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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

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**SCHEDULE 14A**

**Proxy Statement Pursuant to Section 14(a)  
of the Securities Exchange Act of 1934**

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Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only** (as permitted by Rule 14a-6(e)(2))
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material Pursuant to §240.14a-12

**EXXON MOBIL CORPORATION**

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

- No fee required.
- Fee computed on table below per Exchange Act Rules 14a-6(i)(4) and 0-11.

(1) Title of each class of securities to which transaction applies:

(2) Aggregate number of securities to which transaction applies:

(3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):

(4) Proposed maximum aggregate value of transaction:

(5) Total fee paid:

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Fee paid previously with preliminary materials.

Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

(1) Amount Previously Paid:

(2) Form, Schedule or Registration Statement No.:

(3) Filing Party:

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(4) Date Filed:

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The following presentation will be made to EM Singapore employees from time to time.

# A dialogue about the future of ExxonMobil & SGCX

April – May 2021



Photo credit: Tan Li Khiam (April 2021)

### **Important Additional Information Regarding Proxy Solicitation**

Exxon Mobil Corporation ("ExxonMobil") has filed a definitive proxy statement and form of associated BLUE proxy card with the U.S. Securities and Exchange Commission (the "SEC") in connection with the solicitation of proxies for ExxonMobil's 2021 Annual Meeting (the "Proxy Statement"). ExxonMobil, its directors and certain of its executive officers will be participants in the solicitation of proxies from shareholders in respect of the 2021 Annual Meeting. Information regarding the names of ExxonMobil's directors and executive officers and their respective interests in ExxonMobil by security holdings or otherwise is set forth in the Proxy Statement. To the extent holdings of such participants in ExxonMobil's securities are not reported, or have changed since the amounts described, in the Proxy Statement, such changes have been reflected on Initial Statements of Beneficial Ownership on Form 3 or Statements of Change in Ownership on Form 4 filed with the SEC. Details concerning the nominees of ExxonMobil's Board of Directors for election at the 2021 Annual Meeting are included in the Proxy Statement. **BEFORE MAKING ANY VOTING DECISION, INVESTORS AND SHAREHOLDERS OF THE COMPANY ARE URGED TO READ ALL RELEVANT DOCUMENTS FILED WITH OR FURNISHED TO THE SEC, INCLUDING THE COMPANY'S DEFINITIVE PROXY STATEMENT AND ANY SUPPLEMENTS THERETO AND ACCOMPANYING BLUE PROXY CARD, BECAUSE THEY CONTAIN IMPORTANT INFORMATION.** Investors and shareholders can obtain a copy of the Proxy Statement and other relevant documents filed by ExxonMobil free of charge from the SEC's website, [www.sec.gov](http://www.sec.gov). ExxonMobil's shareholders can also obtain, without charge, a copy of the Proxy Statement and other relevant filed documents by directing a request by mail to ExxonMobil Shareholder Services at 5959 Las Colinas Boulevard, Irving, Texas, 75039-2298 or at [shareholderrelations@exxonmobil.com](mailto:shareholderrelations@exxonmobil.com) or from the investor relations section of ExxonMobil's website, [www.exxonmobil.com/investor](http://www.exxonmobil.com/investor).

What we will cover today



## Who are we- Our Beliefs

1. Access to energy underpins human comfort, mobility, economic prosperity, social progress
2. Science, engineering and technology is needed to solve the world dual challenge
3. Must uphold the highest standards of integrity in the conduct of our business



INTEGRITY



CARE



COURAGE



EXCELLENCE



RESILIENCE

**ExonMobil**

We contribute to **sustainable development** in many ways!



**ExonMobil**

United Nations Sustainable Development Goals

# 2019 community investments

In 2019, ExxonMobil contributed \$253 million to communities around the world.\* Total contributions include donations from Exxon Mobil Corporation, our divisions and affiliates, the ExxonMobil Foundation, as well as employee and retiree giving through ExxonMobil's matching gift and volunteer programs.

**\$253M WORLDWIDE TOTAL**

## Investments by focus area



## Investments by geographic region



\*Total contributions do not include environmental capital and operating expenditures.



