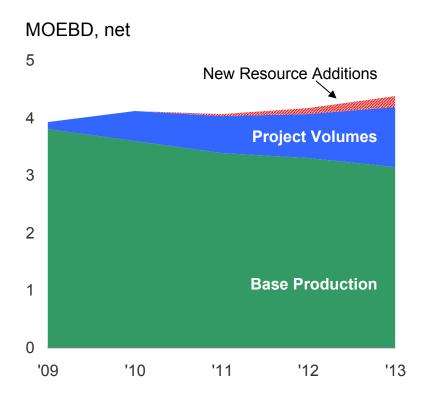
 Deployment of global best practices to new start-ups

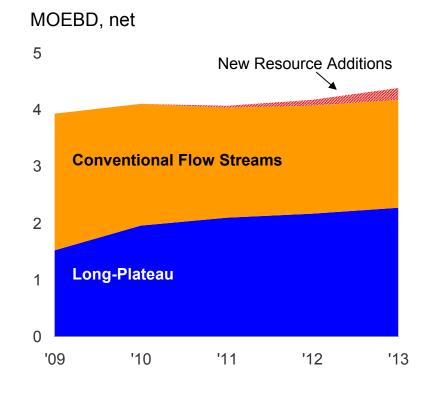


#### **Production Outlook**

Production outlook delivered by strong base performance, high-quality projects, and new resource potential.

#### **Total Production Outlook**

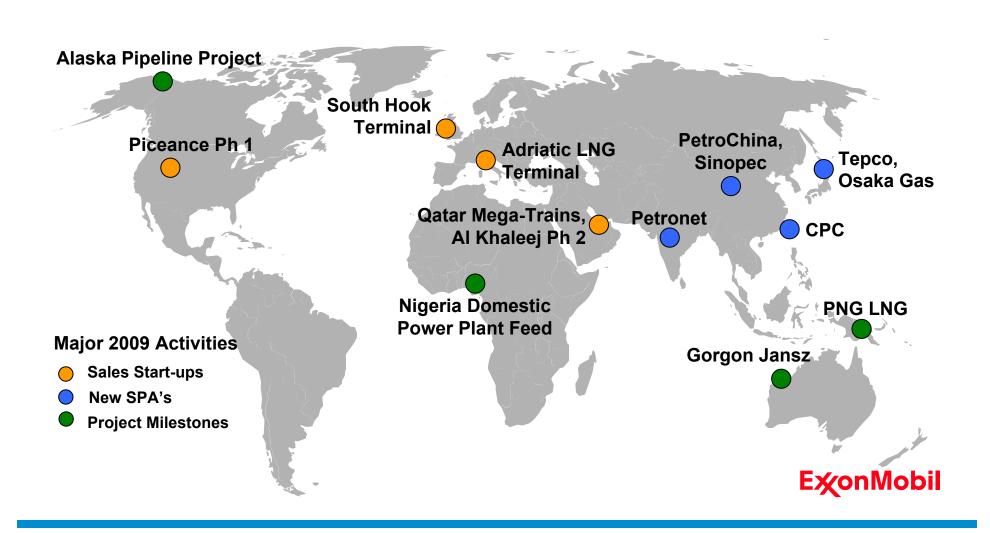






### **2009 Gas Marketing Activities**

We leveraged our global gas marketing footprint to commercialize our natural gas resources.

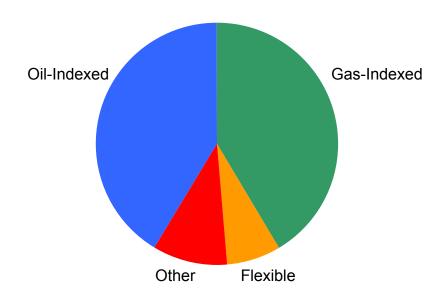


# **Gas Marketing Position**

Significant gas portfolio of quality operations and advantaged projects, spans all major markets, resource types, and contract structures.

#### **Projected Gas Sales Portfolio**

2010 ExxonMobil-Interest



- 69 TCF proved gas reserves\*
- Diverse global portfolio
- Range of contracts ensures market access optionality
- Advantaged developments will secure future markets



<sup>\*</sup> ExxonMobil basis

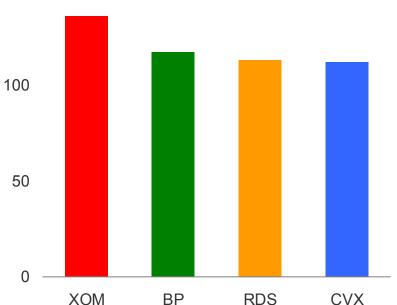
### Reserves Replacement

ExxonMobil consistently replaces more reserves than we produce, at a lower cost than competitors.

#### Reserves Replacement Ratio\*

Percent, '05-'08 Average

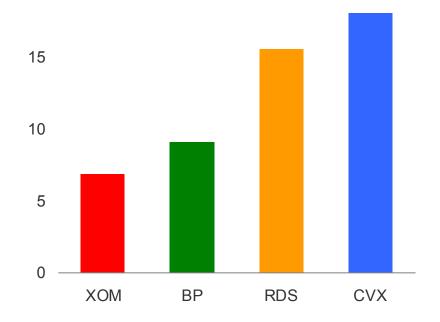
150



#### **Reserves Replacement Cost\*\***

\$ per OEB, '05-'08 Average

20



<sup>\*</sup> Reserves based on SEC pricing bases, includes oil sands and equity companies; excludes asset sales.

