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

SCHEDULE 14A

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

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:

☐ 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:

(4) Date Filed:

The following communication is designed to provide an overview of our business in assessing technology capabilities across its businesses.

INTRODUCTION

CAUTIONARY STATEMENT

- Statements of future events or conditions in this presentation or the subsequent discussion period are forward-looking statements. Actual future results, including financial and operating performance; demand growth and mix; the impacts of the COVID-19 pandemic and current industry oversupply conditions on ExxonMobil's business and results; price and margin recovery; planned capital and operating expense reductions and efficiencies; future cash flows, dividends, cash and debt balances, and capital allocation; corporate and financing expenses; volume/production growth and mix; the total amount and mix of capital expenditures; resource recoveries; production rates; rates of return; development costs; project plans, timing, costs, and capacities; drilling programs and improvements; product sales and mix; accounting and financial reporting effects resulting from market developments and ExxonMobil's responsive actions; and the impact of technology, including impacts on capital efficiency, production and greenhouse gas emissions, could differ materially due to a number of factors including global or regional changes in oil, gas, petrochemicals, or feedstock prices, differentials, or other market or economic conditions affecting the oil, gas, and petrochemical industries and the demand for our products; the outcome of government policies and actions, including actions taken to address COVID-19and to maintain the functioning of national and global economies and markets; the severity, length and ultimate impact of COVID-19 on people and economies and the timing and pace of regional and global economic recovery; the ability to access short-and long-term debt markets on a timely and affordable basis; the ability to realize efficiencies within and across our business lines and to maintain cost reductions without impairing our competitive positioning; the impact of company actions to protect the health and safety of employees, vendors, customers, and communities; reservoir performance; the outcome and timing of exploration and development projects; timely completion of construction projects; war and other security disturbances, including shipping blockades or harassment; political factors including changes in local, national, or international policies affecting our business; or changes in law or government regulation, including trade sanctions, tax and environmental regulations; the outcome of commercial negotiations and impact of commercial terms; actions of competitors and commercial counterparties; actions of consumers; opportunities for and regulatory approval of investments or divestments that may arise; the outcome of research efforts and the ability to bring new technology to commercial scale on a cost-competitive basis; the development and competitiveness of alternative energy and emission reduction technologies; unforeseen technical or operating difficulties; and other factors discussed here and under the heading "Factors Affecting Future Results" in the Investors section of our website at exxonmobil.com. All forward-looking statements are based on management's knowledge and reasonable expectations at the time of this presentation and we assume no duty to update these statements as of any future date.

- Forward-looking statements in this release regarding project timing, returns, and results; targeted capital and operating expense reductions; market strategies; capital allocation; and other future plans, targets or key milestones refer to plans outlined in ExxonMobil's press release dated April 7, 2020 and subsequent public disclosures including our first quarter earnings press release and conference call on May 1, 2020 and annual shareholders' meeting on May 27, 2020. Forward-looking statements contained in our Investor Day held on March 5, 2020 were based on different capital plans prior to the impacts of the COVID-19 pandemic, governments' responses to the pandemic, and other market factors on ExxonMobil's business. These forward-looking statements from Investor Day should not be relied upon to represent ExxonMobil's future business plans or results of operations. Updates on the timing of some projects have been provided, but are not meant to represent a complete view of all projects where timing could be impacted by the current pandemic, the government responses to the pandemic, or other market factors. All forward-looking statements, including project timing, may be further impacted by the continuation of the COVID-19 pandemic, government responses to the pandemic, or other market factors.

- Reconciliations and definitions of non-GAAP measures and other terms are provided in the text or in the supplemental information accompanying these slides.

CAPABILITY ASSESSMENT FOR TECHNOLOGY: **OBJECTIVE**

Assess technology capabilities (people, equipment, labs, tools, approaches) within the discovery / development / deployment / improvement / sustainment pipeline across ExxonMobil

Expert panels provide input:

- Where new capabilities are required
- Where and how capabilities should be strengthened
- What can be de-emphasized or accomplished another way
- Where there are opportunities for improved effectiveness or efficiency

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BUSINESS BRIEFINGS FOR PANELISTS

- Video recordings:

Introduction	Rob Crane	Process Technology Manager, EMRE*
Energy Outlook	Vijay Swarup	VP, Research & Development, EMRE
Upstream Business Objectives	Michael Deal	VP, Upstream Research, Technology and Development, UIS*
Fuels Value Chain Business Objectives	Richard Senior	VP, Fuels, Process & Optimization Technology, EMRE
Lubes Value Chain Business Objectives	Mike Kerby	VP, Lubricants Technology, EMRE
Chemical Business Objectives	Dave McConville	VP, Chemical Technology, EMCC*
Corporate Objectives	Vijay Swarup	VP, Research & Development, EMRE
Org Overview and History of Innovation	Vijay Swarup	VP, Research & Development, EMRE
Summary and Next Steps	Rob Crane	Process Technology Manager, EMRE

- Live Q&A Sessions (90 min each): Feb 19, Mar 8, Mar 30

*EMRE = ExxonMobil Research & Engineering
*UIS = Upstream Integrated Solutions
*EMCC = ExxonMobil Chemical Company

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SUPPLEMENTAL INFORMATION

Important information and assumptions regarding certain forward-looking statements. Forward-looking statements contained in this presentation 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 grow Upstream production 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, 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 $60/bbl Brent crude prices and $3.00/mbtu Henry Hub for natural gas prices, which reflect five year historical averages. Unless otherwise specified, crude prices are Brent prices. Except where noted as solely Henry Hub, for natural gas we have used management's internal price assumptions for the relevant natural gas markets. All crude and natural gas prices for future years are adjusted for inflation from 2019.

Downstream and Chemical margins reflect five year historical averages from 2015 to 2019.

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 coronavirus effects. Unless otherwise indicated, asset sales and proceeds are consistent with our internal planning.

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

SUPPLEMENTAL INFORMATION

Non-GAAP and other measures. With respect to historical periods, reconciliation information for non-GAAP measures is included with the relevant definition below or as noted below in the Frequently Used Terms available on the Investors page of our website at www.exxonmobil.com. For future periods, we are unable to provide a reconciliation of forward-looking non-GAAP 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

Base assets. Base assets means all Upstream producing assets excluding Permian, Bakken, Guyana, LNG growth projects, and exploration activities.

Cash Operating Costs. Cash operating costs consist of (1) Production and manufacturing expenses, (2) Selling, general and administrative expenses, and (3) Exploration expenses, including dry holes from ExxonMobil's consolidated statement of income. The sums of these income statement lines serve as an indication of cash operating costs and do not reflect the total cash operating costs of the Corporation. This measure is useful in understanding the Corporation's efforts to conserve cash on hand while progressing planned projects.

Divestments. Divestments represent the unadjusted sale price specified in the applicable contract of sale as of the effective date for asset divestiture agreements which the corporation or one of its affiliates has executed since January 1, 2019. Actual final sale price and cash proceeds may differ in amount and timing from the divestment value depending on applicable contract terms.

SUPPLEMENTAL INFORMATION

Moody's Debt / Book Capitalization. For historical periods, Debt / Book Capitalization is sourced as of third quarter 2019 from Moody's Investors Service and calculated using Moody's standard adjustments. Year-end 2019 and projected future potential for ExxonMobil estimated by ExxonMobil based on a consistent methodology.

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.

Processability. Processability refers to throughput (kg/h) for polyethylene.

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.

Properties. Properties refers to film strength measurements for polyethylene.

Resources, resource base, and recoverable resources. These and similar terms 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 are not intended to correspond to SEC definitions such as "probable" or "possible" reserves. "Potential" resource amounts are not currently included in the resource base.

Returns, investment returns, project returns. Unless referring specifically to ROCE or external data, references to returns, investment returns, project returns, and similar terms mean discounted cash flow returns based on current company estimates. Future investment returns exclude prior exploration and acquisition costs.

SUPPLEMENTAL INFORMATION

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

This presentation refers to ExxonMobil's 2019 Outlook for Energy. The Outlook for Energy includes ExxonMobil's internal estimates of both historical levels and projections of challenging topics such as energy demand, supply and trends through 2040 based on internal data and analyses as well as publicly available information from many external sources including the International Energy Agency. Separate from ExxonMobil's analysis, the Outlook for Energy includes a number of third party scenarios such as the EMF 27 scenarios and 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. Work on the 2019 Outlook for Energy was conducted during 2018 and the first half of 2019. We have not taken any steps and assume no duty to update this analysis as of any future date and neither further distribution of this material nor the continued availability of this material in archive form on our website should be deemed to constitute an update or re-affirmation of this analysis as of any future date.

The Human Development Index (HDI) vs. Energy Consumption chart on page 11 displays a subset of data contained on page 6 of the Outlook for Energy. Not all countries are represented on the chart. Given the x-axis is a logarithmic scale, there may be visual variances from the 2019 Outlook for Energy.