# Positioning ourselves for a lower carbon energy future



## 4 Pillars of our Climate Strategy



Mitigating emissions in company operations



Providing products to help customers reduce their emissions



Developing and deploying scalable technology solutions

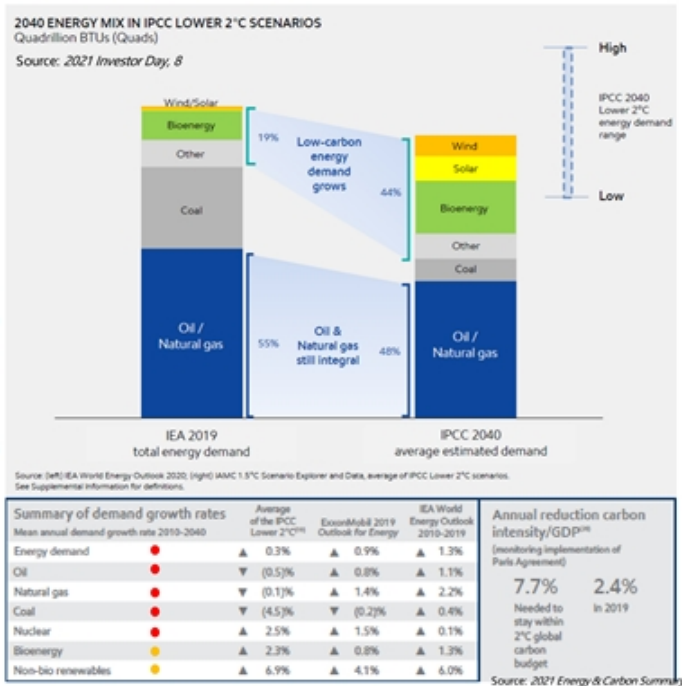
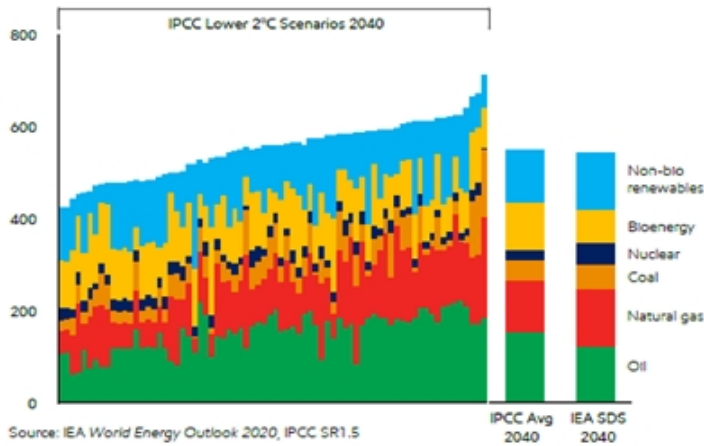


Proactive engaging on climate related policy

**ExxonMobil**

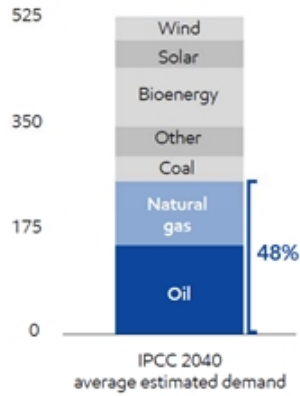
# Understanding 2 degree C Energy Mix Projections

2040 global energy demand mix across IPCC Lower 2°C scenarios (Exajoules)

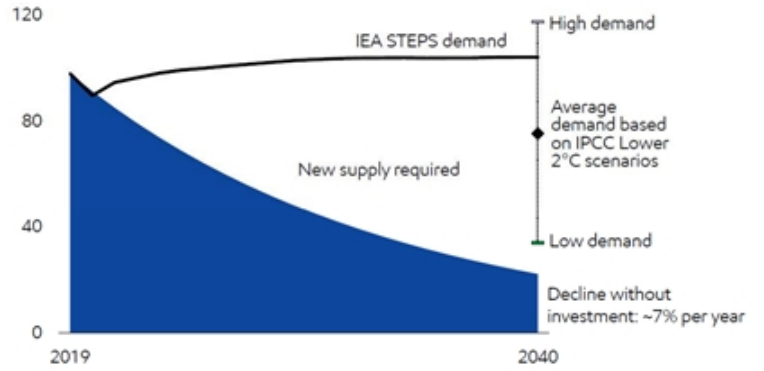


# Oil and Gas investment needed to meet demand

**GLOBAL ENERGY DEMAND IN IPCC LOWER 2°C SCENARIOS**  
Quads



**GLOBAL OIL SUPPLY AND DEMAND**  
Mbd

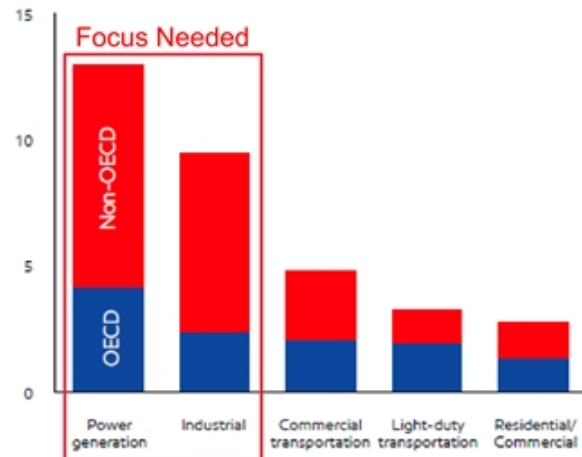


- Oil and natural gas remain essential
- \$12 trillion of investment needed by 2040 in 2°C<sup>1</sup>

Source: (left) IAMC 1.5°C Scenario Explorer and Data, average of IPCC Lower 2°C scenarios; (right) Excludes biofuels. IHS, IEA, ExxonMobil analysis of IAMC 1.5°C Scenario Explorer and Data, average of IPCC Lower 2°C scenarios. See Supplemental Information for footnotes and definitions.