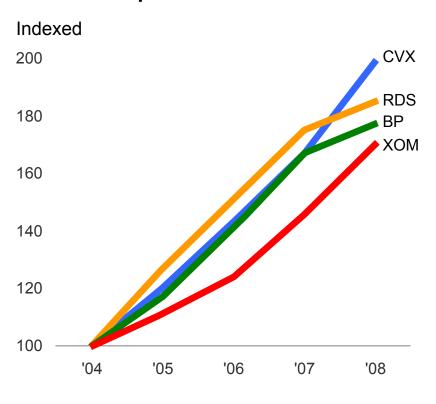


Costs incurred in property acquisition & exploration plus development activities, divided by proved oil-equivalent reserves additions, including purchases. Competitor data estimated on a consistent basis with ExxonMobil, and based on public information.

### **Cost Management**

We have effectively mitigated cost growth through the business cycle, delivering superior cost management.

#### **Total Costs per OEB\***



- Mature contracting strategies
  - Capturing savings
  - Mitigated market impact
- Underpinned by operational excellence and disciplined approach

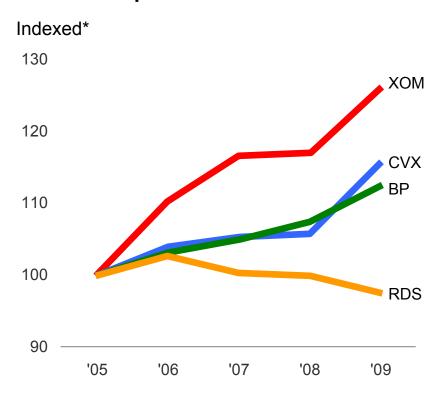


<sup>\*</sup> Upstream technical costs normalized using 10-K/20-F information; 2009 competitor data not yet available.

### **Growth per Share**

Delivered best production growth per share versus competition.

#### **Production per Share**



- Significantly enhanced share value over 5-year period
- Annual average per share increase:
  - Production 6%
  - Reserves 8%\*\*
- Underpinned by superior and consistent reserves replacement



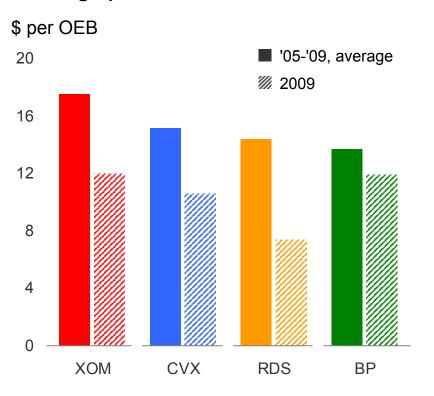
<sup>\*</sup> Competitor data estimated on a consistent basis with ExxonMobil, and based on public information.

<sup>\*\*</sup> Reserves based on SEC pricing bases, including oil sands and equity companies; 2008 reserves data used for competitors as 2009 data not yet available

### **Earnings per Barrel**

Underlying profitability of portfolio continues to ensure industry-leading earnings per barrel.

#### **Earnings per Barrel\***



- Strength of portfolio
- Benefit of disciplined approach
- Delivered over \$2/BBL above nearest competitor over 5-year period

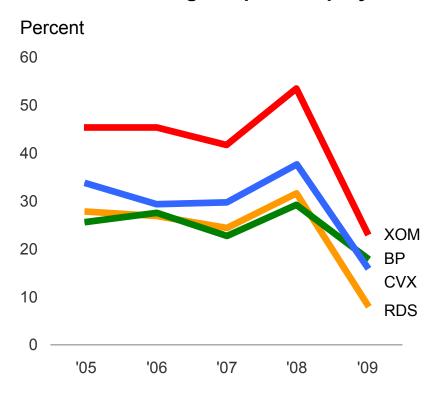


<sup>\*</sup> Competitor data estimated on a consistent basis with ExxonMobil, and based on public information

# **Upstream Return on Capital Employed**

Our disciplined approach continues to deliver industry-leading returns through business cycles.

#### Return on Average Capital Employed\*



- 2009 ROCE 23%
- Maintained consistent leadership position
- Underpinned by strong earnings and disciplined capital investment



<sup>\*</sup> Competitor data estimated on a consistent basis with ExxonMobil, and based on public information

# **LNG**

ExxonMobil is a significant LNG producer with a strong global position.



Adriatic LNG Terminal, Italy



#### **Unconventional Gas**

Our active exploration is building a leading global unconventional gas portfolio, and we are leveraging our technology to maximize asset value.



Horn River Basin, Canada



#### **Acid / Sour Gas**

Controlled Freeze Zone™ technology has the potential to commercialize additional sour gas resources and assist meeting the global GHG challenge.



Controlled Freeze Zone™ Demonstration Plant, Wyoming, U.S.



### **Arctic**

We are well-placed to deliver our portfolio of projects, applying our experience and proprietary technology in this challenging environment.



Sakhalin-1 Odoptu, Russia



# **Heavy Oil / Oil Sands**

We have extensive oil sands experience and a high-quality project portfolio.



Cold Lake, Alberta, Canada



# **Deepwater**

Our industry-leading deepwater development capabilities will be deployed to commercialize discoveries from our active exploration program.



