ExxonMobil Ecosystem

Exxon Mobil Corporation
5959 Las Colinas Boulevard,
Irving, Texas 75039-2298
Phone: (972) 940-6000
www.exxonmobil.com

Outside Relationships

Regulators

Key US Federal Regulators
- Environmental Protection Agency
- Department of Energy, Office of Fossil Energy
- Department of the Interior
- Bureau of Ocean Energy Management

Key US State Regulators
- Alaska Oil and Gas Commission
- Railroad Commission of Texas, Oil and Gas Division
- Louisiana Department of Natural Resources

International Regulators
- Government Regulatory Agencies Outside the U.S.

Capital

- Public Debt Holders — Bond Financing
- Commercial Banks — Working Capital Financing

Suppliers/ Partners

Key Contractors
- Bristow Helicopters *(Offshore Helicopter Services)*
- DAI Global *(International Consulting Services)*
- Environmental Resources Management *(Environmental, Health, and Safety Consulting Services)*
- Franks International Ltd. *(Tubular and Well Services)*
- Noble Drilling Services *(Offshore Drilling Services)*
- Oceaneering International Inc. *(Subsea Engineering and Applied Technology)*
- Tiger Tanks *(Offshore Fluid and Waste Tanks)*
- Saipem *(Engineering and Drilling Services)*
- Tanks A Lot *(Deep Water Container Specialists)*
- Stena Carron *(Drilling Ship)*
- Schlumberger *(Oilfield Services)*
- RPS *(Real-Time Metocean Monitoring System)*
- Ramps Logistics *(Logistic Services)*
- Halliburton *(Oilfield Services)*
- TechnipFMC *(Project Life Cycle Services)*

Customers

Natural Gas, Crude Oil, Bitumen, and Natural Gas Liquids Customers
- Local Distribution Companies
- Gas Utilities
- Power Utilities
- Large Industrial Companies
- Independent Integrated Oil and Gas Companies
- State-Owned Oil and Gas Companies
- Gas Marketing Companies

Natural Gas, Oil, Bitumen, and Gas Liquids Sales

U.S. Federal Oil, Gas, and Other Resources Extraction, Processing and Transportation Regulation

Pipes, Tubing, Valves, Drilling Equipment, Engineering Services and Other Supplies

U.S. State Oil, Gas, and Other Resources Extraction, Processing and Transportation Regulation

International Oil, Gas, Bitumen, and Other Resource Extraction, Processing and Transportation Regulation

ExxonMobil Pipeline Company (EMPCo) — Pipeline Transport Services Through 10 States and Gulf of Mexico

ExxonMobil (New Jersey Corporation)

Debt Structure

Total Debt: $46.92B; Short Term Debt: $20.578B

Revolving Credit
Short-Term Lines: $7.9B
Long-Term Lines: $0.2B

Short Term Credit Ratings: Moody's (Prime-1)

Long Term Debt Credit Ratings: Moody's (Aa1); S&P (AA)

- 17 Separate Notes Issuances Due from 2020 to 2049 with Interest Rates Between 1.912% and 4.114%
- XTO Energy Inc. Notes Due 2036 to 2038 with Interest Rates Between 6.100% and 6.750%
- Mobil Corporation 8.625% Debentures Due 2021
- Total Long Term Debt (26.342B)

Equity Structure

Equity

- Common Stock — *Authorized: 9,000M; Issued: 8,019M; Outstanding: 4,234M*
- Class A Preferred Stock — *Authorized: 16,500,000 (par value $61.50)*
- Class B Preferred Stock — *Authorized: 165,800*
- Common Stock Repurchase Plan: Shares Held in Treasury: *3.785 Million Shares (2019)* — *$210 Billion in Share Repurchases Over a 10-Year Period Prior to 2016*

Governance

Board of Directors

Susan K. Avery (B,P)	Steven A. Kandarian (C,P)	Board Committees: Audit (A) Compensation (C) Board Affairs (B) Finance (F) Public Issues and Contributions (P) Executive (E)
Angela F. Braly (C,P)	Douglas R. Oberhelman (A,F)	
Ursula M. Burns (A,F,E)	Samuel J. Palmisano (C,B,E)	
Kenneth C. Frazier (C,B,E)	William C. Weldon (A,F,E)	
Joseph L. Hooley (A,F)	Darren W. Woods (F,E)	