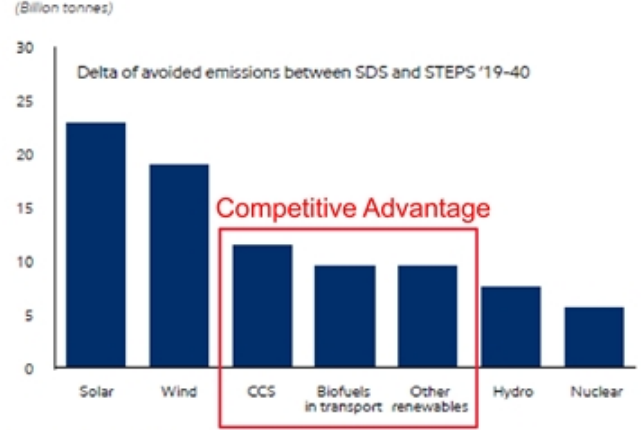
# Deploying technology to reduce CO<sub>2</sub> emissions

2017 global energy-related CO<sub>2</sub> emissions by sector  
(Billion tonnes)



ExxonMobil 2019 Outlook for Energy

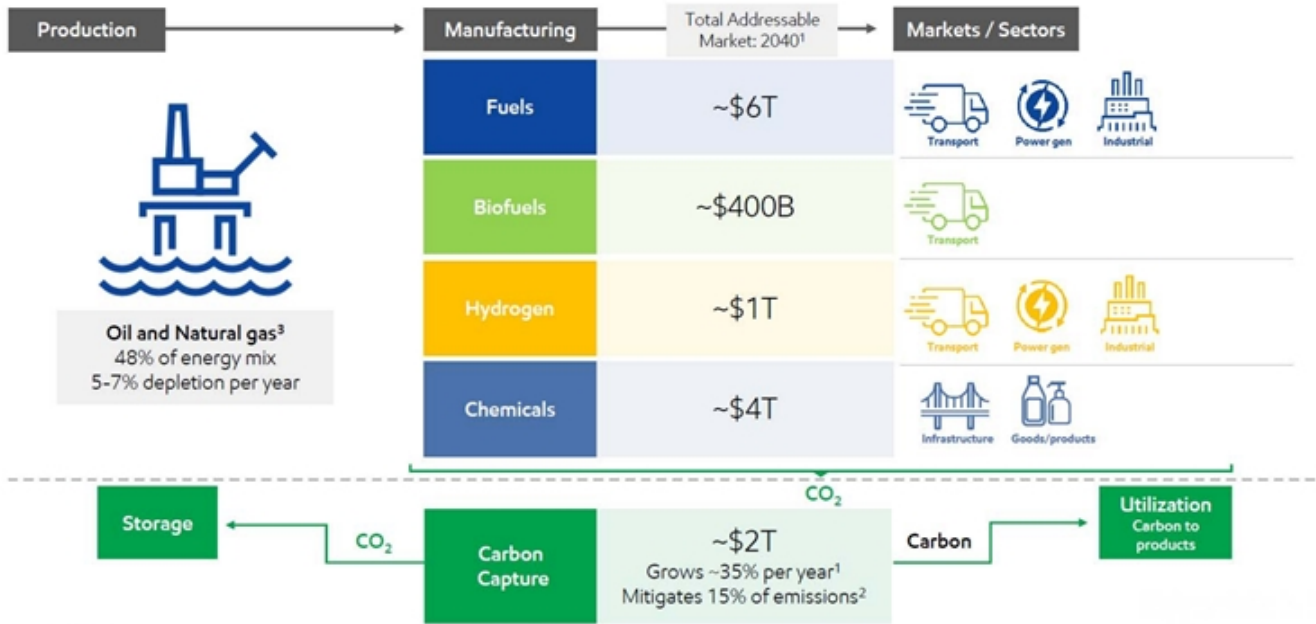
Technology developments beyond efficiency improvement needed to further reduce emissions  
(Billion tonnes)



IEA World Energy Outlook (WEO) 2020

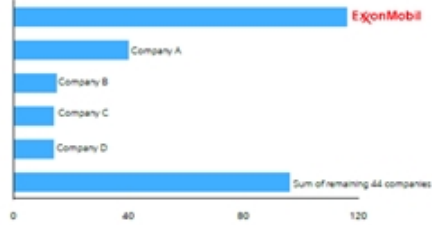
**ExxonMobil**

# ExxonMobil well positioned to capture value in growing markets



# We are a leader in Carbon Capture and Storage

Cumulative CO<sub>2</sub> capture volume since 1970<sup>(2)</sup>  
(Million tonnes)



Dedicated to deploying CCS at scale  
Progressing broad portfolio of commercial opportunities, while continuing to develop new technology solutions

**ADVANCING PLANS**

**>20**

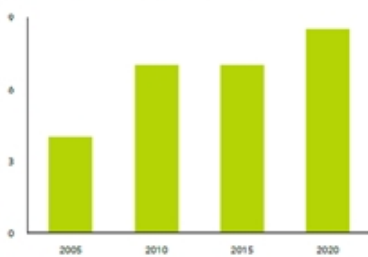
new CCS opportunities around the world to enable large-scale emission reductions, including options for producing low carbon Hydrogen.

**PLANNING TO INVEST**

**>\$3B**

on lower emission energy solutions through 2025

ExxonMobil carbon capture capacity  
(Equivalent CO<sub>2</sub>-equivalent emissions million tonnes per year)



→ Global Thermostat direct air capture pilot unit.