Kizomba C Mondo FPSO, Angola



#### **Conventional**

Our attractive conventional assets are developed efficiently to maximize value, with best practices leveraged globally.



Jerneh B, Malaysia



### **Upstream Summary**

ExxonMobil is well-positioned to continue to deliver superior value to our shareholders.

- Largest, highest-quality opportunity portfolio
- Successfully growing the portfolio
- Lowest life-cycle cost, exploration to production
- Proprietary suite of industry-leading technologies
- Uniquely positioned for attractive growth





Taking on the world's toughest energy challenges.™

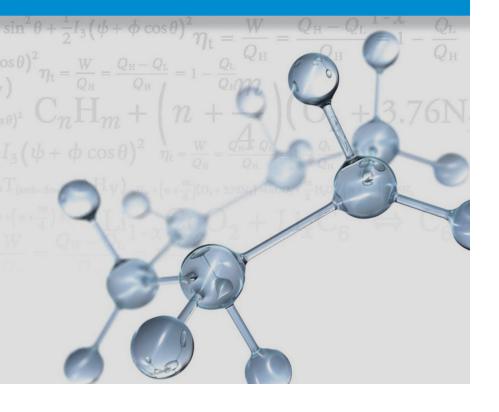
# Downstream Overview

Don Humphreys

Senior Vice President

Mike Dolan

Senior Vice President



# **2009 Downstream Highlights**

ExxonMobil delivers industry-leading Downstream ROCE.



\$1.8	В
	\$1.8

ROCE	7	%
RUCE	1	70

Refinery Throughput 5.4	<b>MBD</b>
-------------------------	------------

Petroleum Product Sales 6.4 MBD

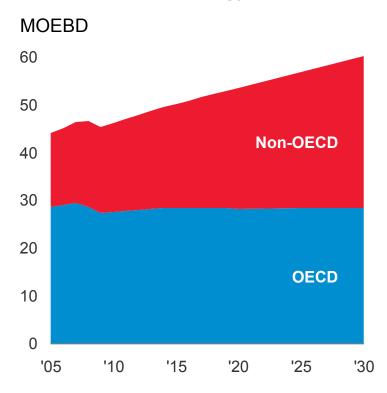
■ Capex \$3.2 B



### **Downstream Industry Environment**

Long-term demand is expected to increase, but the current business environment remains very challenging.

#### **Transportation Energy Demand**



- Long-term demand growth driven by developing countries
- Investments in new capacity impacting supply / demand balances
- Significant regulatory pressures continue

Source: ExxonMobil Outlook for Energy: A View to 2030



#### **Downstream Strategies**

Consistent strategies drive our performance in both high- and low-margin periods.

- Maintain best-in-class operations, in all respects
- Provide quality, valued products and services to our 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 technologies

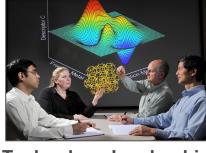


#### **Downstream Strengths**

Our Downstream strengths provide long-term competitive advantage.



**Operational Excellence** 



**Technology Leadership** 



**Capital Discipline** 



Integration



**Efficiency** 



**Global Functional Organization** 



#### **Downstream Business Overview**

The ExxonMobil global Downstream portfolio is robust and includes unique integration synergies.

#### **Refining & Supply**



- Global refiner
- Highly integrated sites
- Diesel & cogen investments
- 6.3 MBD refining capacity

#### **Fuels Marketing**



- Diverse portfolio
- U.S. retail transition
- Robust B2B businesses
- 28,000 retail sites

#### **Lubricants & Specialties**



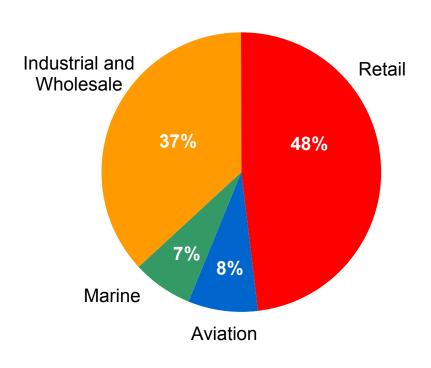
- Global brands
- Synthetic technology
- Growth opportunities
- 30 blend plants



### **Fuels Marketing**

Diverse sales channels provide secure, ratable, and profitable outlets for our refineries.

#### **Global Fuels Marketing Sales**



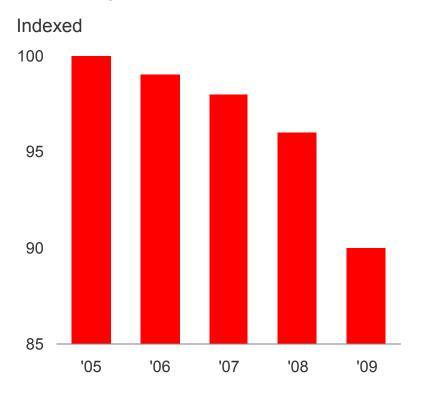
- Access to broad spectrum of customer channels
- Global systems, work processes, and best practices
- Integrated Business Teams drive highest-value outlets



### Operating Cost Efficiency – Fuels Marketing

ExxonMobil's competitive cost advantage is captured by global solutions.