SUPPLEMENTAL INFORMATION

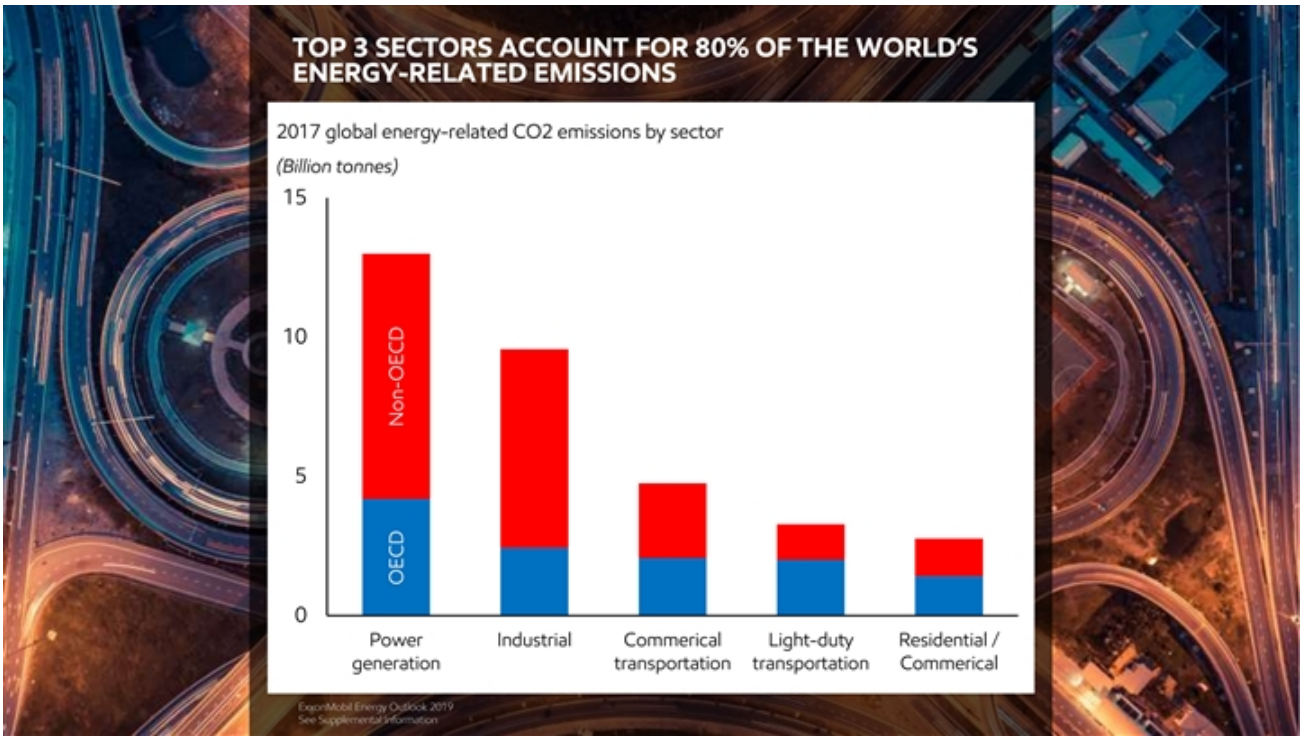
Other information, continued

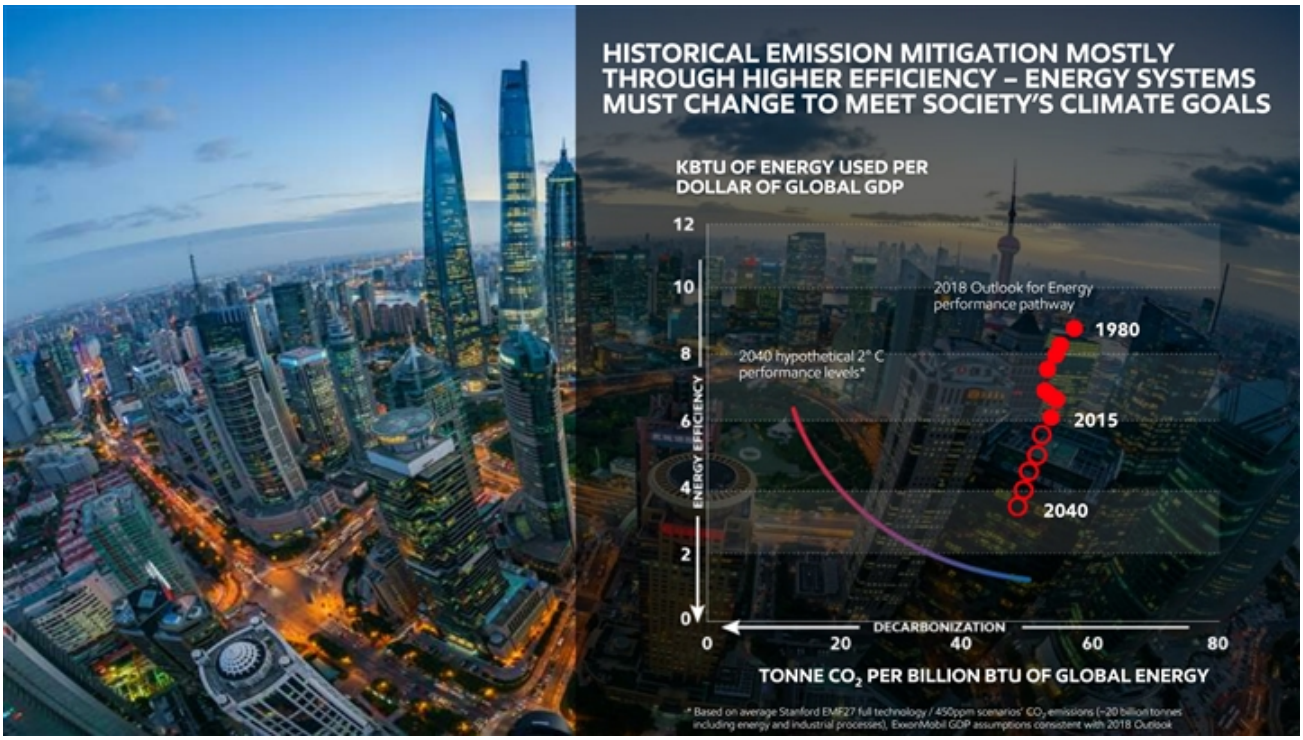
ExxonMobil has business relationships with thousands of customers, suppliers, governments, and others. For convenience and simplicity, words such as venture, joint venture, partnership, co-venturer, operated by others, and partner are used to indicate business and other relationships involving common 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 (e.g., ROCE), 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).


DEVELOPING OUR
ENERGY FUTURE
ExxonMobil
VIJAY SWARUP
VICE PRESIDENT OF RESEARCH AND DEVELOPMENT

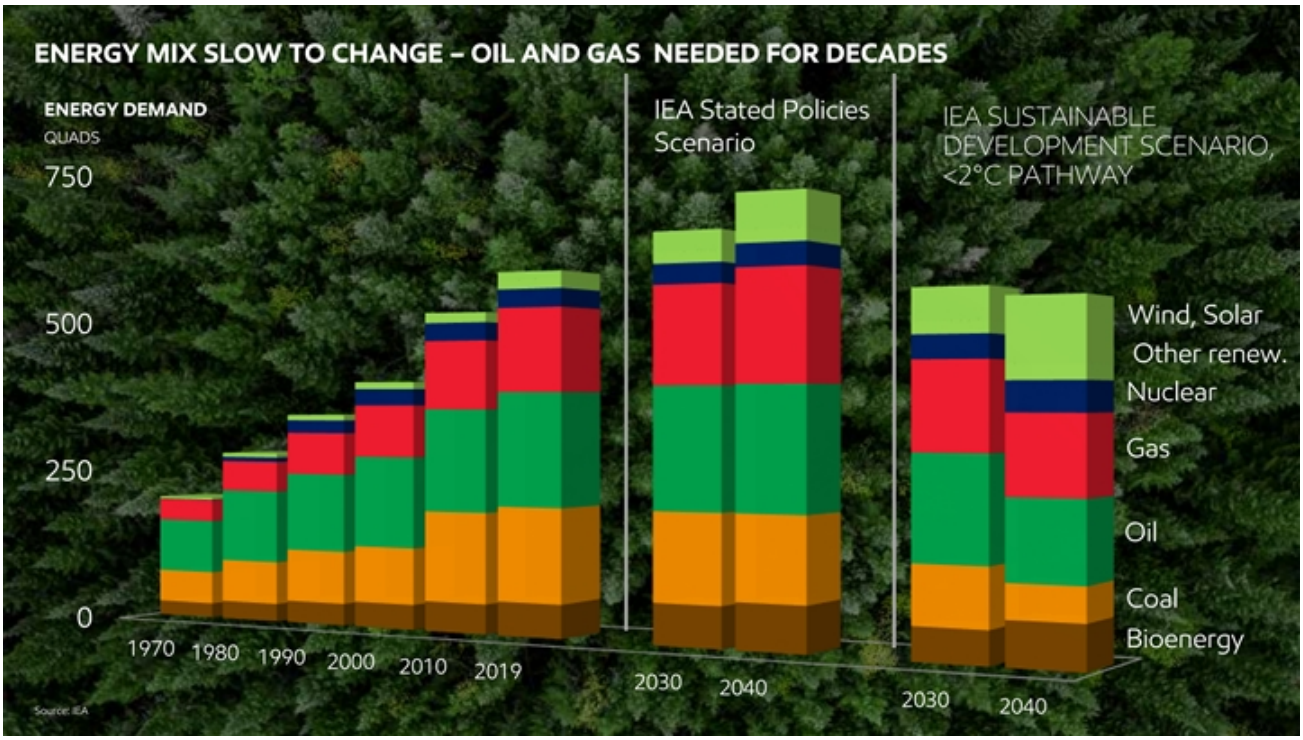

ENERGY IS ESSENTIAL TO HUMAN PROGRESS
U.N. HUMAN DEVELOPMENT INDEX
2017 INDEX
Living Standards
Very High
High
Medium
Low
United States
India
China
Size of circles depicts relative size of population
10
100
1000
Demand per Capita
(1000 BTU / person / day, World Bank)
~50% of the global population lives in countries that rank low to medium on the U. N.'s Human Development Index
Source: United Nations, ExxonMobil estimates


TOP 3 SECTORS ACCOUNT FOR 80% OF THE WORLD'S ENERGY-RELATED EMISSIONS
2017 global energy-related CO2 emissions by sector
(Billion tonnes)
15
10
5
0
Non-OECD
OECD
Power generation
Industrial
Commerical transportation
Light-duty transportation
Residential / Commerical
ExxonMobil Energy Outlook 2019
See Supplemental Information

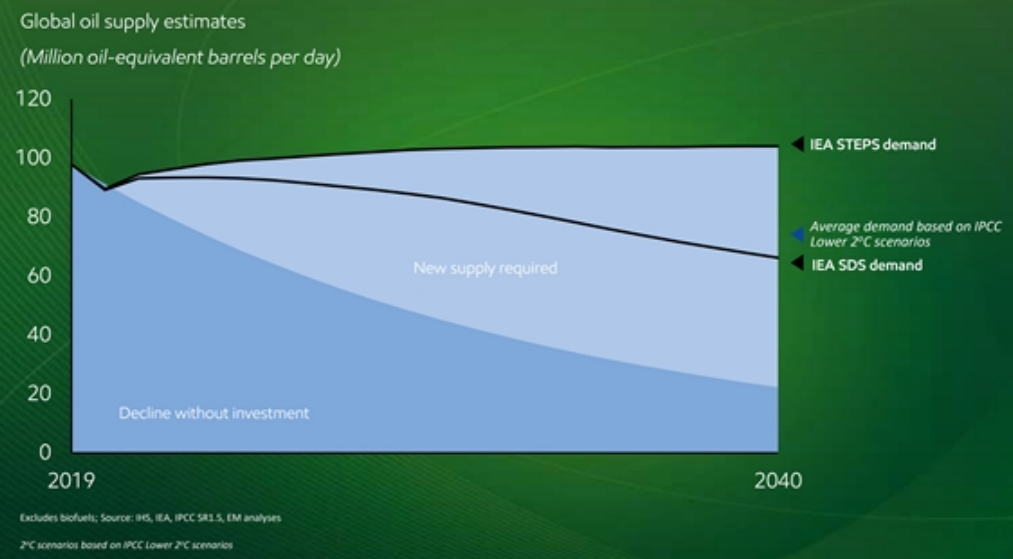

HISTORICAL EMISSION MITIGATION MOSTLY THROUGH HIGHER EFFICIENCY – ENERGY SYSTEMS MUST CHANGE TO MEET SOCIETY'S CLIMATE GOALS
KBTU OF ENERGY USED PER DOLLAR OF GLOBAL GDP
12
10
8
6
4
2
0
ENERGY EFFICIENCY
2018 Outlook for Energy performance pathway
1980
2015
2040
2040 hypothetical 2° C performance levels*
DECARBONIZATION
0
20
40
60
80
TONNE CO2 PER BILLION BTU OF GLOBAL ENERGY
* Based on average Stanford EMF27 full technology / 450ppm scenarios' CO2 emissions (~20 billion tonnes including energy and industrial processes), ExxonMobil GDP assumptions consistent with 2018 Outlook

ENERGY DIVERSITY – 2040 PROJECTED ENERGY MIX

Source: IEA


ENERGY MIX SLOW TO CHANGE – OIL AND GAS NEEDED FOR DECADES
ENERGY DEMAND
QUADS
750
500
250
0
IEA Stated Policies Scenario
IEA SUSTAINABLE DEVELOPMENT SCENARIO, <2°C PATHWAY
Wind, Solar
Other renew.
Nuclear
Gas
Oil
Coal
Bioenergy
1970
1980
1990
2000
2010
2019
2030
2040
2030
2040
Source: IEA