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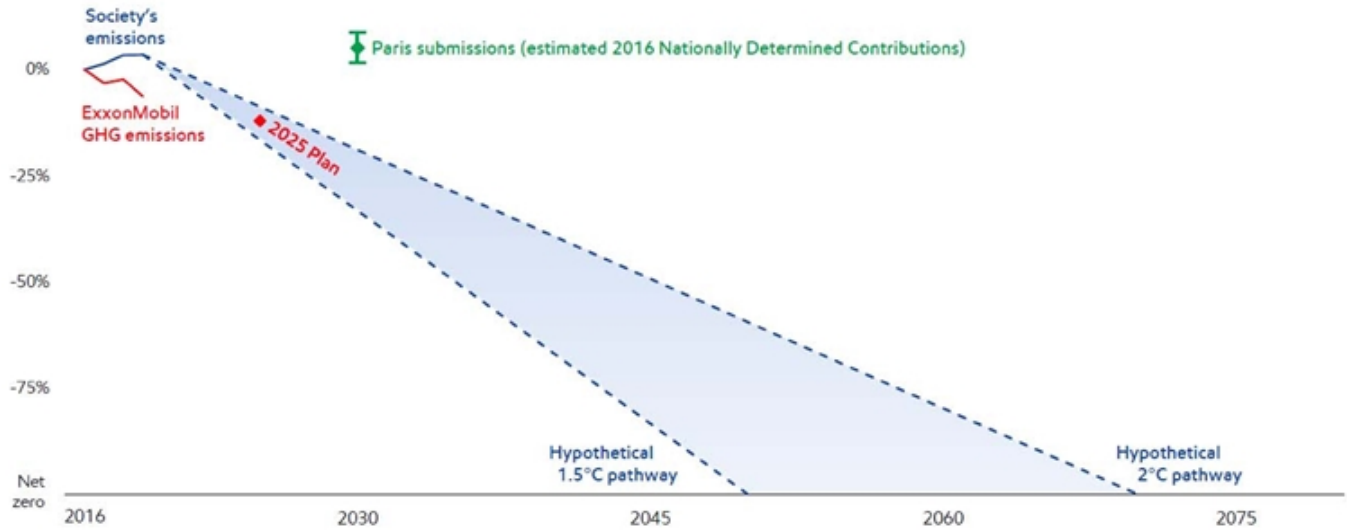
Source: 2021 Energy & Carbon Summary; (2) Global CCS Institute Data updated as of April 2020 and based on cumulative anthropogenic carbon dioxide capture volume. Anthropogenic CO<sub>2</sub>, for the purposes of this calculation, means CO<sub>2</sub> that without carbon capture and storage would have been emitted to the atmosphere, including, but not limited to: reservoir CO<sub>2</sub> from gas fields; CO<sub>2</sub> emitted during production and CO<sub>2</sub> emitted during combustion. It does not include natural CO<sub>2</sub> produced solely for enhanced oil recovery.

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# REDUCING EMISSIONS **CONSISTENT WITH GOALS OF PARIS**

Plans provide affordable and reliable energy while minimizing environmental impacts

EXXONMOBIL AND SOCIETY'S EMISSIONS<sup>1,2,3</sup>  
Percent reduction versus 2016



See Supplemental Information for footnotes.

Source: 2021 Investor Day, 19



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## Future of ExxonMobil

- We enable sustainable development by providing clean and affordable energy
- We deploy science & new technologies to win in the future of energy markets
- We deliver on our commitments and uphold the highest integrity in our business

**ExxonMobil**

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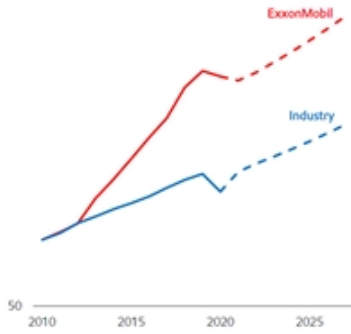
# Future of Downstream and Chemicals

# Our Downstream and Chemical Strategy

Enabling human comfort, mobility, economic prosperity, social progress

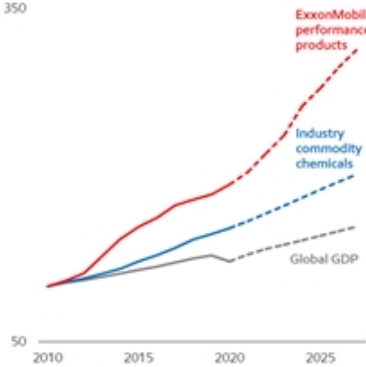
## Leading growth in Lubes and Chemicals

**SYNTHETIC LUBRICANTS VOLUMES 1.5x INDUSTRY**  
Indexed to 2010, %  
300



Source: Industry - Kline and Company (2019), ExxonMobil - ExxonMobil analysis. See supplemental information for footnotes and definitions.

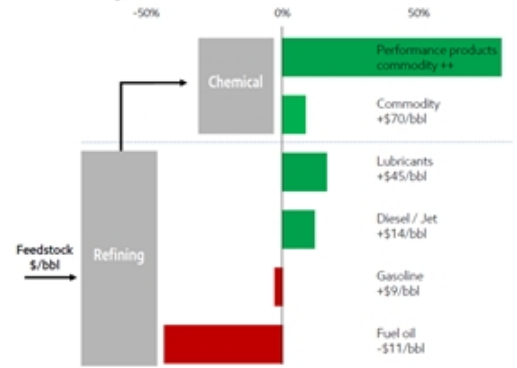
**PERFORMANCE PRODUCTS DELIVERED GROWTH AT >4x GDP<sup>1</sup>**  
Indexed to 2010, %  
350



See Supplemental Information for footnotes and definitions.