#### **Operating Expense**



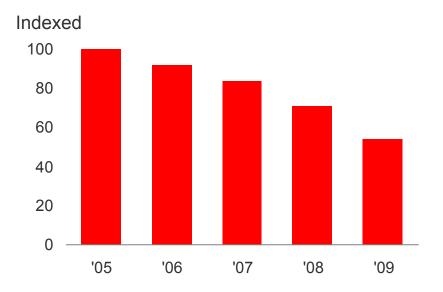
- Global resources drive lower operating expenses
  - Functional organization
  - Systems
  - Processes
- Continuous focus on optimizing productivity
- Global solutions enhance ability to meet customer needs



### Capital Productivity – Fuels Marketing

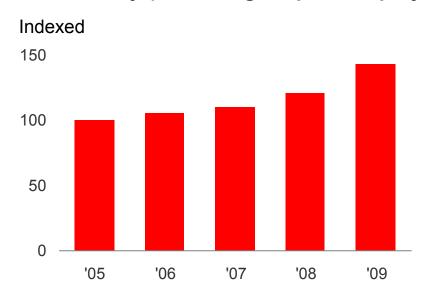
Asset optimization initiatives and productivity increases underpin improved results.

#### **Average Capital Employed**



High-grading assets and selectively investing in attractive opportunities

#### **Productivity (Sales/Avg. Capital Employed)**



Focusing on long-term, sustainable growth areas



### **Lubricants & Specialties**

Our Lubricants & Specialties business adds value by leveraging integration, technology, and brands.

#### **Basestock Manufacturing**



- Integration advantages
  - Refining
  - Chemical

#### **Product Technology**



Well-positioned to capture value growth

#### **Select Market Investments**



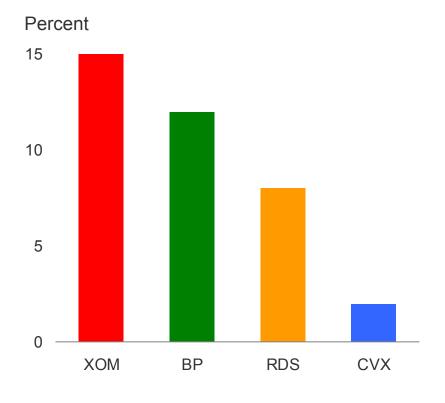
Efficient global business models



### Brands and Technology – Lubricants & Specialties

Globally recognized brands and leading-edge technology deliver value to our customers.

#### **Synthetic Market Share**







- Market leader in high-value synthetic lubes
- Legacy of technology leadership
- Global and reliable distribution network

Source: ExxonMobil estimates based on available industry data and public information; YE 2009

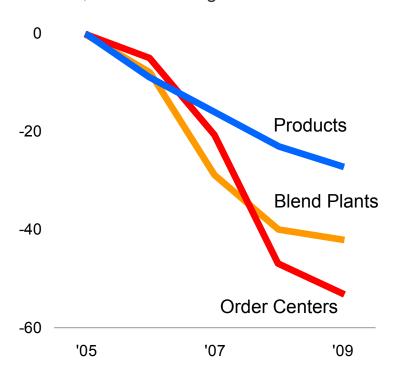


### Operating Efficiency – Lubricants & Specialties

Our focus on operating efficiencies drives long-term competitive advantage.

#### **Operating Efficiencies**

Number, Percent Change



- Operational excellence
- Optimized asset base
- Consistent global processes
- Productive world-class workforce

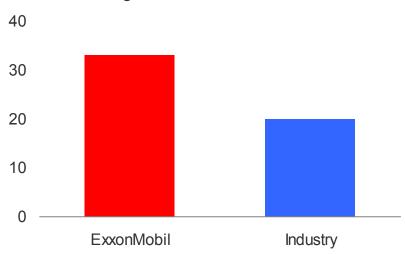


### **Growth – Lubricants & Specialties**

Growing high-value opportunities faster than industry drives our strong performance.

#### **Synthetic Lubricants Sales Growth**

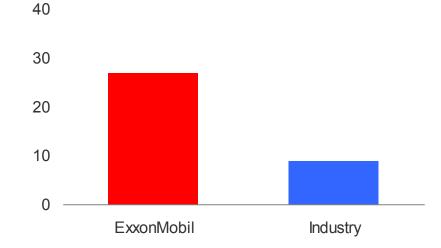
Percent Change versus 2005



- Technology and brand leadership
- Superior growth

#### **Developing Markets Sales Growth\***

Percent Change versus 2005



- Equipment builder relationships
- Efficient business models

Source: ExxonMobil estimates based on available industry data and public information \* Passenger, commercial, and industrial finished lubricants

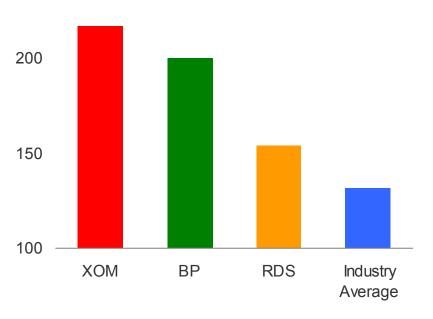


### Refining & Supply

ExxonMobil is the largest global refiner and has a scale advantage.