DEPLETION SUPPORTS NEED FOR OIL & GAS INVESTMENTS UNDER ANY SCENARIO



Excludes biofuels; Source: IHS, IEA, IPCC SR1.5, EM analyses

2°C scenarios based on IPCC Lower 2°C scenarios

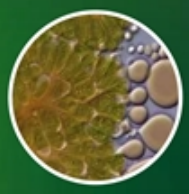
$12 trillion investments over the next 20 years are needed to support oil and gas demand (IEA)

ADDRESSING THE DUAL CHALLENGE

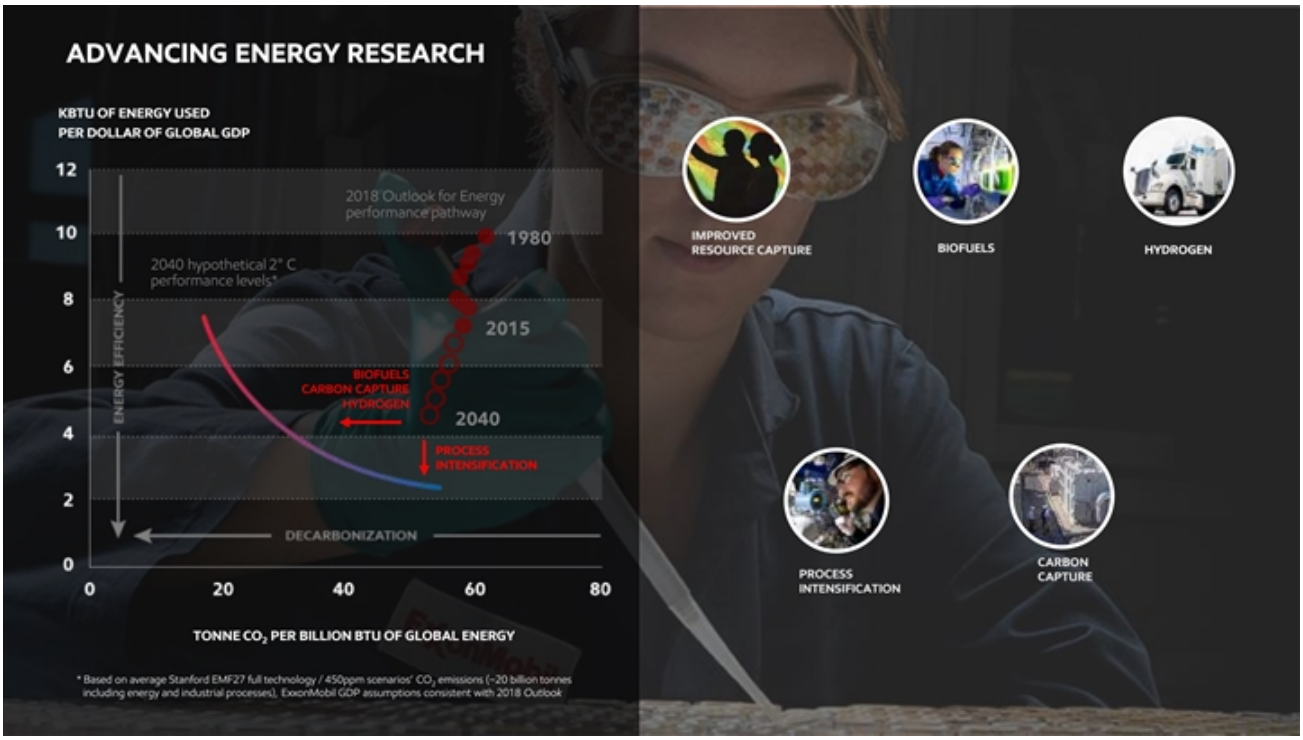
MITIGATING EMISSIONS
IN COMPANY OPERATIONS

PROVIDE PRODUCTS TO
HELP OUR CUSTOMERS
REDUCE THEIR EMISSIONS

PROACTIVELY ENGAGING
ON CLIMATE-RELATED
POLICY



DEVELOP AND DEPLOY
SCALABLE TECHNOLOGY
SOLUTIONS


ADVANCING ENERGY RESEARCH
KBTU OF ENERGY USED
PER DOLLAR OF GLOBAL GDP
12
10
8
6
4
2
0
2018 Outlook for Energy performance pathway
1980
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2015
ENERGY EFFICIENCY
BIOFUELS
CARBON CAPTURE
HYDROGEN
2040
PROCESS INTENSIFICATION
DECARBONIZATION
0
20
40
60
80
TONNE CO2 PER BILLION BTU OF GLOBAL ENERGY
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IMPROVED RESOURCE CAPTURE
BIOFUELS
HYDROGEN
PROCESS INTENSIFICATION
CARBON CAPTURE


UPSTREAM
MICHAEL DEAL
VICE PRESIDENT OF UPSTREAM RESEARCH,
TECHNOLOGY & DIGITAL DEVELOPMENT

EXXONMOBIL CORPORATION

A fully integrated oil and gas company providing reliable, affordable energy to the world

Upstream


Exploration


Development


Production


Gas & Power

Chemical

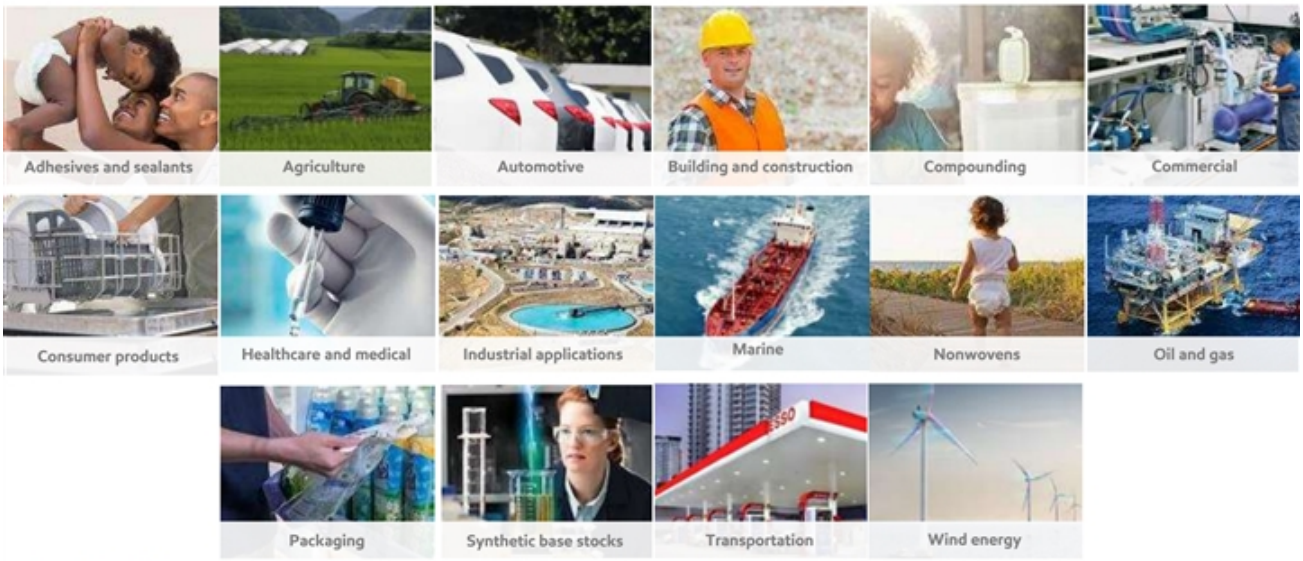

Chemical Value Chains

Fuels & Lubricants


Fuels Value Chain


Lubricants Value Chain

INDUSTRIES WHERE EXXONMOBIL **DELIVERS SOLUTIONS**



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SAFETY COMMITMENT

Safety is a core value at ExxonMobil. We operate in a manner that helps protect our employees, contractors, customers and the communities where we operate. Our approach to safety includes identifying possible risks, implementing measures to prevent potential incidents, and educating employees and contractors about unsafe behaviors. For 27 years, our Operations Integrity Management System (OIMS) has established a set of worldwide expectations for addressing risks inherent to our business, including safety risks. Our work procedures embed OIMS into our everyday work processes at all levels of the organization.

Personnel safety

From a Lost-Time Incident Rate (LTIR) perspective, our workforce remains significantly safer than the industry as a whole. XTO Energy, our unconventional exploration and production unit, continued its year-on-year improvement trend and achieved its best-ever LTIR results in 2019. Our Fuels & Lubricants and Chemical businesses continue to outperform their respective industry benchmarks.

In 2019, we enhanced our focus on defining consistent Life Saving Actions, or safeguards, for higher-consequence work associated with lifting and rigging, and with work around mobile equipment. These actions are applicable to day-to-day activities where ExxonMobil and industry experience has shown tragic personnel safety outcomes still occur.

We work with our employees and contractors to understand Life Saving Actions for these higher-consequence activities and how to verify critical, effective safeguards are in place before the work begins and during execution. With our focus on eliminating the most serious incidents, we extended a steady multiyear improvement trend in 2019, while also achieving a historically low rate of high-consequence injuries

Process safety

ExxonMobil has an unwavering commitment to helping protect our people, the community and the environment by seeking to manage the risks inherent to our operations. Our Operations Integrity Management System (OIMS) serves as the foundation for managing process safety risks and establishes clear process safety expectations, which are distributed throughout our management systems. The safeguards needed to protect against process safety risks are built into OIMS and integral to the way our facilities are designed, operated and maintained. We verify and rigorously maintain these safeguards to prevent or mitigate the consequences of a process safety event.

We collaborate with our peers and industry associations to share lessons learned. For example, we are actively engaged in the Advancing Process Safety initiative, a collaborative effort between the American Fuel and Petrochemical Manufacturers and the American Petroleum Institute. The initiative aims to improve process safety performance across industry by sharing experiences and knowledge about process safety events, hazard identification metrics and industry-proven practices.

Emergency preparedness

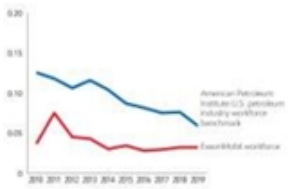
ExxonMobil is prepared to respond to a wide array of emergency events, including natural disasters, pandemics and operational incidents. Regardless of the size, severity or cause of an event, each ExxonMobil facility and business unit has access to trained responders and resources. Cross-functional teams develop and practice emergency response tactics through incident management teams and emergency support groups around the world.

This preparation enables ExxonMobil's global operations to provide a robust response in emergency situations to help protect the safety of people and the environment.

In 2019, we carried out a Regional Response Team exercise in Egypt to demonstrate the readiness to plan and execute real-time field deployments effectively, based on the response actions included in the Egyptian National Oil Spill Contingency Plan. With more than 150 participants representing 27 countries, the five day exercise strengthened alignment on response objectives between key stakeholders and the Regional Response Team.

Lost-time incident rate*

Incidents per 200,000 work hours



ExxonMobil's 2019 total workforce (employees and contractors) lost-time incident rate per 200,000 work hours was 0.033, similar to our performance in 2018. In 2019, our employee total lost-time incident rate per 200,000 work hours was 0.031 and our contractor lost-time incident rate per 200,000 work hours was 0.034. When compared with the American Petroleum Institute U.S. petroleum industry workforce benchmark, ExxonMobil continues to be among the industry leaders in safety performance.