## Industry-leading Integration

**DOWNSTREAM AND CHEMICAL PRODUCT MIX UPGRADE PLANS<sup>1</sup>**  
2027 volume change, indexed to 2017



**ExxonMobil**

Source: 2021 Investor Day, 41-42, 45

# Leadership in Chemicals

#1 or #2 market position in >80% of chemical product portfolio



**Polyethylene**  
Performance market position: #1  
Total market position: #1



**Fluids / plasticizer**  
Market position: #1



**Propylene-based plastomer**  
Market position: #1



**Adhesions**  
Market position: #1



**Synthetics**  
Market position: #1



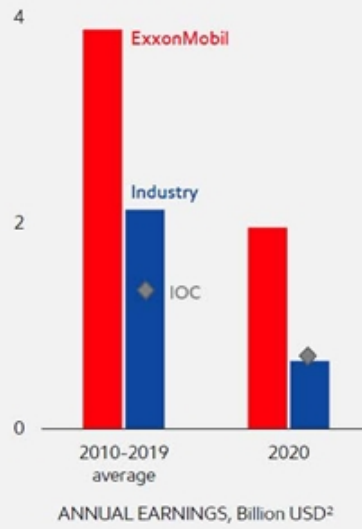
**TPV and butyl rubber**  
Market position: #1



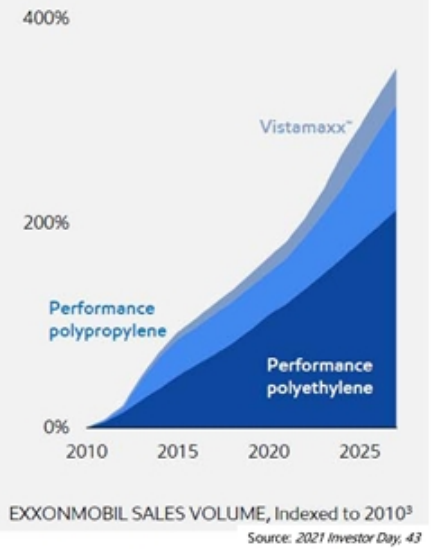
**Aromatics**  
Market position: #2

MARKET POSITION<sup>1</sup>

An industry leader across the cycle



Performance product development supports rapid sales growth



# Leading in Chemicals Sustainability

**ISCC™** Received ISCC+ certification for circular polymers resulting from advanced recycling operations based on mass balance approach

**Performance Polymers<sup>1</sup>**  
Developing products that help protect food, improve recyclability, and lower lifecycle GHG impacts vs. alternatives

**ALLIANCE TO END PLASTIC WASTE™**  
Founding member. Alliance focused on developing safe, scalable, and economically viable solutions to help end plastic waste in the environment



1) Performance polymers - per April 2018 Franklin report.

# Mobil 1 – A reputation for outstanding performance

- ✓ High performance and low environmental impact
- ✓ Many of the world's leading OEMs choose Mobil 1 as the factory fill oil
- ✓ Synonymous with performance and technology
- ✓ World's leading synthetic motor oil brand
- ✓ An innovative technology leader in the automotive category
- ✓ Engineered beyond industry standards



1978: A Long History of Performance: Mobil 1® in Motorsports



TRANSPORTATION  
F1's winning formula



Mobil in Formula E with Porsche

In electric vehicles, the gear oil can be a real difference-maker in terms of performance – and the new gearbox and oils help reduce fluid traction losses and increase power delivery, while providing excellent efficiency.



**ExonMobil**

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## Downstream and Chemicals: Objectives and targets

- We sustain our leadership position in Lubes and Chemicals
- We leverage our integration to deliver maximum molecule upgrade
- We continue to innovate and develop sustainable solutions

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# Future of SGCX

- We continue to be highly integrated with max upgrade to Lubes and Chemicals
- We will develop and grow Our People- our greatest asset to win
- We will be the world's leading refining and petrochemical complex



# Dialogue

Please post your questions into the ZOOM Q&A box.

## SUPPLEMENTAL INFORMATION *(For 2021 Investor Day-sourced material)*

**IMPORTANT INFORMATION AND ASSUMPTIONS REGARDING CERTAIN FORWARD-LOOKING STATEMENTS.** Forward-looking statements contained in this presentation regarding the potential for future earnings, cash flow, margins, ROCE, returns, rate of return, addressable markets, available cash from operations, operating cash flow, cash operating expenses, net cash margin, free cash, free cash flow, and resource potential are not forecasts of actual future results. These figures are provided to help quantify the potential future results and goals of currently-contemplated management plans and objectives including new project investments, plans to replace natural decline in Upstream production with low-cost volumes, plans to increase sales in our Downstream and Chemical segments and to shift our Downstream product mix toward higher-value products, continued highgrading of ExxonMobil's portfolio through our ongoing asset management program, both announced and continuous initiatives to improve efficiencies and reduce costs, capital expenditures and cash management, and other efforts within management's control to impact future results as discussed in this presentation. These figures are intended to quantify for illustrative purposes management's view of the potentials for these efforts over the time periods shown, calculated on a basis consistent with our internal modelling assumptions for factors such as working capital, as well as factors management does not control, such as interest, differentials, and exchange rates.