Management Team

Darren W. Woods (CEO, Chairman)	Linda D. DuCharme (President of Upstream Integrated Solutions)	Neil A. Hansen (VP, Investor Relations, Secretary)
Neil A. Chapman (SVP, Management Committee)	Neil W. Duffin (President of Global Projects)	Liam M. Mallon (VP, President of Upstream Oil & Gas)
Andrew P. Swiger (SVP, Principal Financial Officer)	Stephen M. Greenlee (VP, President of Upstream Business Development)	Karen T. McKee (VP, President of Chemical)
Jack P. Williams, Jr. (SVP)		Randall M. Ebner (VP, General Counsel)

Corporate Matters

Commercial and Business
- Procurement/Acquisition
- Business Development & Sales
- Business Enablement
- Data, Analytics & Systems
- Land & Real Estate
- Marketing
- Supply Chain

Finance
- Accounting/Controllers
- Tax
- Treasurers
- Financial Planning

Engineering
- Chemical Process Engineering
- Downstream Process Engineering
- Drilling and Subsurface
- Electrical
- Equipment
- Fuels Product Quality
- Instrument, Measurement and Control Systems
- Marine
- Materials Integrity
- Reservoir
- Subsea
- Upstream Process Engineering

Geoscience
- Generalist
- Geophysical Applications
- Geophysical Operations
- Geophysical Processing
- Geoscience Technicians
- Hydrocarbon Systems and Assessments
- Operations Geology
- Reservoir Modeling
- Stratigraphy
- Structure

Law
- Law Support Services
- Litigation Management
- Corporate Governance

Human Resources
- Embedded
- Learning
- Process Delivery
- Program Design
- Recruiting
- Staffing and Development
- Technology

Operations
- Logistics
- Maintenance
- Operations

Information Technology
- Applications
- Business Process
- Core
- Data & Analytics
- Enterprise Security
- Infrastructure
- Projects

Projects
- Development Planning
- Project Development
- Project Management

Research Technology
- Analytical/Research Laboratory
- Computation & Data Sciences
- Process Research
- Products Technology
- Research & Technology
- Leadership, Management, & Supervisors
- Science & Discovery

Technical & Administrative Support
- Administrative
- Technician

Health, Safety and Environment
- Environment, Regulatory, & Socioeconomic (ERS)
- Health
- Safety & Risk
- Security

Operations

U.S. Earnings After Taxes
Upstream: $536M; Downstream: $1.7B

Non-U.S. Earnings After Taxes
Upstream $13.9B; Downstream $606M

Chemical Earnings After Taxes
$592M

United States

Lower 48 | **Alaska** | **Gulf of Mexico**

Oil and Gas E&P (Upstream)

Acreage Holdings
- 815.6 Net Exploration & Development Wells Completed in 2019 (Lower 48)
- 11.5M Net Acres, 0.6M of Which Were Offshore (Lower 48)
- 0.5M Net Acres, 0.9 Net Exploration and Development Wells Completed and Largest Leasehold in Deep Water with 339 blocks (Gulf of Mexico)
- 11.6 Net Development Wells Completed (Alaska)

Primary Development
- Permian Basin (Texas/New Mexico)
- Bakken Formation (North Dakota)
- Marcellus Shale (Pennsylvania/West Virginia)
- Utica Shale (Ohio)
- Haynesville Shale (East Texas/Louisiana)

Production of Consolidated Subsidiaries & Equity Companies
- Crude Oil (513 KBD)
- Natural Gas (2,778M of cubic ft. per day)
- Natural Gas Liquids (133 KBD)
- Oil-Equivalent: (3,952 KBD across all regions)
- Productive Wells: *Oil (33,506 Gross/13,830 Net)* *Gas (26,393 Gross/13,759 Net)*

Processing/Refining Capacity (Downstream)
- Joliet, IL (236 KBD)
- Baytown, TX (561 KBD)
- Billings, MT (60 KBD)
- Baton Rouge, LA (518 KBD)
- Beaumont, TX (369 KBD)

Proved Reserves
- Oil and Natural Gas Liquids (4,389M barrels)
- Natural Gas (19,239 billion cubic ft.)

Retail Gas Stations (Downstream)
- Owned/Leased (0)
- Distributors/Resellers (10,830)

Canada/Other Americas

Canada | **Argentina** | **Guyana**

Oil and Gas E&P (Upstream)

Acreage Holdings
- 6.8M Net Acres (3.9M Offshore) (Canada)
- 0.6M Net Acres (Onshore); Cold Lake (In Situ Bitumen Canadian Operations)
- 2.9M Net Acres (2.6M Offshore) (Argentina)
- Acquired 3 Offshore Blocks of 2.6M Net Acres in Malvinas Basin (Argentina)
- 4.6M Net Acres Offshore; Liza Phase 1 started 12/2019; Liza Phase 2 funded in 2019 (Guyana)