*Incidents include injuries and illnesses. We base our safety data on information available at the time of publication. Workforce includes employees and contractors. Depending on the reporting year, around 2 to 12 percent of the lost-time incidents are illness-related.

2019 PERFORMANCE HIGHLIGHTS

~80% improvement in lost-time incident rate since 2000

Since 2000, we have achieved a nearly 80 percent improvement in our workforce lost-time incident rate.

27 years of OIMS

For 27 years, our Operations Integrity Management System has established a set of worldwide expectations for addressing risks inherent to our business, including safety risks.

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Key Technology Capabilities
Process Safety, Process Engineering, Materials Integrity, Facilities & Equipment, Process Control Systems

DRIVING VALUE CREATION AND INDUSTRY LEADING OPPORTUNITIES

UPSTREAM

DOWNSTREAM

CHEMICAL

TECHNOLOGY
Industry-advantaged assets; optimized facilities; advances in processes, products, and discoveries

SCALE
Enables investment; accelerates experience and best practices; provides financial capacity

INTEGRATION
Maximizes value; provides diversification; enables synergies

FUNCTIONAL EXCELLENCE
Strong culture of doing the right things; effective systems and procedures; consistent application of knowledge

PEOPLE
Commitment and hard work; world-class capabilities; strong retention and long tenure

UPSTREAM

The strengths found in our ingenuity and global organization allow us to explore for and develop all resource types across the globe, relying on industry-leading technologies and capabilities to do so safely and responsibly.

Our understanding of the global hydrocarbon endowment, coupled with our unique geoscience capabilities, allows us to identify and prioritize the development of the highest quality resources. With our experience and applied technologies, we can develop more oil and gas reserves at both new and mature fields. Advances in seismic imaging, reservoir simulation, drilling and facility design allow us to explore and develop deposits that were previously unidentified or unreachable.

Major projects can be complex and capital intensive, which places a premium on execution excellence. ExxonMobil's long history of a disciplined approach to investment, technological leadership and operational excellence positions us well to lead the industry in safely developing the most challenging projects. These projects include a diverse portfolio of conventional and unconventional opportunities; including oil, **natural gas**, **heavy oil** and **deepwater projects**.

NATURAL GAS MARKETING

Reliable supplies of natural gas and access to power are fundamental to the world's economic growth and increased prosperity. ExxonMobil employs a global team of commercial experts to maximize the value of the company's gas and natural gas liquids interests in meeting the growing needs of consumers around the world.

With our detailed knowledge of global markets, we are able to capitalize on expanding natural gas and power markets. Natural gas, as an abundant lower-carbon fuel source, is expected to play an increasingly important role in powering the world's economic growth over the coming decades. ExxonMobil is active and well positioned across the natural gas value chain in most major markets. Our global presence, combined with our ability to apply unique expertise across our Upstream, Downstream, and Chemical businesses, provides us with an important competitive advantage and leading capability to help meet the world's growing energy demands.

While ExxonMobil strives to provide the energy to meet increasing global demand, we maintain a relentless focus on safe operations. Safety is and always will be our number one priority.

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EXECUTING **GROWTH PLANS**

Deep portfolio of attractive unconventional, deepwater, and LNG opportunities

UNCONVENTIONAL	DEEPWATER	LNG
		
Permian	Guyana Brazil	PNG Mozambique

- Includes diverse mix of resource types and shorter / longer-cycle developments
- Provides optionality on investment timing and pace of development

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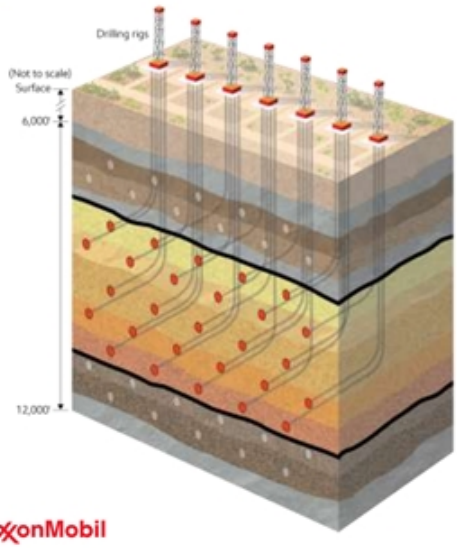
KEY GROWTH PROJECT **PERMIAN**

Maximizing value balancing production rates, resource recovery, and capital efficiency

MAXIMIZING LONG-TERM VALUE



LOWER TOTAL DEVELOPMENT COSTS

- Cube drilling simultaneously develops multiple stacked pay zones
  - Greatly reduces parent-child impacts
  - Maximizes resource recovery
  - Increases resource value (NPV) versus "best well" and "best bench" developments
- Capital efficient large-scale cube development has multiple requirements
  - Capacity to run multiple rigs simultaneously
  - Surface infrastructure and logistics aligned with production ramp-up

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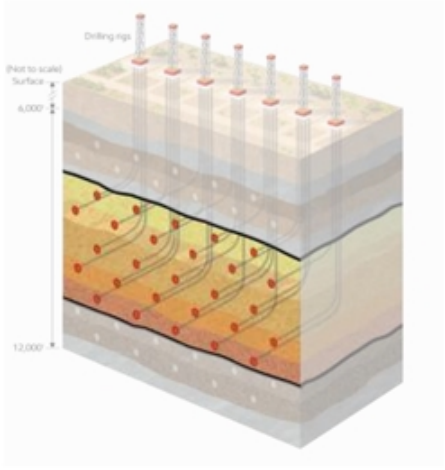
KEY GROWTH PROJECT **PERMIAN**

Maximizing value balancing production rates, resource recovery, and capital efficiency

MAXIMIZING LONG-TERM VALUE



LOWER TOTAL DEVELOPMENT COSTS

- Understanding subsurface characteristics and fluid properties critical for successful cube development
- Proprietary technologies provide a significant advantage
  - Key in selecting optimum well spacing and stacking, lateral length, and completion intensity
  - Cube sizes will vary by local geology and reservoir properties
  - Not all wells are spaced equally

Key Technology Capabilities
Subsurface prediction
Lifecycle reservoir management & production optimization
Unconventional development
Right development concept
Value Chain optimization: Well to Refinery/Chem plant

ExxonMobil

UNCONVENTIONAL RESEARCH AND DEVELOPMENT

Programs shaped by business strategies

LEGACY OF INNOVATION | APPLIED TECHNOLOGY | **RESEARCH AND DEVELOPMENT**

SIMULATION OF FRACTURING TECHNOLOGIES, VARYING LOADING PROFILES

CURRENT TECHNOLOGY → ADJUSTING LOADING RATES, DURATION, PEAK PRESSURE

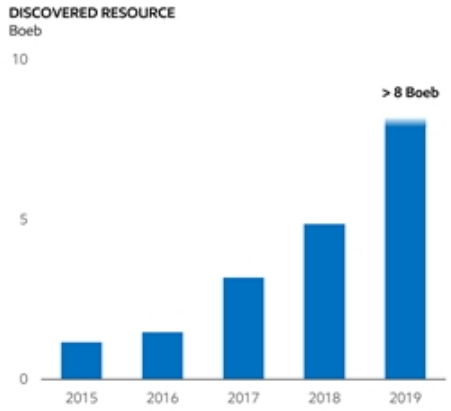
- Simulation of novel fracturing technologies suggests opportunities to increase reservoir contact area
- Currently validating science via lab prototypes and planned field demonstrations

Key Technology Capabilities: Modeling; Physical and Mathematical Sciences; Subsurface Prediction

ExxonMobil

KEY GROWTH PROJECT **GUYANA**

Exploration and development success increasing value of deepwater portfolio



- Continuing to explore 6.6M acre Stabroek block
- 5 discoveries in 2019; 1 discovery to date in 2020
- 16 discoveries out of 18 wells drilled on the Stabroek block
- Industry-leading technologies foundational to exploration success
- "Explorer of the Year" three years in a row
- Stabroek gross recoverable resource increased to more than 8 Boeb
  - Average discovery size "giant" (>500 Moeb)
  - More than 3 Boeb added in 2019

Key Technology Capabilities
Subsurface prediction
Lifecycle reservoir management & production optimization

See supplemental information

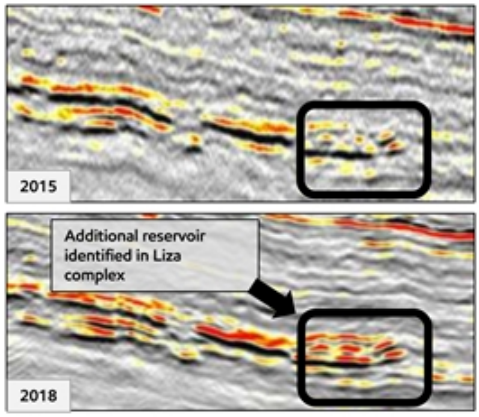
ExxonMobil

TECHNOLOGY DEPLOYMENTS **DEEPWATER**

Near-term value created through advances in existing capabilities, processes, and products

LEGACY OF INNOVATION | **APPLIED TECHNOLOGY** | RESEARCH AND DEVELOPMENT

EVOLUTION OF SEISMIC DATA IN GUYANA



- High-quality subsurface imaging from proprietary seismic design and processing
- Exploration success in Guyana underpinned by 3D seismic processing and interpretation technology
  - 16 of 18 wells resulted in discoveries
  - More than 8 Boeb recoverable resource base
- Leveraged advanced processing and interpretation
  - Linking seismic data to well results
  - Calibrating data for better understanding and identification of prospects
  - Key input for reservoir modeling and development planning

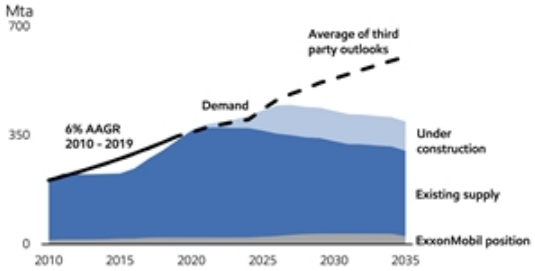
Key Technology Capabilities
Subsurface prediction, Lifecycle reservoir management and production optimization

ExxonMobil

KEY GROWTH PROJECTS **LNG**

Long-term demand driven by increasing power generation and lower emissions profile