For all price point comparisons, unless otherwise indicated, we assume \$50/bbl Brent crude prices. Unless otherwise specified, crude prices are Brent prices. Except where noted, natural gas prices used are consistent with management's internal price assumptions for the relevant natural gas markets relative to the crude price for a given case. All crude and natural gas prices for future years are adjusted for inflation from 2021.

Downstream and Chemical margins reflect annual historical averages for the 10-year period from 2010–2019 unless otherwise stated.

These prices are not intended to reflect management's forecasts for future prices or the prices we use for internal planning purposes.

We have assumed that other factors such as laws and regulations, including tax and environmental laws, and fiscal regimes remain consistent with current conditions for the relevant periods. This presentation does not attempt to model potential COVID-19 outbreaks or recoveries beyond historical pricing. Unless otherwise indicated, asset sales and proceeds are consistent with our internal planning. For future periods, we have assumed Corporate & Financing expenses between \$2.1 and \$2.7 billion annually. To illustrate future financial capacity, we have used scenarios of Corporate & Financing expenses that reflect the estimated potential debt levels under those scenarios. Outlook for Corporate & Financing expenses for the first quarter 2021 is expected to be approximately \$700 million.

ExxonMobil-operated emissions, reductions and avoidance performance data are based on a combination of measured and estimated data using best available information. Calculations are based on industry standards and best practices, including guidance from the American Petroleum Institute (API) and IPIECA. The uncertainty associated with the emissions, reductions and avoidance performance data depends on variation in the processes and operations, the availability of sufficient data, the quality of those data and methodology used for measurement and estimation. Changes to the performance data may be reported as updated data and/or emission methodologies become available. ExxonMobil works with industry, including API and IPIECA, to improve emission factors and methodologies. Emissions, reductions and avoidance estimates from non-ExxonMobil operated facilities are included in the equity data and similarly may be updated as changes to the performance data are reported. The data includes XTO Energy performance beginning in 2011.

See the Cautionary Statement at the front of this presentation for additional information regarding forward-looking statements.

## SUPPLEMENTAL INFORMATION *(For 2021 Investor Day-sourced material)*

**NON-GAAP AND OTHER MEASURES.** With respect to historical periods, reconciliation information is provided in the Frequently Used Terms available on the Investor page of our website at [www.exxonmobil.com](http://www.exxonmobil.com) under the heading News & Resources for certain terms used in this presentation including available cash from operations, operating cash flow, cash operating expense, net cash margin, free cash and free cash flow. For future periods, we are unable to provide a reconciliation of forward-looking non-GAAP or other measures to the most comparable GAAP financial measures because the information needed to reconcile these measures is dependent on future events, many of which are outside management's control as described above. Additionally, estimating such GAAP measures and providing a meaningful reconciliation consistent with our accounting policies for future periods is extremely difficult and requires a level of precision that is unavailable for these future periods and cannot be accomplished without unreasonable effort. Forward-looking non-GAAP measures are estimated in a manner consistent with the relevant definitions and assumptions noted above.

### DEFINITIONS AND NON-GAAP FINANCIAL MEASURE RECONCILIATIONS.

**Available cash from operations.** Available cash from operations provides an indication of cash flow available to fund shareholder distributions, capex, and debt reduction and is calculated as the sum of (1) net cash provided by operating activities and (2) net cash used in investing activities, both from the Consolidated statement of cash flows, and (3) capital and exploration expenditures. It includes estimated proceeds from asset sales net of forgone cash flows from divested assets. This measure is useful when evaluating total sources of cash available, including from equity companies, for uses such as capital and exploration expenditures and financing activities, including debt reduction and shareholder distributions.

**Cash operating expenses (cash Opex, structural efficiencies, or structural reductions).** Cash operating expenses are a subset of total operating costs that are stewarded internally to support management's oversight of spending over time. This measure is useful for investors to understand the Corporation's efforts to optimize cash through disciplined expense management. For information concerning the calculation and reconciliation of cash operating expenses see the Frequently Used Terms available on the Investors page of our website at [www.exxonmobil.com](http://www.exxonmobil.com) under the heading News & Resources.

**Flexible Capex.** Flexible Capex includes those investments with minimal costs or value loss to defer expenditures, such as investments in short cycle businesses like unconventional, projects that have not commenced or are early in construction and with limited penalty to pause.

**Less-flexible Capex.** Less flexible Capex includes projects conducted for safety, environmental and regulatory reasons, projects already in execution with penalties or loss of value associated with pausing, and investments made in order to retain rights or options for potential future investment.

**Free cash.** Free cash is operating cash flow less capital investment. This measure is useful when approximating contributions to cash available for financing activities, applied to the Upstream business.

**Free cash flow.** Free cash flow is cash flow from operations and asset sales less additions to property, plant and equipment, and additional investments and advances, plus other investing activities, including collection of advances. This measure is useful when evaluating cash available for financing activities, including shareholder distributions, after investment in the business. For information concerning the calculation and reconciliation of free cash flow see the Frequently Used Terms available on the Investors page of our website at [www.exxonmobil.com](http://www.exxonmobil.com) under the heading News & Resources.