#### **Average Refinery Size**

KBD 250



- Refineries 60% larger than industry\*
  - Most conversion capacity
  - Largest lube basestock capacity
- High-performing assets
  - Efficient and cost effective
  - Disciplined operations
  - Proven project management skills

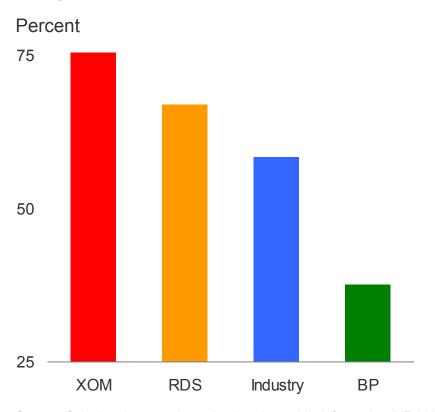
Source: Equity share capacity calculated on consistent basis using public information; YE 2009 \* ExxonMobil average global refinery distillation capacity compared to industry



### Integration – Refining & Supply

Our integration with Chemicals or Lubes reduces costs and increases margins.

#### **Integration with Chemicals or Lubes**



- Integrated molecular optimization
- Higher-value products
- Common site management, utilities, and infrastructure

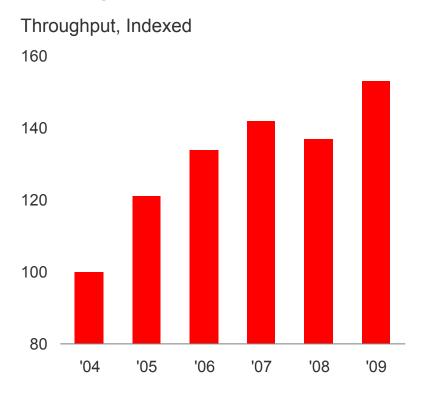
Source: Calculated on consistent basis using public information; YE 2009



### Feed Flexibility – Refining & Supply

ExxonMobil improves margins by processing raw materials sold at a discount in the market.

#### **Challenged Crudes\***



Lower-cost feedstocks improve margins

- Technology advantages
  - Virtual molecular assays
  - Expanding feed flexibility
- Processing 2X industry average
  - Increasing capability
  - Global real-time data sharing

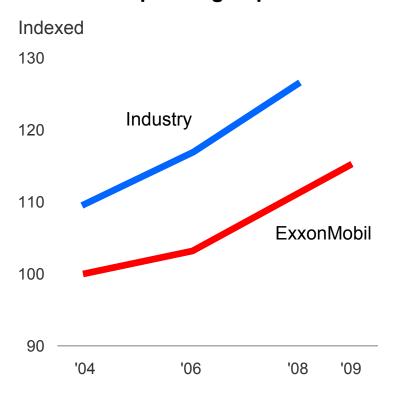


<sup>\*</sup> Crudes discounted in market due to properties that make them challenging to process

### Operating Cost Efficiency – Refining & Supply

We continue to increase our cost advantage over the industry.

#### **Unit Cash Operating Expense**



- Maintaining cost leadership
  - Global circuit average in top quartile
- Leveraging scale and integration
- Focusing on efficiency capture

Source: Solomon Associates fuels refining benchmarking data through '08 available on even years; data at constant foreign exchange rates and energy prices; ExxonMobil estimate for '09; Data indexed to ExxonMobil ('04)



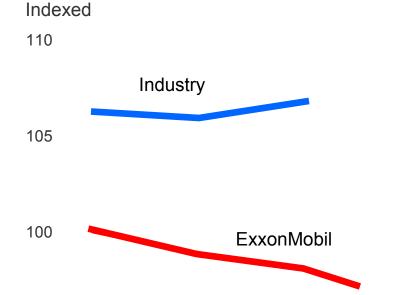
### **Energy Efficiency – Refining & Supply**

Our energy efficiency initiatives improve our competitive advantage.

#### **Energy Intensity**

95

'04



'06

- Cogeneration investments
- Global Energy Management System
- Energy saving investments worldwide

Source: Solomon Associates fuels refining benchmarking data through '08 available on even years; ExxonMobil estimate for '09; Data indexed to ExxonMobil ('04)

'08

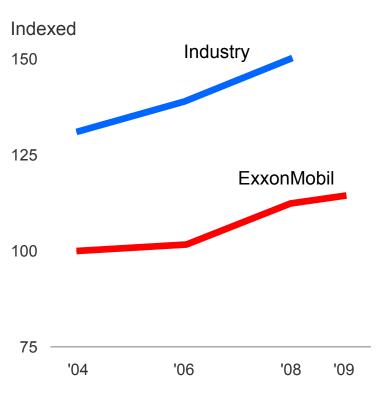
'09



### Personnel Efficiency – Refining & Supply

Our scale, global processes, and talented workforce drive superior productivity.

#### **Personnel**



- High-quality workforce
- Extensive automation
- Global support / networks
- Standardized, state-of-the-art training

Source: Solomon Associates fuels refining benchmarking data through '08 available on even years; ExxonMobil estimate for '09; Data indexed to ExxonMobil ('04)



#### **Downstream Technology Leadership**

ExxonMobil continues to build on our Downstream technology leadership to help provide the energy solutions the world needs today and for the future.