Production of Consolidated Subsidiaries & Equity Companies
- Crude Oil (87 KBD)
- Synthetic Oil (65 KBD)
- NGL (4 KBD)
- Natural Gas (258M of cubic ft./day)
- Bitumen (311 KBD)
- Productive Wells: Oil (4,905 Gross/4,724 Net); Gas (3,441 Gross/1,347 Net)

Processing/Refining Capacity (Downstream)
- Strathcona, Alberta (69.6% of 191 KBD)
- Sarnia, Ontario (69.6% of 199 KBD)
- Nanticoke, Ontario (69.6% of 113 KBD)

Proved Reserves
- Oil and NGLs (576M barrels)
- Natural Gas (1,466 billion cubic ft.)
- Synthetic Oil (415M barrels)
- Bitumen (3,858M barrels)

Retail Gas Stations (Downstream)
- Owned/Leased (0)
- Distributors/Resellers (2,523)

Europe

Germany | **UK** | **Netherlands**

Oil and Gas E&P (Upstream)

Acreage Holdings
- 2.2M Net Acreage Onshore (Germany)
- Net Interest in Licenses of 1.5M Acres (1.1M Onshore); Dutch Cabinet intends to Further Reduce Groningen Gas Extraction and Terminate Production in 2022 (Netherlands)
- Net Interest in Licenses of 0.3M Offshore Acres; Continued Development of Penguins Redevelopment Project (UK)

Production of Consolidated Subsidiaries & Equity Companies
- Crude Oil (87 KBD)
- Natural Gas Liquids (21 KBD)
- Productive Wells: Oil (798 Gross/227 Net); Gas (1,078 Gross/411 Net)
- Natural Gas (1,457M of cubic ft./day)

Processing/Refining Capacity (Downstream)
- Antwerp, Belgium (307 KBD)
- Trecate, Italy (75.3% of 132 KBD)
- Fos-sur-Mer, France (62.9% of 133 KBD)
- Rotterdam, NL (192 KBD)
- Gravenchon, France (62.9% of 240 KBD)
- Slagen, Norway (116 KBD)
- Karlsruhe, Germany (25% of 78 KBD)
- Fawley, United Kingdom (262 KBD)

Proved Reserves
- Oil and Natural Gas Liquids (66M barrels)
- Natural Gas (1,202 billion cubic ft.)

Retail Gas Stations (Downstream)
- Owned/Leased (197)
- Distributors/Resellers (5,743)

Africa

Angola | **Nigeria** | **Equatorial Guinea** | **Mozambique** | **Chad**

Oil and Gas E&P (Upstream)

Acreage Holdings
- 0.2M Net Acres Offshore; Block 32 Kaombo Split Hub Sul FPSO Started in April 2019; Norte FPSO Started in 2018 (Angola)
- 4,000 Net Acres Onshore (Chad)
- 0.5M Net Acres Offshore (Equatorial Guinea)
- 1.8M Net Acres Offshore; Relinquished 0.8M Net Acres in Area 5 Blocks, Angoche A5-B, Zambezi Z5-C, and Zambezi Z5-D; Continued Coral South Floating Liquid Natural Gas Project (Mozambique)
- 0.9M Net Acres Offshore (Nigeria)

Production of Consolidated Subsidiaries & Equity Companies
- Crude Oil (360 KBD)
- Natural Gas Liquids (21 KBD)
- Natural Gas (7M of cubic ft./day)
- Productive Wells: Oil (1,191 Gross/456 Net); Gas (13 Gross/5 Net)

Proved Reserves
- Oil and Natural Gas Liquids (439M barrels)
- Natural Gas (1,285 billion cubic ft.)

Retail Gas Stations (Downstream)
- Owned/Leased (225)
- Distributors/Resellers (190)

Asia

Azerbaijan | **Indonesia** | **Iraq** | **Kazakhstan** | **UAE** | **Malaysia** | **Qatar** | **Russia** | **Thailand**

Oil and Gas E&P (Upstream)

Acreage Holdings
- 7,000 Net Acres Offshore (Azerbaijan)
- 65,000 Net Acres Offshore Through Qatar Petroleum JV; Development Activities on Barzan Project (Qatar)
- 0.1M Net Acres Onshore; Kedung Keris Project Started November 2019 (Indonesia)
- 21,000 Net Onshore Acres (Thailand)
- 0.3M Net Acres (0.2M Offshore); Development Activities Continued on Tengiz Expansion Project (Kazakhstan)
- 81,000 Net Acres in the Abu Dhabi Offshore Upper Zakum Oil Concession; Commissioning Activities on Upper Zakum 750 Project; Development Activities on Upper Zakum 1 MBD Project (UAE)
- Interest in Production Sharing Contracts Covering 2.4M Net Acres Offshore (Malaysia)