## SUPPLEMENTAL INFORMATION (For 2021 Investor Day-sourced material; for footnotes in Slides 9-10)

### DEFINITIONS AND NON-GAAP FINANCIAL MEASURE RECONCILIATIONS, CONTINUED

**Lower 2°C scenarios.** The Intergovernmental Panel on Climate Change (IPCC) published a Special Report on "Global Warming of 1.5°C" and identified 74 scenarios as "Lower 2°C," which are pathways limiting peak warming to below 2°C during the entire 21st century with greater than 66 percent likelihood.

**Net cash margin (\$/bbl input).** Net cash margin, following Solomon Associate's definition, is defined as gross margin at a standard price set for feeds and products, less normalized operating costs on a unit basis, expressed as \$/bbl of total input.

**Operating cash flow.** Operating Cash Flow is earnings plus depreciation and depletion, including non-controlling interests and abandonment spend, plus asset sales proceeds. Where applicable, pro-rata equity company earnings are net of depreciation and depletion. This measure is useful when approximating contributions to cash available for investment and financing activities excluding working capital impacts, applied to the Upstream business.

**Operating costs (Opex).** Operating costs are the costs during the period to produce, manufacture, and otherwise prepare the company's products for sale – including energy, staffing, and maintenance costs. They exclude the cost of raw materials, taxes, and interest expense and are on a before-tax basis. While ExxonMobil's management is responsible for all revenue and expense elements of net income, operating costs, as defined above, represent the expenses most directly under management's control, and therefore are useful for investors and ExxonMobil management in evaluating management's performance. For information concerning the calculation and reconciliation of operating costs see the Frequently Used Terms available on the Investors page of our website at [www.exxonmobil.com](http://www.exxonmobil.com) under the heading News & Resources.

**Performance product.** Refers to Chemical products that provide differentiated performance for multiple applications through enhanced properties versus commodity alternatives and bring significant additional value to customers and end-users.

**Project.** The term "project" as used in this presentation can refer to a variety of different activities and does not necessarily have the same meaning as in any government payment transparency reports.

**Resources, resource base, and recoverable resources.** Along with similar terms, these refer to the total remaining estimated quantities of oil and natural gas that are expected to be ultimately recoverable. ExxonMobil refers to new discoveries and acquisitions of discovered resources as resource additions. The resource base includes quantities of oil and natural gas classified as proved reserves, as well as, quantities that are not yet classified as proved reserves, but that are expected to be ultimately recoverable. The term "resource base" or similar terms is not intended to correspond to SEC definitions such as "probable" or "possible" reserves. The term "in-place" refers to those quantities of oil and natural gas estimated to be contained in known accumulations and includes recoverable and unrecoverable amounts.

## SUPPLEMENTAL INFORMATION *(For 2021 Investor Day-sourced material)*

### DEFINITIONS AND NON-GAAP FINANCIAL MEASURE RECONCILIATIONS, CONTINUED

**Return on average capital employed (ROCE).** ROCE is a performance measure ratio. From the perspective of the business segments, ROCE is annual business segment earnings divided by average business segment capital employed (average of beginning and end-of-year amounts). These segment earnings include ExxonMobil's share of segment earnings of equity companies, consistent with our capital employed definition, and exclude the cost of financing. The Corporation's total ROCE is net income attributable to ExxonMobil, excluding the after-tax cost of financing, divided by total corporate average capital employed. The Corporation has consistently applied its ROCE definition for many years and views it as the best measure of historical capital productivity in our capital-intensive, long-term industry, both to evaluate management's performance and to demonstrate to shareholders that capital has been used wisely over the long term. Additional measures, which are more cash-flow based, are used to make investment decisions. For information concerning the calculation and reconciliation of ROCE see the Frequently Used Terms available on the Investors page of our website at [www.exxonmobil.com](http://www.exxonmobil.com) under the heading News & Resources.

**Returns, rate of return, IRR.** Unless referring specifically to external data, references to returns, rate of return, IRR, and similar terms mean future discounted cash flow returns on future capital investments based on current company estimates. Investment returns exclude prior exploration and acquisition costs.

**Stated Policies Scenario (STEPS).** STEPS is an IEA scenario in their World Energy Outlook 2020 based on today's policy settings and an assumption that the COVID-19 pandemic is brought under control in 2021.

### OTHER INFORMATION

All references to production rates, project capacity, resource size, and acreage are on a gross basis, unless otherwise noted.

This presentation includes a number of third party scenarios such as the 74 Lower 2°C scenarios, made available through the IPCC SR 1.5 scenario explorer data, and the IEA's Stated Policies Scenario as well as the IEA's Sustainable Development Scenario. These third party scenarios reflect the modeling assumptions and outputs of their respective authors, not ExxonMobil, and their use and inclusion herein is not an endorsement by ExxonMobil of their likelihood or probability. The analysis done by ExxonMobil on the IPCC Lower 2°C scenarios and the representation thereof aims to reflect the average or trends across a wide range of pathways. Where data was not or insufficiently available, further analysis was done to enable a more granular view on trends within these IPCC Lower 2°C scenarios.