- Legacy of technology leadership
- Near-term technologies include:
  - Advanced catalysts and processes
  - Heavy oil characterization and conversion
  - Energy efficiency / management
- Longer-term opportunities include:
  - Gasification
  - On-board hydrogen generation
  - Second generation biofuels (algae)

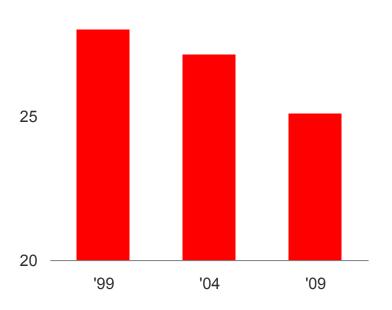


#### **Downstream Portfolio Management**

We actively manage our capital employed through all parts of the business cycle.

#### **Average Capital Employed**

\$ B 30



<sup>\*</sup> Asset management activities, reductions YE 1999 – 2009

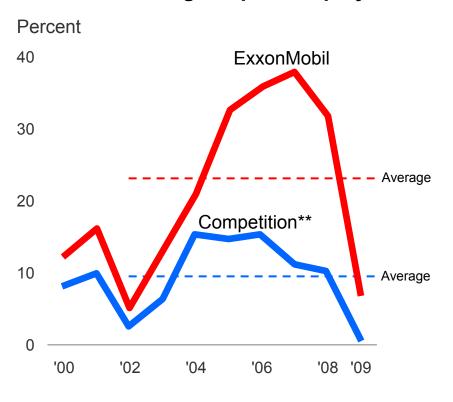
- Disciplined capital management
- Robust portfolio management processes
- Significant portfolio activities\*
  - 10 refineries
  - 5,000 miles of pipeline assets
  - 140 product terminals
  - 40 lube oil blend plants
  - 20,000 retail sites



### **Downstream Return on Capital Employed**

Operational excellence and capital discipline deliver advantaged returns for our shareholders.

#### Return on Average Capital Employed\*



- Proven business strategies
- Leveraging corporate strengths
- Well-managed portfolio



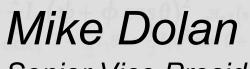
<sup>\*</sup> Competitor data estimated on a consistent basis with ExxonMobil, and based on public information

<sup>\*\*</sup> BP, RDS and CVX

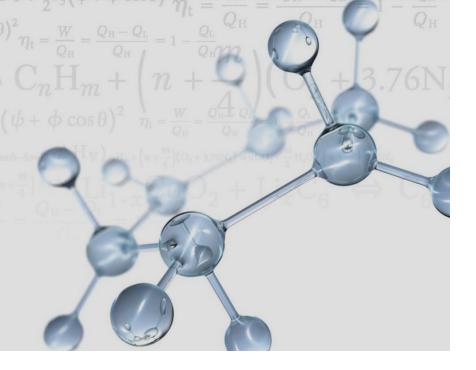


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# **Chemical Overview**



Senior Vice President



### **2009 Chemical Highlights**

ExxonMobil Chemical financial performance exceeded our major chemical competitors.



One of the three largest chemical companies in the world

Earnings	\$2.3 B		
■ ROCE	13.9 %		

Sales volume	24.8	NAT
Sales volume	<b>4.</b> 0	IVII

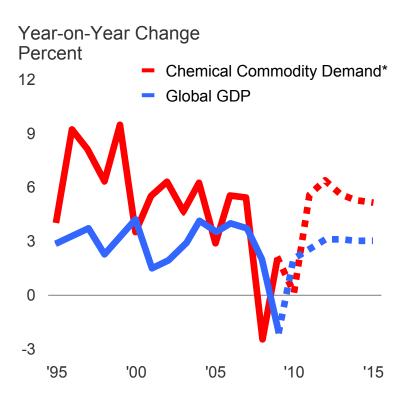
■ Capex \$3.1 B



#### **Global Demand**

Our products feed a wide range of growing markets and applications.

#### **Commodities Demand and Global GDP**



- Global demand growth above GDP
- Driven by penetration into new markets and material substitution
  - Significant sustainability benefits
- Asia Pacific 60% of future growth

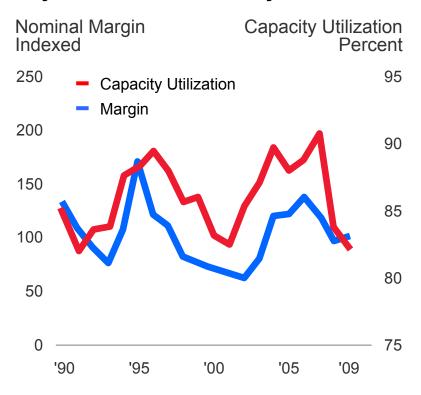


<sup>\*</sup> ExxonMobil estimates; Includes Polyethylene, Polypropylene, and Paraxylene

### **Chemical Industry**

Chemical industry capacity utilization and margins are cyclical.

#### **Key Chemical Commodity Trends\***



- Industry recovering from weak demand
- Additional capacity coming on stream
- Near-term margins weakened



 $<sup>\</sup>hbox{$^*$ ExxonMobil estimates; Includes Polyethylene, Polypropylene, and Paraxylene}\\$ 

### **Chemical Strategies**

The consistent execution of our strategies over multiple business cycles is the foundation of our financial return leadership among our competitors.