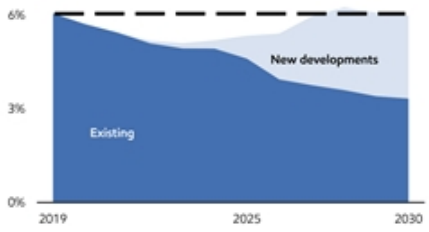
GLOBAL INDUSTRY LNG SUPPLY AND DEMAND



Source: Wood Mackenzie LNG tool and ExxonMobil analysis

EXXONMOBIL GLOBAL LNG SUPPLY

Market supply

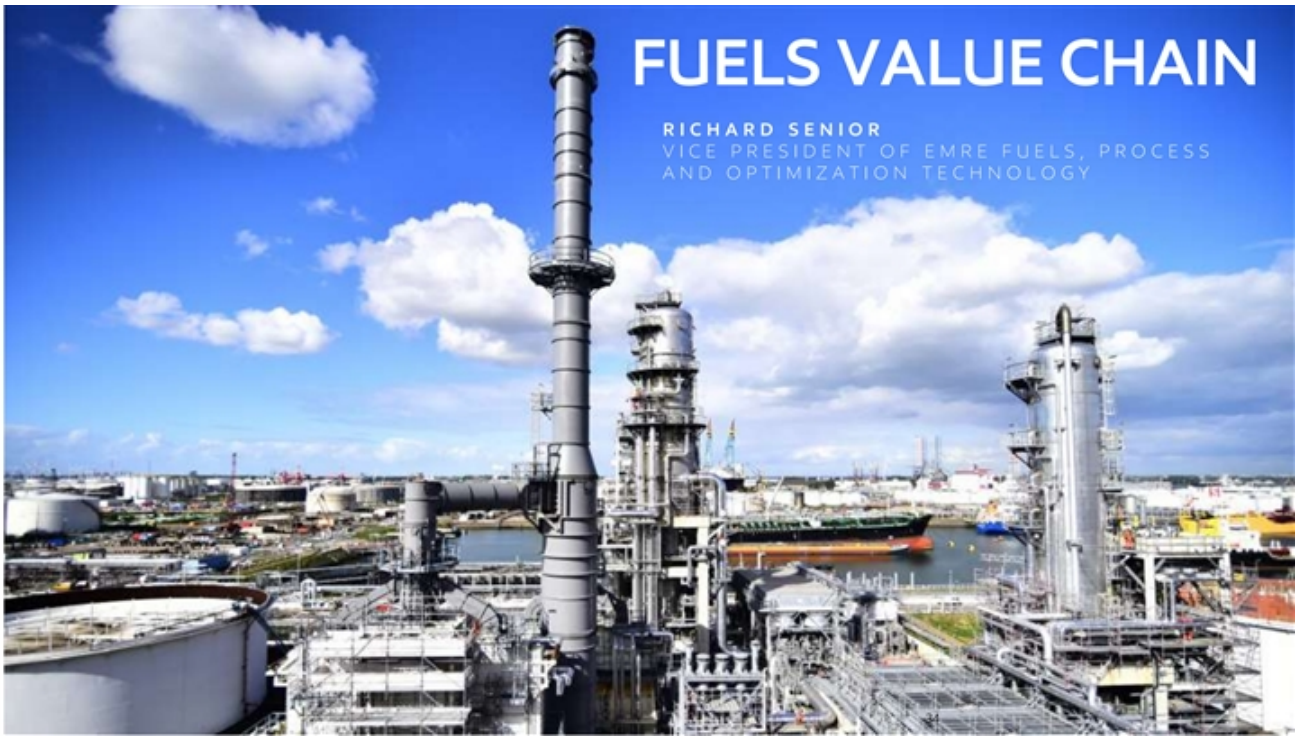


- LNG demand remains strong, driven by competitive costs and lower emissions in power generation
- Additional ~210 Mta of capacity required by 2035; equivalent to ~60% of 2020 global demand
- Portfolio of LNG developments maintains global supply position at ~6%
  - Key projects in Mozambique, PNG, and Golden Pass

See supplemental information

Key Technology Capabilities
Facilities & Equipment, Materials Integrity

ExxonMobil


FUELS VALUE CHAIN
RICHARD SENIOR
VICE PRESIDENT OF EMRE FUELS, PROCESS
AND OPTIMIZATION TECHNOLOGY

Downstream

As the largest global refiner, the majority of our refining capacity is integrated with our lubricants and/or chemical businesses. ExxonMobil's global Fuels & Lubricants organization drives the efficient development and deployment of global best-practices and new technologies.

We manufacture and distribute products derived from crude oil and other feedstocks. Our global network of manufacturing plants, transportation systems and distribution centers provides fuels, lubricants and other high-value products to customers.

We are the world's leading supplier of lubricant basestocks and the largest global marketer of finished lubricants. Supported by a highly trained field force, a strong distributor network and abundant supply, ExxonMobil delivers high-quality products and application expertise to customers around the world.

We also create long-term value by selling high-quality products and services daily to millions of customers across the globe. We market our Synergy™ fuels and other products to millions of customers worldwide through Esso, Exxon and Mobil-branded retail service stations, as well as global business-to-business segments — Industrial, Wholesale Fuels, Aviation Fuels & Lubricants, and Marine Fuels & Lubricants.

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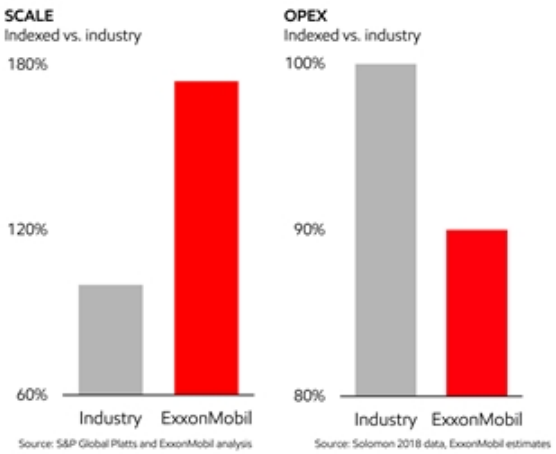
EFFICIENT MANUFACTURING

Scale and integration provide significant cost advantages



Source: S&P Global Platts and ExxonMobil analysis

Source: Solomon 2018 data, ExxonMobil estimates

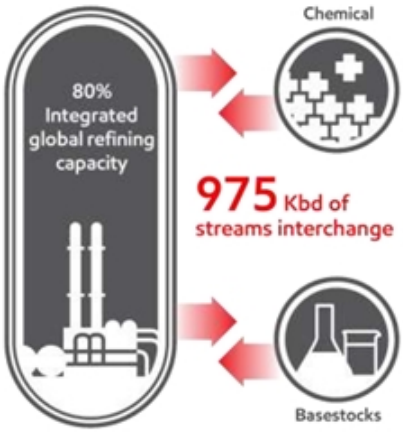
- Average refinery capacity 75% higher than industry
- Cost advantage of 10% compared to average refiner, resulting in $900M annual benefit
- First-quartile energy efficiency with 34 cogeneration units across network
- Advanced analytics, applied across global refining network, strengthen efficiency and reliability

Key Technology Capabilities
Facilities & Equipment, Modeling & Optimization, Materials Integrity, Process Control Systems, Process Innovation & Development, Active Materials, Process Engineering

ExxonMobil

EFFICIENT MANUFACTURING

Scale and integration provide significant cost advantages



- Interchange of process streams represents 30% of total crude processing at integrated sites
- Enables lower feedstock costs and production of highest-value products
- Synergies include shared resources, interconnected facilities, and coordinated operating practices

Key Technology Capabilities
Process Safety, Process Engineering, Process Control Systems, Materials Integrity, Facilities & Equipment, Environmental, Modeling & Optimization, Product-specific capabilities

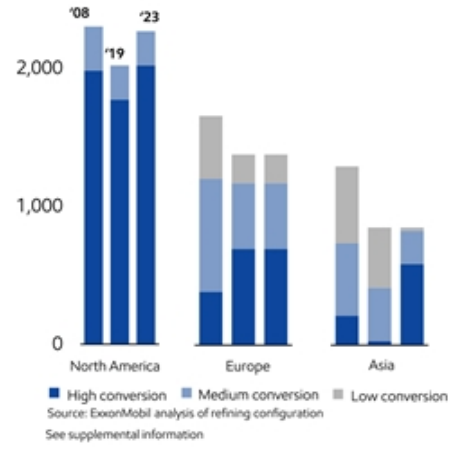
ExxonMobil

IMPROVING REFINERY **CONFIGURATION**

Upgrading production with proprietary technology and portfolio highgrading

REFINING CONFIGURATION – 2023

Kbd



Source: ExxonMobil analysis of refining configuration

See supplemental information

- Higher conversion advantaged by up to $7/bbl in recent years
- Leading global coking capacity, mostly in North America
- Portfolio highgrading with 14 refinery divestments and three advantaged projects to upgrade low-value products
- Advancing technology solutions to further improve yields at industry-leading cost of supply
- Increasing capacity for Permian light oil in U.S. Gulf Coast

Key Technology Capabilities
Process Innovation & Development, Active Materials, Process Engineering, Facilities & Equipment, Modeling & Optimization

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EVOLVING FUEL PRODUCT PORTFOLIO

Supporting the transportation industry's drive to help customers increase fuel efficiency and lower their emissions

- Synergy™ Gasoline
- Synergy™ Diesel Efficient
- EMF.5™ marine fuels
- OEM low-emissions fuels collaborations

Key Technology Capabilities
Combustion Science & Emissions; Powertrain & After treatment; Product Testing; Additive Chemistry & Formulation; Life Cycle Analysis across feed-process-Product for transportation fuels

- Meets society's sustainability goals
- Affordable
- Driven by consumer choice
- Demonstrated technical readiness
- Supported by regulation
- Deployable across markets
- Infrastructure to support deployment
- Reliable supply chain
- Scalable

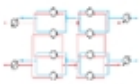
ExxonMobil

END TO END VALUE CHAIN **OPTIMIZATION**

INTEGRATED VALUE CHAINS

SOME TYPES OF OPTIMIZATION PROBLEMS WE SOLVE


BLENDING


NETWORK DESIGN


CRUDE PURCHASE PLANNING*

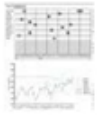

REAL-TIME OPTIMIZATION


REFINERY CONTROL


FLEET SIZE PLANNING


MARINE TRANSP. PLANNING*


CARGO SCHEDULING


INVENTORY FORECASTING


CIRCUIT SUPPLY PLANNING

Key Technology Capabilities
Materials Molecular and Physical Characterization, Advanced Math Modeling & Optimization, Process Control Systems, Process Engineering, Product Formulation/Blending

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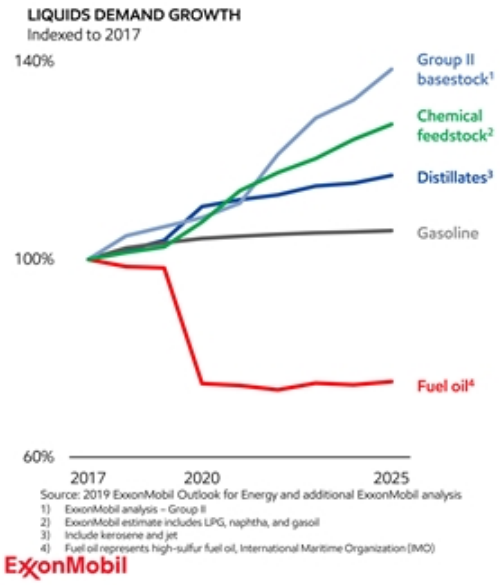
LUBES VALUE CHAIN
MIKE KERBY
VICE PRESIDENT OF LUBRICANTS TECHNOLOGY

EVOLVING DEMAND

Robust demand growth for higher-value products



Source: 2019 ExxonMobil Outlook for Energy and additional ExxonMobil analysis

1) ExxonMobil analysis – Group II
2) ExxonMobil estimate includes LPG, naphtha, and gasoil
3) Include kerosene and jet
4) Fuel oil represents high-sulfur fuel oil, International Maritime Organization (IMO)