ExxonMobil has business relationships with thousands of customers, suppliers, governments, and others. For convenience and simplicity, words such as venture, joint venture, partnership, co-venturer, operated by others, and partner are used to indicate business and other relationships involving common activities and interests, and those words may not indicate precise legal relationships.

Competitor data is based on publicly available information and, where estimated or derived, done so on a consistent basis with ExxonMobil data. Future competitor data, unless otherwise noted, is taken from publicly available statements or disclosures by that competitor and has not been independently verified by ExxonMobil or any third party. We note that certain competitors report financial information under accounting standards other than U.S. GAAP (i.e., IFRS).



## SUPPLEMENTAL INFORMATION *(For 2021 Investor Day (ID)-sourced material)*

### *For Slide 12 (ID Slide 13)*

- 1) Total Addressable Market figures: ExxonMobil analysis of IPCC SR 1.5 scenario explorer data on Lower 2°C scenarios for CO<sub>2</sub>, H<sub>2</sub>, Biofuels, and Fuels. Volumes and prices in 2040 in the Lower 2°C scenarios were used, where available, to calculate an estimate of the market revenue. For H<sub>2</sub>, the highest and lowest outliers for market revenue in the Lower 2°C scenarios were excluded. For Chemicals, ExxonMobil analysis of current market data from Statista 2020 Report on Chemical Industry Worldwide, and the IEA Sustainable Development Scenario data for petrochemical feedstock growth to 2040.
- 2) IEA CCUS in Clean Energy Transitions Report (2020).
- 3) Oil and gas percentage of energy mix – IPCC SR 1.5 scenario explorer data on Lower 2°C scenarios; depletion – ExxonMobil analysis of IEA and IHS data.

### *For Slide 14 (ID Slide 19)*

- 1) Global CO<sub>2</sub> emissions: Global Carbon Budget 2020; Friedlingstein et al (2020); including energy-related and cement processing CO<sub>2</sub> emissions.
- 2) Paris submissions: estimated based on 2016 Nationally Determined Contributions.
- 3) Emission reduction plans announced in December 2020 include a 15 to 20 percent reduction in greenhouse gas intensity of upstream operations by 2025 compared to 2016 levels. This will be supported by a 40 to 50 percent reduction in methane intensity and 35 to 45 percent reduction in flaring intensity. The 2025 emissions reduction plans are expected to reduce absolute greenhouse gas emissions of Upstream operations by an estimated 30 percent and absolute flaring and methane emissions by 40 to 50 percent. Plans cover Scope 1 and Scope 2 emissions for assets operated by the company by the end of 2025, consistent with approved corporate plans.

### *For Slide 9, 10 (ID Slide 4)*

- 1) IEA World Energy Outlook 2020 Annex A.5, investment data.

### *For Slide 17 (ID Slide 41)*

- 1) Synthetic lubricants - Kline and Company (2019) and ExxonMobil analysis. Basestocks - ExxonMobil assessment of publicly available sources, internally generated observations, and/or 3rd party consulting services. Industry-leading integration - S&P Global Platts.
- 2) Projected improvement 2017–2027, including all disclosed major projects, and executed and planned portfolio management.

### *For Slide 17 (ID Slide 42)*

- 1) GDP - ExxonMobil's 2019 Outlook for Energy; commodity chemicals demand - IHS Markit World Analysis for Polyethylene, Polypropylene, and Paraxylene. ExxonMobil performance product sales - ExxonMobil analysis. ExxonMobil forecast post-2020.
- 2) Industry-leading earnings - Chemicals Industry Benchmark Group comprised of 11 of the top 20 global ethylene producers where public information for segment earnings estimate is disclosed, and ExxonMobil estimates for fourth quarter 2020 where public information was not available. Group includes ExxonMobil Chemical Company, Dow Inc., Sinopec Chemicals Segment, LyondellBasell Industries N.V., Royal Dutch Shell Chemicals Segment, Chevron Phillips Chemical Company, INEOS Group Ltd, Braskem, SABIC, BASF Chemicals Segment, and Reliance Petrochemicals Segment.

### *For Slide 18 (ID Slide 43)*

- 1) IHS Markit 2020 Capacity Ranking data and ExxonMobil estimates based on available data.
- 2) Leading Chemical business - chemicals industry benchmark group comprised of 11 of the top 20 global ethylene producers where public information for segment earnings estimate is disclosed. ExxonMobil estimates for fourth quarter 2020 where public information was not available. Group includes ExxonMobil Chemical Company, Dow Inc., Sinopec Chemicals Segment, LyondellBasell Industries N.V., Royal Dutch Shell Chemicals Segment, Chevron Phillips Chemical Company, INEOS Group Ltd, Braskem, SABIC, BASF Chemicals Segment, and Reliance Petrochemicals Segment. Industry bar in chart excludes ExxonMobil Chemical Company.
- 3) ExxonMobil forecast post-2020.

### *For Slide 17 (ID Slide 45)*

- 1) Shows 2027 expected volume indexed to 2017. Product mix upgrade plans include Downstream and Chemical announced/completed conversions, all disclosed major projects, and executed portfolio management.
- 2) Product spreads based on 2010–2019 average versus refining feedstock cost.

Source: 2021 Investor Day, 69, 70, 72-73