Production of Consolidated Subsidiaries & Equity Companies
- Crude Oil (664 KBD)
- NGL (84 KBD)
- Natural Gas (3,575M of cubic ft./day)
- Productive Wells: Oil (1,137 Gross/360 Net); Gas (259 Gross/109 Net)

Processing/Refining Capacity (Downstream)
- Fujian, China (25% of 67 KBD)
- Sriracha, Thailand (66% of 167 KBD)
- Jurong/PAC, Singapore (592 KBD)
- Yanbu, Saudi Arabia (50% of 200 KBD)

Proved Reserves
- Oil and Natural Gas Liquids (4,676M barrels)
- Natural Gas (16,887 billion cubic ft.)

Retail Gas Stations, Asia Pacific Only (Downstream)
- Owned/Leased (567)
- Distributors/Resellers (1,134)

Australia/Oceania

Australia | **Papua New Guinea**

Oil and Gas E&P (Upstream)

Acreage Holdings
- 1.8M Net Acres Offshore, 10,000 Onshore Net Acres Onshore; Development Activities on West Barracouta Project (Australia)
- CV-Operated Gorgon Janz LNG Development of a 15.6M tonnes/year LNG Facility and a 280M cubic ft./day Domestic Gas Plant on Barrow Island, Western Australia (Australia)
- 6.9M Net Acres (3.3M offshore) (Papua New Guinea)
- Relinquished 3M Net Acres of Working Interest; LNG Development in PNG Highlands, Pipelines, and a 6.9M tonnes/year LNG facility near Port Moresby (Papua New Guinea)

Production of Consolidated Subsidiaries & Equity Companies
- Crude Oil (30 KBD)
- NGL (15 KBD)
- Natural Gas (1,319M of cubic ft./day)
- Productive Wells: Oil (582 Gross/120 Net); Gas (87 Gross/36 Net)

Processing/Refining Capacity (Downstream)
- Altona, Australia (86 KBD)

Proved Reserves
- Oil and Natural Gas Liquids (125M barrels)
- Natural Gas (7,001 billion cubic ft.)

Key Global Competitors

Chevron	Shell
Total	BP
Eni	ConocoPhillips
Valero	Oxy
Marathon Oil	Lukoil

Chemical Segment

Petrochemical Complex Capacity (*millions of metric tons per year*)

North America
- Baton Rouge, LA — Ethylene (1.1); Polyethylene (1.3); Polypropylene (0.4)
- Baytown, TX — Ethylene (3.8); Paraxylene (0.6); Polypropylene (0.7)
- Beaumont, TX — Ethylene (0.9); Paraxylene (0.3); Polyethylene (1.7)
- Mont Belvieu, TX — Polyethylene (2.3)
- Sarnia, Ontario (69.6% Ownership) — Ethylene (0.3); Polyethylene (0.5)

Europe
- Antwerp, Belgium — Ethylene (0.8); Polyethylene (1.3); Polypropylene (0.3); Paraxylene (0.7)
- Fife, UK (50%)
- Gravenchon, France
- Meerhout, Belgium
- Rotterdam, Netherlands

Middle East
- AL Jubail, Saudi Arabia — Ethylene (1.6); Polyethylene (1.4); Polypropylene (0.2)
- Yanbu, Saudi Arabia

Asia Pacific
- Fujian, China — Ethylene (2.2); Polyethylene (2.1); Polypropylene (1.1); Paraxylene (2.5)
- Singapore, Singapore
- Sriracha, Thailand

Key Company Data (as of 12/31/19)

Share Information
- Ticker Symbol: XOM
- Share Price (9/21/2020): $36.43
- Annual Dividend: $3.43
- EPS: $3.36

Revenues/Income
- Sales: $255.583B
- CapEx: $31.148B
- Total Revenue: $264.938B
- EBITDA: $39.884B
- Net Income: $14.340B

Expenses
- Income Taxes: $38.5B
- Crude Oil & Product Purchases: $143.8B
- Environmental: $5.2B
- Production: $36.826B
- Depletion and Depreciation: $18.998B

Balance Sheet
- Total Assets: $362.59B
- Properties and Equipment: $253.01B
- Cash: $3.08B
- Total Liabilities: $163.65B
- Long-term Debt: $24.67B

Resources
- Employees: 74,900
- Active Patents: 13,000+
- IP Licensing Revenues: $79M
- Global Headquarters: Irving, Texas

Sources of Revenue by Country in Billions
- United States ($89.612)
- Canada ($19.735)
- United Kingdom ($17.479)
- France ($12.740)
- Singapore ($12.128)

Recent Developments

Q2 2020 loss of $1.08B (or a loss of $0.26 per share), compared with Q2 2019 earnings of $3.13B (or $0.73 per share) due to a significant decline in demand from the COVID induced shutdowns.