ExxonMobil

- Fuel economy standards drive increasing demand for higher-quality lubricants and Group II basestocks
- Increase in demand for chemical products underpins growth in refining feedstocks
- Demand for distillates grows due to increasing commercial transportation and aviation
- Gasoline consumption moderates with improved efficiency of light-duty fleet
- Fuel oil demand projected to decline 25% with IMO low-sulfur standards

Key Technology Capabilities
Process Innovation & Development, Active Materials, Process Engineering, Facilities & Equipment, Lubes, Fuels, and Chemicals-Specific Technology Capabilities, Modeling & Optimization

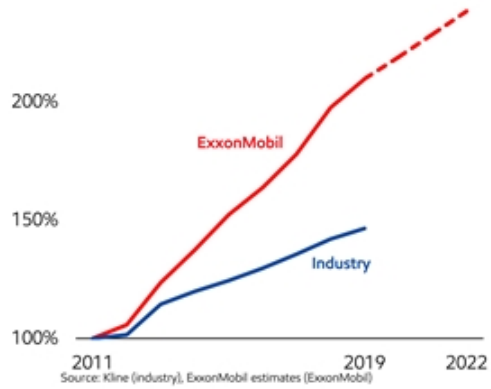
LUBRICANTS VALUE CHAIN **LEADERSHIP**

Leveraging global footprint across value chains

MAJOR PROJECTS | REVAMPS AND IMPROVEMENTS | **OPTIMIZATION, TRADING, MARKETING**

GLOBAL SYNTHETIC LUBRICANTS SALES GROWTH

Indexed to 2011



Source: Kline (industry), ExxonMobil estimates (ExxonMobil)

- Fuel economy standards driving growth in synthetics demand
- ExxonMobil is the leading global supplier of synthetic lubricants[1]
  - Global sales have increased 9% per year since 2011
  - Strong growth in China with sales volume doubling since 2015

Key Technology Capabilities
Product & Application Development
Lubricants-Specific Technology Capabilities
Value chain optimization

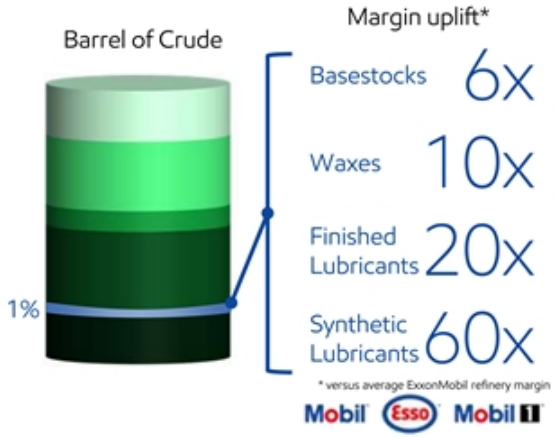
[1] Kline

See supplemental information

HIGH-VALUE SYNTHETICS LUBRICANTS **GROWTH**

- Strongest market position in industry: #1 basestocks
- Value chain delivered significant earnings in 2019

Source: Kline & Company
See supplemental information



Key Technology Capabilities
Product & Application Development
Lubricants-Specific Technology Capabilities
Value chain optimization

TECHNOLOGY DEPLOYMENTS **DOWNSTREAM**

Near-term value created through advances in existing capabilities, processes, and products

LEGACY OF INNOVATION | **APPLIED TECHNOLOGY** | RESEARCH AND DEVELOPMENT

Key Technology Capabilities
Process Innovation & Development, Active Materials, Modeling, Process Engineering, Facilities & Equipment, Fuels and Lubes-Specific Capabilities

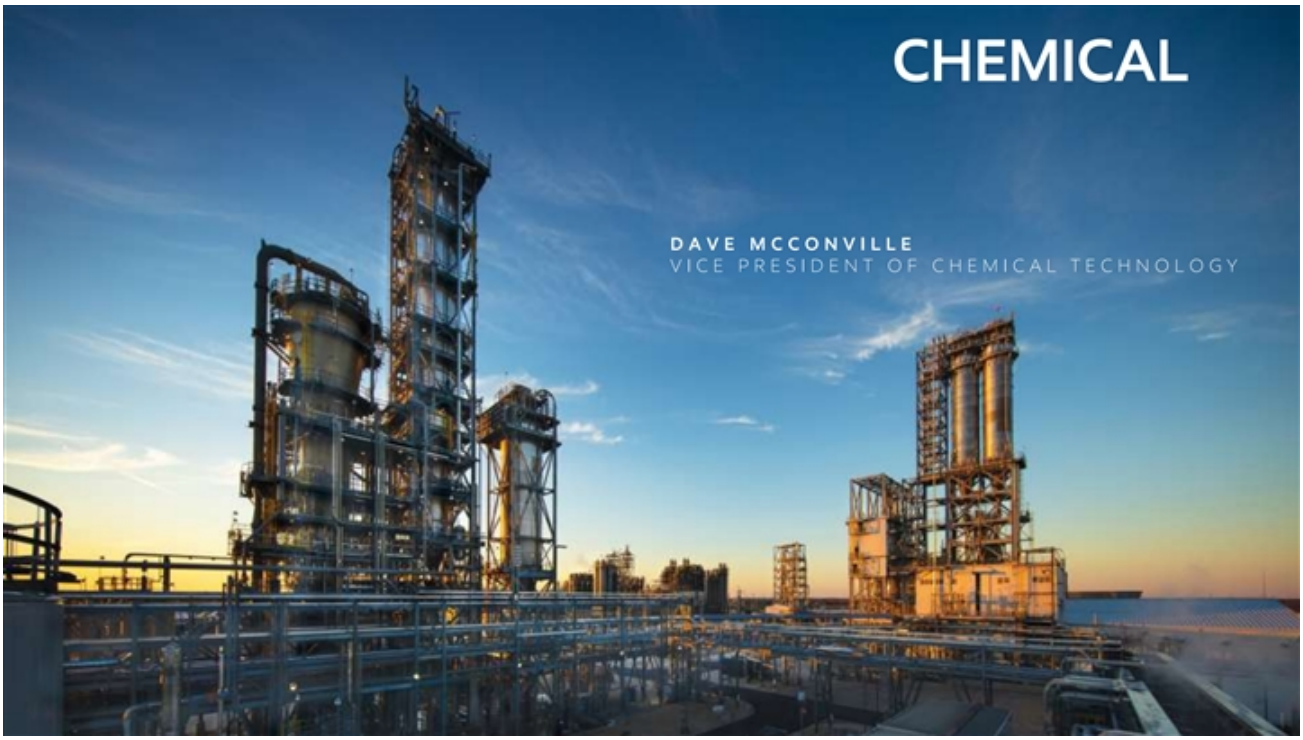
SINGAPORE RESID UPGRADE TECHNOLOGY

Residual streams | Advanced analytical techniques and compositional models | Proprietary process and catalyst technology | Clean fuels and lubricant basestocks

- Singapore resid upgrade project converts residual feed components to higher-value products
- Significant technical achievement enabled by modeling, process, and catalyst capabilities
- Proprietary technology adds $200M to project annual earnings potential versus conventional upgrading[1]

[1] ExxonMobil assessment of Singapore resid upgrading technology versus alternative. Estimated technology contributions to project earnings.

ExxonMobil


CHEMICAL
DAVE MCCONVILLE
VICE PRESIDENT OF CHEMICAL TECHNOLOGY

CHEMICAL

ExxonMobil Chemical is one of the largest chemical manufacturing companies in the world. Our unique portfolio of commodity and specialty businesses generates annual sales of nearly 25 million tonnes of prime products.

We operate major manufacturing facilities in key markets around the world, and our products serve as the building blocks for a wide variety of everyday consumer and industrial products.

We process feedstocks from ExxonMobil's Upstream and Downstream operations, supplemented by market sources, to manufacture chemical products for higher-value end uses. We focus on product lines that capitalize on advantages in scale and technology, building on our strengths in advantaged feedstocks, lower-cost processes, and performance products.

Visit **ExxonMobil Chemical** for more information.

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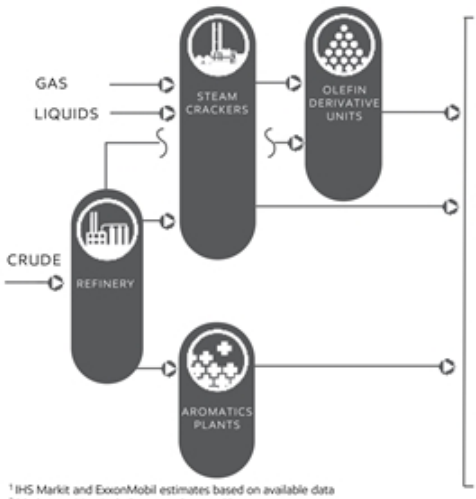
CURRENT ASSET **PORTFOLIO**

Maintaining market leadership across majority of product applications



2019
29 Mta

	Market position[1]	Example applications
POLYETHYLENE	1	Packaging, agricultural film, piping, liquid containers
POLYPROPYLENE	9	Automotive, appliance, hygiene, diapers
OTHER	1	*Fluids*: drilling fluids, solvents
EXAMPLES: FLUIDS	1	*Synthetics*: lubricants
SYNTHETICS	1	*Butyl*: tires
BUTYL	1	*Vistamaxx*: packaging, molded parts
VISTAMAXX		
PARAXYLENE	2[2]	Clothing, food, liquid containers

[1] IHS Markit and ExxonMobil estimates based on available data
[2] Market position includes paraxylene and benzene

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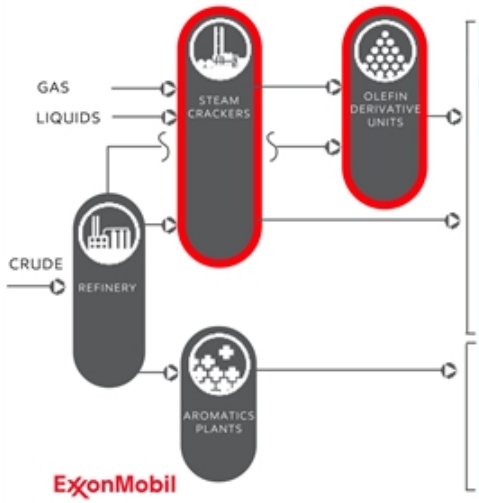
Key Technology Capabilities (In addition to all those required for manufacturing support and process development
Product & Application Development

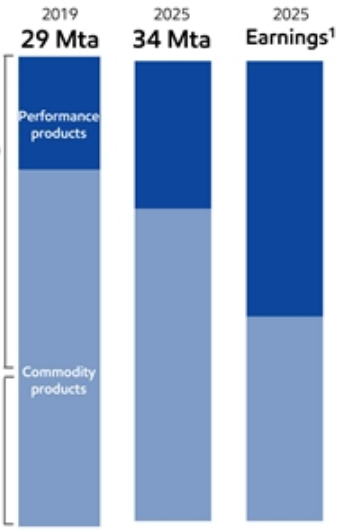
EXPANDING **ADVANTAGED PORTFOLIO**

Projects grow performance product volumes

ADVANTAGED GROWTH PROJECTS



PERFORMANCE PRODUCTS



- Growing performance products to increase portfolio value
- Higher-value performance products translate to higher earnings

Key Technology Capabilities
Product & Application Development, Process Innovation & Development, Active Materials, Polymer Catalysis, Modeling & Optimization, Process Engineering, Facilities & Equipment