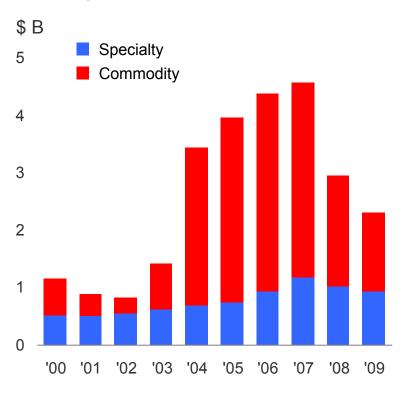
- Unique portfolio of global businesses
- Integration across ExxonMobil operations
- Relentless focus on operational excellence
- Disciplined investment in advantaged projects
- Technology leadership



#### **Business Portfolio**

Our portfolio captures the benefits of scale from commodities while maximizing the value of specialties.

#### **Earnings**

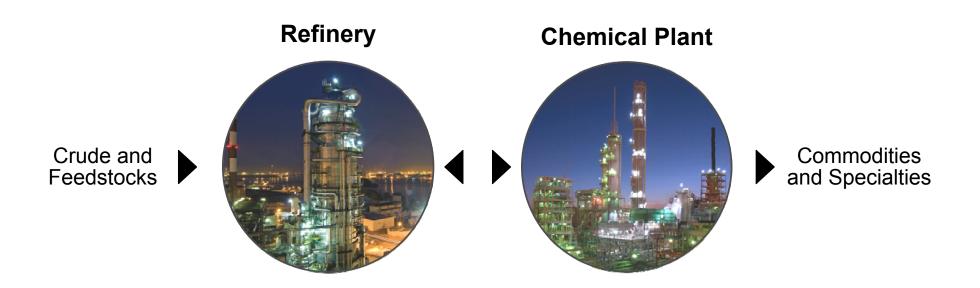


- Commodities capture upside earnings potential at peak of cycle
- Specialties provide stable earnings base
- Over 90% of our businesses have a #1 or #2 global market position



### Integration and Feed Flexibility

Our ability to extract value from integration is a competitive advantage.



- Molecules upgraded to highest value
- Assets with unparalleled feed flexibility
- Shared facilities / best practices

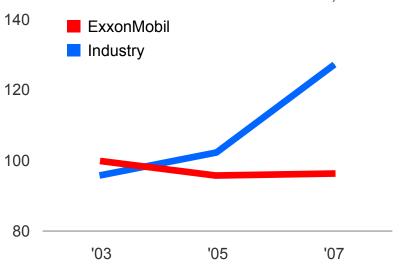


#### **Operational Excellence**

Our relentless focus on operational excellence in all aspects of our business creates a competitive advantage.

#### **Operating Costs\***

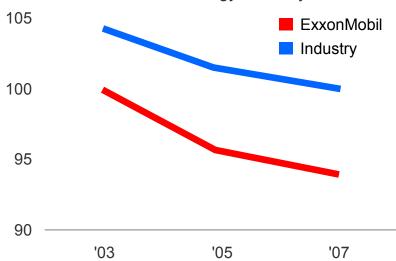
North America Steam Cracker Fixed Costs, Indexed



 Continuous improvement across business cycles

#### **Energy Intensity\***

Global Steam Cracker Energy Intensity, Indexed



 Global functional organization leverages best practices

Source: Solomon Associates

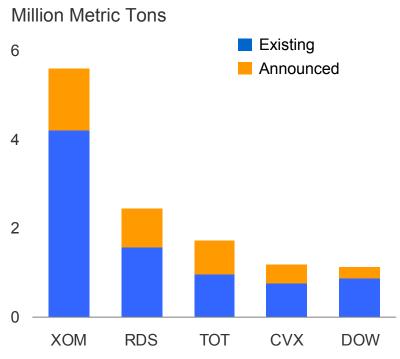


<sup>\*</sup> Only odd-year Solomon data available '03 – '07; Data indexed to ExxonMobil ('03)

#### **Asia Pacific Growth**

We have been a key supplier in Asia Pacific and are increasing our capacity to meet future demand growth.

# Asia Pacific / Middle East Capacity Ethylene & Paraxylene



- Asia Pacific 60% of future growth
- Middle East exports strategic to support Asia Pacific growth
- Fujian start-up in 2009

Source: Chemical Market Associates, Incorporated



### **Advantaged Growth Projects**

Our major investments maximize returns through a unique combination of advantaged feeds, lower-cost processes, and premium products.

# Advantaged Feeds

# Lower-Cost Processes

# Premium Products

Singapore Expansion



✓ Significant feed flexibility

✓ Proprietary Technology

√ Scale

✓ Metallocene Polyethylene

√ Elastomers

Saudi Elastomers



✓ Ethane

✓ Proprietary Technology

√ Scale

✓ TPE / TPO

✓ Butyl Rubber

Qatar Petrochemical Complex



✓ Ethane

✓ Proprietary Technology

√ Scale

✓ Metallocene Polyethylene



### **Chemical Technology**

Development and deployment of industry-leading chemical technology provide a competitive advantage.



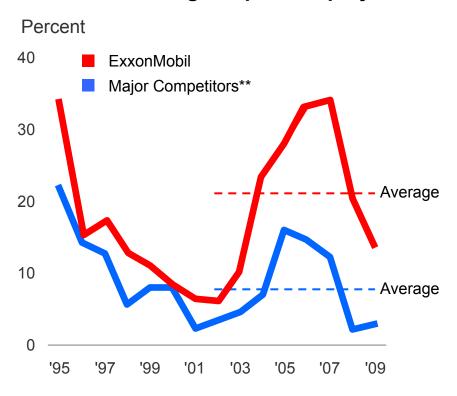
- Advantaged feeds
  - High level of feed flexibility
- Lower-cost manufacturing processes
  - Advanced processes and catalysts
  - Improved energy efficiency and reliability
- Premium products
  - Innovative, higher-value products



### **Chemical Return on Capital Employed**

ExxonMobil Chemical has outperformed our major competitors across the last cycle.