In 2013, ExxonMobil was "the biggest U.S. company by market capitalization." Since then, "it has lost roughly 60% of its value, with its market cap now at around $160 billion."

Glossary
- KBD = Thousands of Barrels Per Day
- FPSO = Floating Production, Storage, and Offloading

Outside Relationships

Customers

Chemical Customers
- Dana Inc.
- ConocoPhillips
- Eastman Chemical Co.
- Dupont De Nemours Inc.
- Occidental Petroleum Corp.
- Dow Inc.

Chemical Sales

Transportation, Storage, Pipelines, Refining and Other Technologies/ Solutions

Fluid Handling Services and Equipment, Chemicals, Plastics, and Other Supplies

Suppliers/ Partners

Professional Services
- Pricewaterhouse Cooper(Audit Services)
- Hunton Andrews Kurth (Legal and Lobbying Services)
- Universal McCann and BBDO (Advertising Services)

Professional Services

Chemical Suppliers
- Air Products & Chemicals Inc.
- Crane Co.
- CSX Corp.
- Dow Inc.
- Fluor Corp.
- Parker Hannifin Corp.
- Dover Corp.
- Textron Inc.
- Union Pacific Corp.

Downstream Suppliers
- Entergy Corporation
- Fluor Corp.
- Honeywell International Inc.
- Itt Inc.
- Marathon Oil Corp.
- Williams Companies Inc.
- Nisource Inc.

Capital

Significant Shareholders
- The Vanguard Group, Inc. (7.86%)
- SSgA Funds Management, Inc. (5.23%)
- BlackRock Fund Advisors (4.95%)
- Geode Capital Management LLC (1.50%)
- Northern Trust Investments, Inc. (1.27%)
- Fidelity Management & Research Co. (1.26%)

Common Stock Repurchases

Equity Capital

Regulators

Securities Regulators
- US Securities and Exchange Commission
- New York Stock Exchange

Securities Regulation and NYSE Listing Rules

National Governments and Natural Resources Authorities

Production and Exploration Licenses

Well Containment Equipment and Technology Partnership in Deep Water U.S. Gulf of Mexico

Subsea Well Containment Regulation

U.S. Bureau of Safety and Environmental Enforcement

Australian Marine Oil Spill Center (Non-Profit)

Petroleum Industry of Malaysia Mutual Aid Group (Non-Profit)

Norwegian Clean Seas Association for Operating Companies (Non-Profit)

Marine Well Containment Company (Non-Profit)

Environmental Regulation in Alberta, Canada

JV's with Imperial Oil Limited in Athabasca Oil Sands

JV with NNPC for Deep Water Offshore Gulf of Guinea Exploration and Production

Rights to Resell and Distribute Gas at the Retail Level

40-Year Onshore Exploration and Production Agreement among Chevron, ExxonMobil, KazMunayaGas, and LukArco

Oilfield Services, Exploration and Production, Industrial and Infrastructure, Completion, Drilling and Other Rig Services

International Subsea Well Control Incident Response (Equipment Storage in Northern Europe, South America, Africa, and the Asia-Pacific)

Collaboration on Subsea Well Control

Joint Ventures
- Syncrude Operations
- Kearl Operations

Nigerian National Petroleum Corporation (NNPC), which holds underlying prospecting license and leases

Tengizchevroil JV

Retail Property Owners

Upstream Suppliers
- Fluor Corp. *(Engineering Services)*
- Transocean Ltd. *(Offshore Drilling Services)*
- Halliburton Company *(Oilfield Services)*
- Schlumberger Ltd. *(Oilfield Services)*
- Matson *(Container Shipping & Logistics Services)*
- Apache Corp.
- Devon Energy Corp.
- Occidental Petroleum Corp.

Subsea Well Response Project

Alberta Energy Regulator

Oil Spill Response Removal Organizations (Non-Profit)
- Oil Spill Response Ltd. (Non-Profit) (Global)
- Marine Spill Response Corporation (Non-Profit) (Continental U.S.)
- Alaska Clean Seas (Non-Profit) (Alaska North Slope)
- Ship Escort/ Response Vessel System (Non-Profit) (Prince William Sound)

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