[1] 5 year average margins

PERFORMANCE PRODUCTS DRIVE **DIFFERENTIATION**

Leveraging technology to differentiate ExxonMobil through the value chain

- Product demand growth driven by customer application success
- Collaborative innovation pipeline built up over decades
- Local, market-facing personnel in 33 countries
- Delivers 50% performance products sales growth from 2017-2025

Key Technology Capabilities
Product & Application Development, Process Innovation & Development, Polymer Catalysis, Modeling, Life Cycle Assessment

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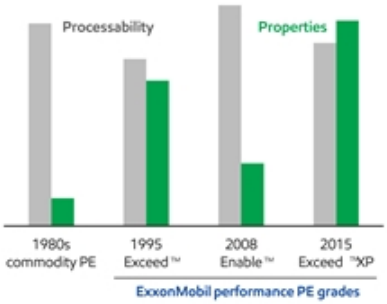
TECHNOLOGY DEPLOYMENTS **CHEMICAL**

Near-term value created through advances in existing capabilities, processes, and products

LEGACY OF INNOVATION | **APPLIED TECHNOLOGY** | RESEARCH AND DEVELOPMENT

PERFORMANCE POLYETHYLENE EVOLUTION[1]
Indexed to commodity polyethylene



- Polyethylene product evolution combined improvements in properties with processability, enabled by:
  - Fundamental property and application understanding
  - Proprietary metallocene catalyst platform
  - Pilot plants to scale up laboratory leads
- Enhanced properties improve sustainability – thinning and light-weighting of end products
- Improvement in performance aligned with market demands, contributes to higher margins

Key Technology Capabilities
Product & Application Development, Process Innovation & Development, Polymer Catalysis, Modeling, Life Cycle Assessment

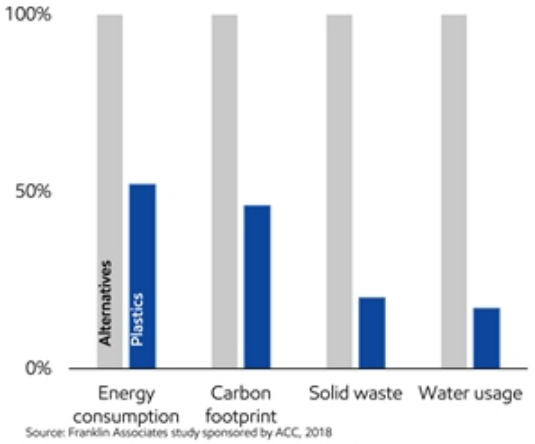
ExxonMobil

[1] See supplemental information

PLASTIC PACKAGING BENEFITS AND WASTE **SOLUTIONS**

Plastic provides sustainability benefits versus alternatives

PLASTIC PACKAGING VS. ALTERNATIVES[1]
Indexed to alternatives[2]



Source: Franklin Associates study sponsored by ACC, 2018

[1] Adapted from Franklin Associates "Life Cycle Impacts of Plastic Packaging ..." study sponsored by ACC, 2018; U.S. results max decomposition case

[2] Alternatives include steel, aluminum, glass, paper-based packaging, wood, fiber-based textiles

- Significant plastic packaging benefits versus alternatives
  - Lower life cycle GHG impacts
  - Alternatives generate ~5x the waste of plastic
- Global waste issue is broader than plastics
- Advancing solutions for plastics
  - Founding member of Alliance to End Plastic Waste
  - Providing products that enhance recyclability
  - Working to transform plastic waste into feedstock

Key Technology Capabilities
Product & Application Development, Process Innovation & Development, Polymer Catalysis, Modeling, Life Cycle Assessment, Process Engineering, Facilities & Equipment

ExxonMobil

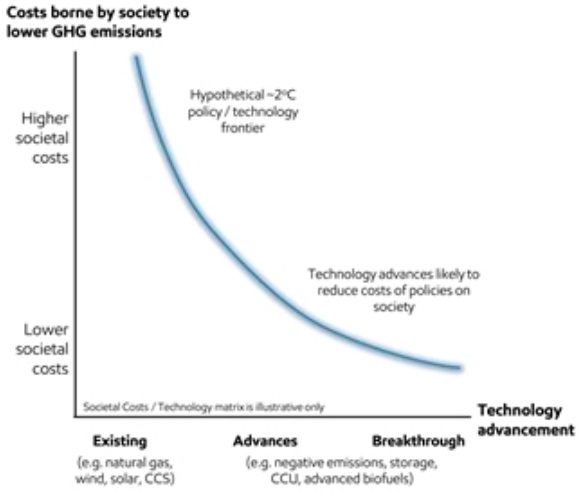

CORPORATE OBJECTIVES
VIJAY SWARUP
VICE PRESIDENT OF RESEARCH AND ENGINEERING

TECHNOLOGY ADVANCES NEEDED FOR **EVOLVING ENERGY SYSTEM**

Near-term actions the Company is taking to prepare for a lower-carbon future, include:

- Expanding supplies of cleaner-burning natural gas.
- Improving energy efficiency in operations.
- Operating and investing in carbon capture and storage.
- Reducing flaring and methane emissions from operations.
- Developing products, such as premium lubricants, light-weight plastics, and special tire liners to help consumers improve efficiency and reduce emissions.
- Advocating for effective climate policy to address the risks of climate change at the lowest societal cost

TECHNOLOGY KEY
TO REDUCING SOCIETAL COSTS OF 2°C PATHWAY



Technology Breakthrough Opportunities
Power grid reliability & long-duration storage: Batteries, chemical storage, hydrogen
Lower-carbon commercial transport: algae & cellulosic biofuels, fuel cells, batteries
Lower-carbon industrial processes: carbon capture, hydrogen, process intensification
Advanced, less carbon-intensive materials for efficient buildings and infrastructure
Negative emissions: bioenergy with carbon capture, direct air capture, CO_2 utilization

Key Technology Capabilities
Process Innovation & Development, Active Materials, Materials Integrity, Modeling & Optimization, Physical and Mathematical Sciences, Process Engineering, Facilities & Equipment, Life Cycle Assessment, Environmental, Bioscience

Source: ExxonMobil 2019 Outlook for Energy

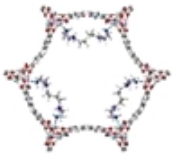
ExxonMobil

LOW-EMISSION RESEARCH AND DEVELOPMENT

Programs shaped by business strategies and the dual challenge

LEGACY OF INNOVATION | APPLIED TECHNOLOGY | **RESEARCH AND DEVELOPMENT**

METAL ORGANIC FRAMEWORK (MOF) FOR CCS

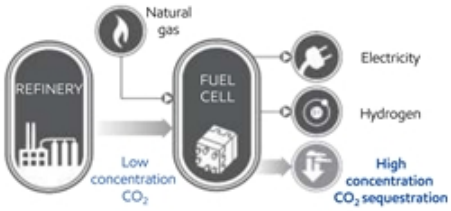


mosaic materials

Berkeley
Department of Chemistry

FUEL CELL TECHNOLOGY FOR CCS

fuelcellenergy



ExxonMobil

- Collaborating with partners on novel, high-surface area materials for carbon capture
  - Partnerships combine metal organic framework expertise with ExxonMobil's process scale-up capabilities
- Progressing design of carbonate fuel cell (CFC) for CO_2 capture at Rotterdam refinery
  - Joint development with FuelCell Energy
  - Demonstration of CFC technology, supplying data to inform commercial-scale developments
- Advancing additional CCS technology-to-scale collaborations
  - Direct air capture with Global Thermostat
  - Multiple technologies via energy centers and national laboratories

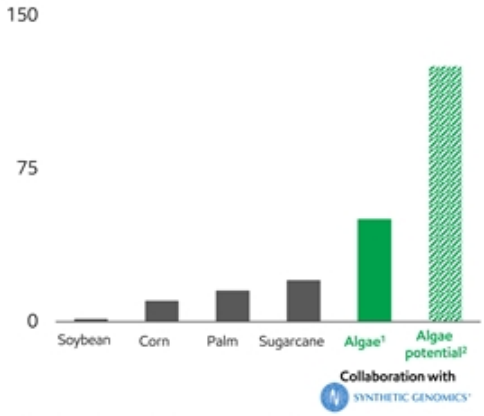
Global Thermostat

Key Technology Capabilities
Process Innovation & Development, Active Materials, Modeling

LOW-EMISSION RESEARCH AND DEVELOPMENT

Programs shaped by business strategies and the dual challenge

LAND PRODUCTIVITY OF BIOFUELS
Bbls / acre / year



Collaboration with SYNTHETIC GENOMICS

- Algae represents opportunity to scale biofuels with significantly higher land productivity versus alternatives
- Advancing biology required for development of suitable algae strains with Synthetic Genomics
- Demonstrated step-change improvements in biomass productivity across multiple algae species

Key Technology Capabilities
Bioscience, Process Innovation & Development, Modeling, Life Cycle Assessment

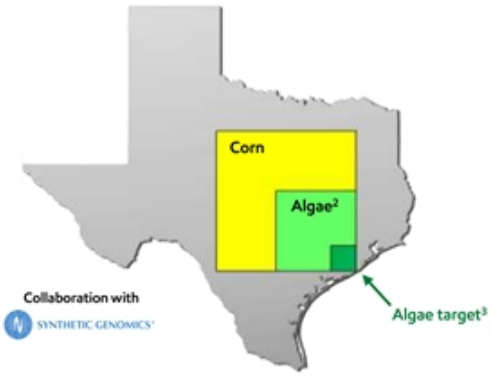
[1] Expected outdoor performance of current best strain. Outdoor testing in progress.
[2] ExxonMobil assessment of near-term potential, based upon laboratory results and pace of biology progress. Outdoor testing in progress.