#### Return on Average Capital Employed\*



- Consistent strategy execution
- Unique scale and integration
- Unmatched financial performance



<sup>\*</sup> Competitor data estimated on a consistent basis with ExxonMobil, and based on public information

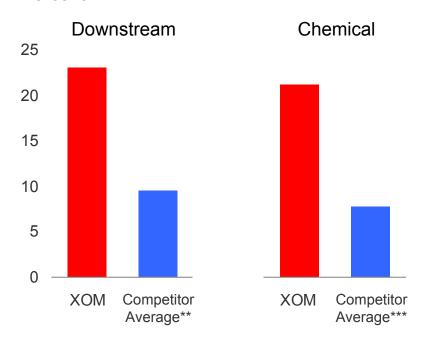
<sup>\*\*</sup> BP (through '04), RDS (through '08), CVX, Dow Chemical

### **Summary**

ExxonMobil has unequaled performance across the Downstream and Chemical platforms.

## Return on Average Capital Employed\* 2002 - 2009

Percent



- Industry-leading integration
- Businesses optimized together to maximize shareholder value
- Combined 2002 2009 average annual results
  - \$8.8B earnings
  - 22% ROCE



<sup>\*</sup> Competitor data estimated on a consistent basis with ExxonMobil, and based on public information

<sup>\*\*</sup> BP, RDS, CVX

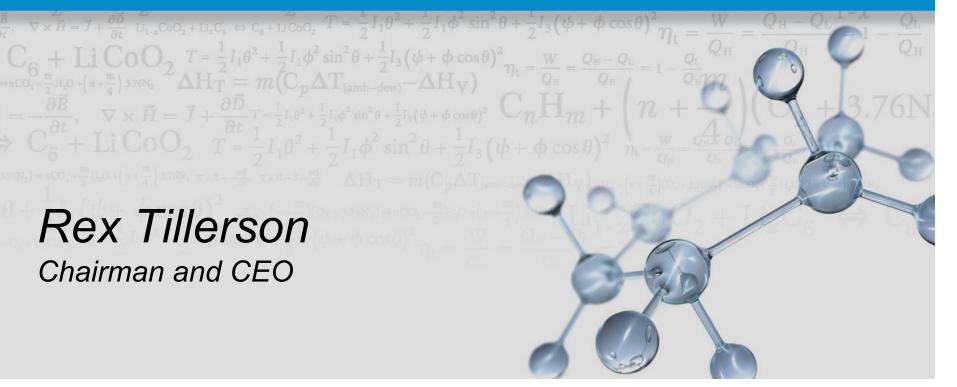
<sup>\*\*\*</sup> BP (through '04), RDS (through '08), CVX, Dow Chemical



Taking on the world's toughest energy challenges.™

# Summary

Rex Tillerson Chairman and CEO



#### **Proven Business Model**

ExxonMobil's business model delivers superior results and provides a unique, competitive advantage.





### Risk Management

We manage risk with well-developed processes and Board oversight.



Financial

Geopolitical

Environmental

Technology

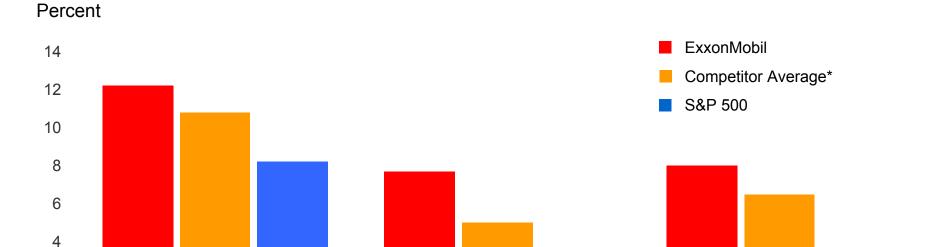


#### **Shareholder Value**

Financial results and stock market returns are best viewed over a longer time-frame, consistent with our investment horizon.

#### **Annualized Shareholder Returns**

20 years



10 years

\* RDS, CVX and BP

2

-2



5 years

#### **ExxonMobil**

ExxonMobil is strong, resilient, and well-positioned for continued success.

- Industry-leading portfolio of businesses and assets
- Disciplined and consistent approach across the business
- Commitment to technology leadership
- Superior financial flexibility
- Relentless focus on maximizing long-term value
- Uniquely well-positioned for the future



### XTO Energy Transaction – Strategic Incentives

The agreement between ExxonMobil and XTO Energy will provide long-term benefits to shareholders in both companies.

- Outstanding resource base
- Extensive unconventional technical capabilities and operating expertise
- Complements ExxonMobil's strengths
- Significant long-term growth potential
- Creation of a premier, global unconventional resource organization
- Sustainable, long-term value creation



### **XTO Energy Transaction – Status Update**

The regulatory clearance process is proceeding as planned.

- Proxy
- Shareholder approval
- Regulatory clearance
- Timing