ExxonMobil

LOW-EMISSION RESEARCH AND DEVELOPMENT

Programs shaped by business strategies and the dual challenge

AREA REQUIRED TO REPLACE 10% OF U.S. TRANSPORTATION DEMAND[1]



[1] ExxonMobil analysis, U.S. gasoline and diesel demand
[2] Microalgae without genetic engineering, outdoor average oil production
[3] ExxonMobil biology target for outdoor average oil production from genetically engineered algae

ExxonMobil

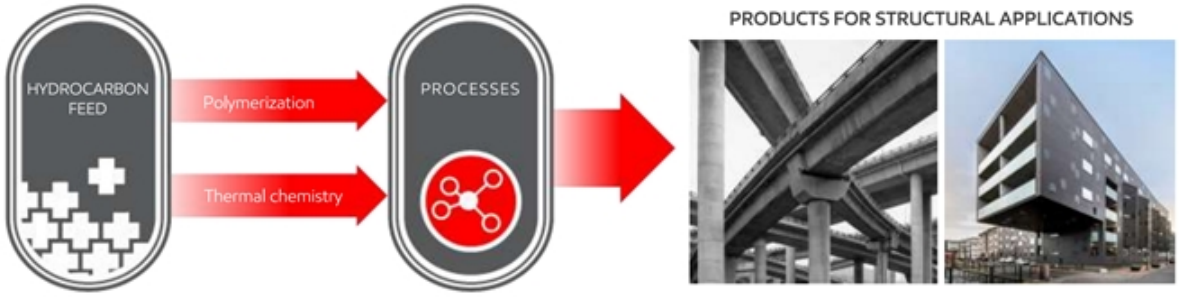
- Algae represents opportunity to scale biofuels with significantly higher land productivity versus alternatives
- Advancing biology required for development of suitable algae strains with Synthetic Genomics
- Demonstrated step-change improvements in biomass productivity across multiple algae species
- Scale-up to outdoor growth systems in parallel with laboratory effort focuses on solving key biology and engineering challenges
- Progressing towards target of technical readiness for production of 10 Kbd by 2025

Key Technology Capabilities
Bioscience, Process Innovation & Development, Modeling, Life Cycle Assessment, Process Engineering, Facilities & Equipment

NOVEL PRODUCTS RESEARCH AND DEVELOPMENT

Programs shaped by business strategies and the dual challenge

LEGACY OF INNOVATION | APPLIED TECHNOLOGY | **RESEARCH AND DEVELOPMENT**



- Leveraging catalysis and polymerization capabilities to develop sustainable materials for high-volume structural applications
- Potential to replace high-CO_2 intensity materials such as steel and cement

Key Technology Capabilities
Process Innovation & Development, Polymers Chemistry and Catalysts, Active Materials, Product and Application Development

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COLLABORATIONS ENABLE TECHNOLOGY SOLUTIONS

Collaborations expand technology development and deployment

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Energy center low-emission focus areas[1]		MITei	Princeton E-Affiliates Partnership E-FFILIATES	Energy Institute	Stanford Strategic Energy Alliance	SINGAPORE ENERGY CENTRE	
	Renewable power	●	●	●	●	●	
	Carbon capture	●	●	●	●	●	●
	Grid-scale electron storage			●	●		
	Long-distance battery storage				●		
	Hydrogen	●	●	●			
	Gas conversion	●	●		●		
	New products	●	●			●	
	Liquids conversion	●		●			

- External collaborations combine university science capabilities with ExxonMobil's expertise in scaling technology
- Progressing joint research and development with academia, national laboratories, and industry partners

[1] Covers active collaborations and proposals in progress

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RESEARCH AND DEVELOPMENT PORTFOLIO

Programs shaped by business strategies and the dual challenge

Unconventional	Recovery and capital efficiency
Products	Higher-value products
Subsurface	Advanced models and simulations
Gas conversion	Conversion of gas to higher-value products
Low-emission	Advanced biofuels, CCS, and novel manufacturing technologies

$1B
Annual R&D investment

2,300
Ph.D. scientists and engineers

80
University collaborations

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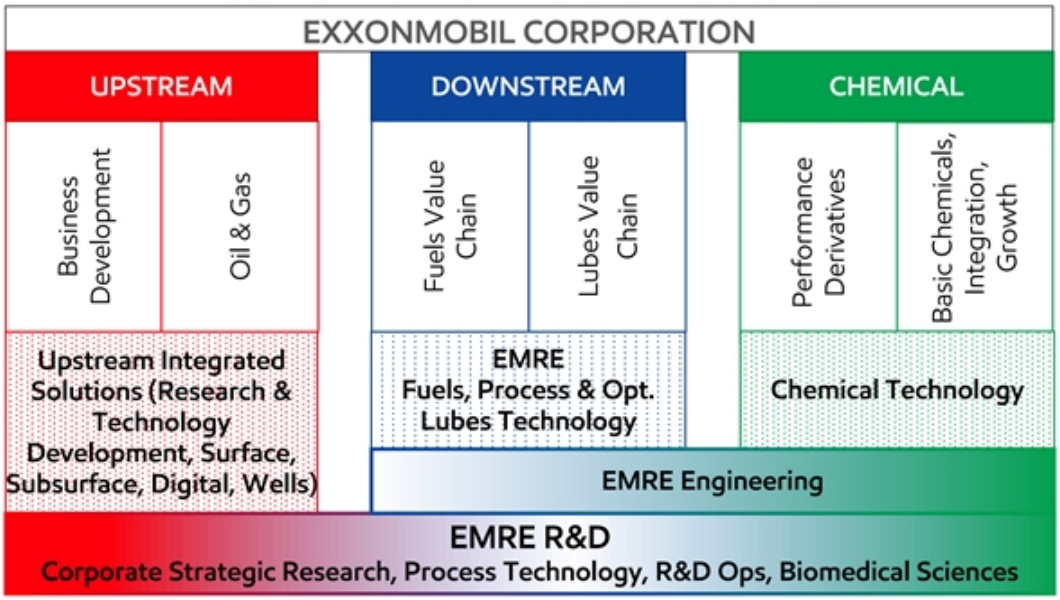
TECHNOLOGY **KEY MESSAGES**

- Proven track record of translating fundamental science to commercial success
- Near-term value created through advances in existing capabilities, processes, and products
- Research and development programs shaped by business strategies and the dual challenge
- Collaborating with external laboratories, companies, and universities expands technology development and deployment


ORGANIZATION OVERVIEW
AND HISTORY OF INNOVATION
VIJAY SWARUP
VICE PRESIDENT OF RESEARCH AND ENGINEERING

EXXONMOBIL **TECHNOLOGY ORGANIZATIONS**



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TECHNOLOGY **PIPELINE FOR COMPETITIVE ADVANTAGE**

Proven track record of translating fundamental science to commercial scale

RESEARCH AND DEVELOPMENT	PROCESS/OPERATION	PRODUCTS
• Corporate-driven and business-driven portfolios	• Development, deployment of new process technologies • Experts support for major projects, extensions of current technology involvement and troubleshooting	• Development, deployment of new products • Extensions to new applications • Technical support for market development

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TECHNOLOGY LEADERSHIP

Proven track record of translating fundamental science to commercial scale

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PERFORMANCE PRODUCTS

BUTYL RUBBER

- Alternative to natural rubber
- Many commercial applications

ADVANTAGE PROCESSES

FLUID CATALYTIC CRACKING

- Initially enabled production of high-quality aviation fuel
- Basis for further process and catalyst advances

RESEARCH AND DEVELOPMENT

3D SEISMIC

- Revolutionized subsurface imaging
- Enabled greater success in exploration and development

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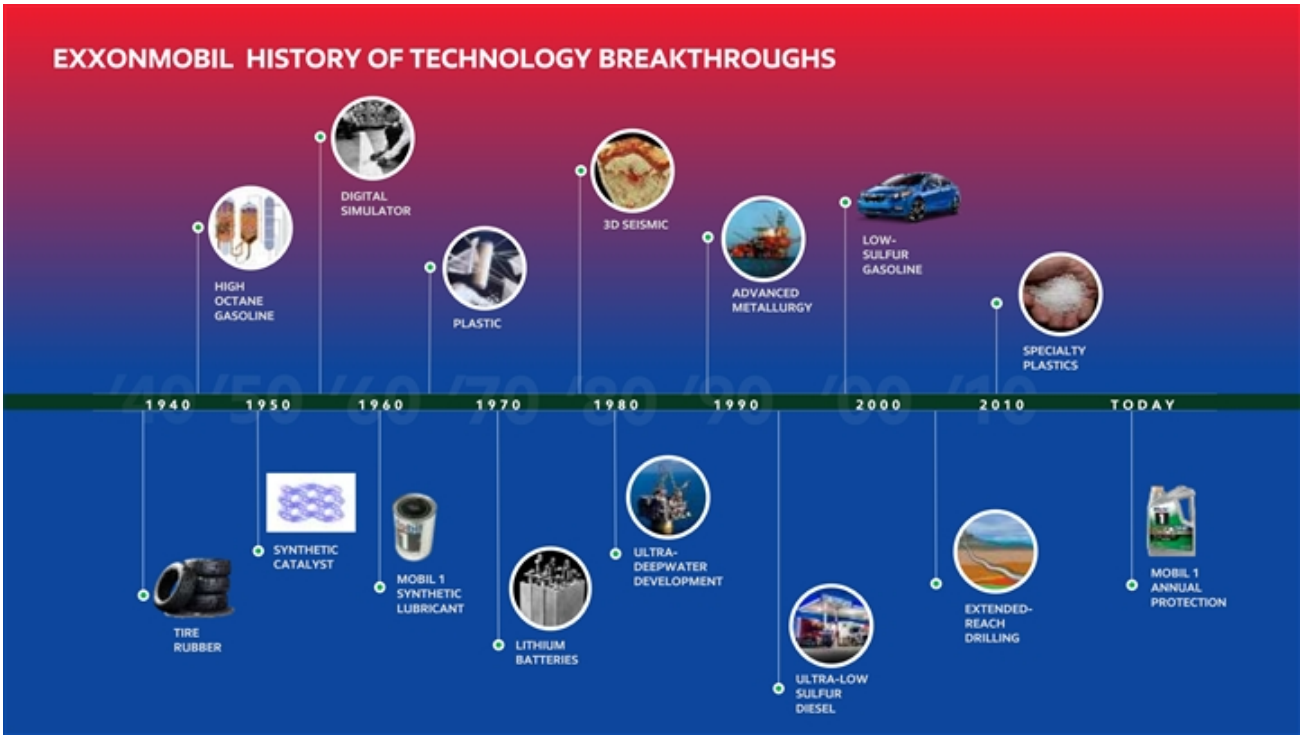
EXXONMOBIL HISTORY OF TECHNOLOGY BREAKTHROUGHS
1940
1950
1960
1970
1980
1990
2000
2010
TODAY
TIRE RUBBER
HIGH OCTANE GASOLINE
SYNTHETIC CATALYST
DIGITAL SIMULATOR
MOBIL 1 SYNTHETIC LUBRICANT
PLASTIC
LITHIUM BATTERIES
3D SEISMIC
ULTRA-DEEPWATER DEVELOPMENT
ADVANCED METALLURGY
ULTRA-LOW SULFUR DIESEL
LOW-SULFUR GASOLINE
EXTENDED-REACH DRILLING
SPECIALTY PLASTICS
MOBIL 1 ANNUAL PROTECTION


SUMMARY AND NEXT STEPS
ROB CRANE
PROCESS TECHNOLOGY MANAGER AND ASSESSMENT LEAD,
EXXONMOBIL RESEARCH AND ENGINEERING

NEXT STEPS

- Attend a live, 90-min Q&A session with presenters (Feb 19, Mar 8, Mar 30)
- Attend panel discussion
- Provide us your input

KEY QUESTIONS FOR PANELISTS

1a. Are there any capabilities you would add and why?
1b. Are there any capabilities you would change and why?
1c. Are there any capabilities you would eliminate and why?

2a. How well does the capability address the near term (5 yr) objectives and why?
1. Inadequate
2. Below Expectation
3. Meets Expectation
4. Above Expectation
5. Beyond Expectation

2b. How well does the capability address the longer term (5 – 20+ yr) objectives and why?
1. Inadequate
2. Below Expectation
3. Meets Expectation
4. Above Expectation
5. Beyond Expectation

3. How are the capabilities positioned relative to competitors?

Capability Positions	
Position	Definition
Clear Leader	* Sets the pace and direction of technology development * Recognized for such in the industry
Strong	* Able to express independent technical actions * Sets new directions
Favorable	* Able to sustain technological competitiveness in general and/or leadership in technical niches
Tenable	* Unable to set independent course, continually in catch-up * Difficult to maintain / grow required competencies
Weak	* Unable to sustain quality of outputs vs. competitors * Short-term, fire-fighting mode, low or retiring expertise

4. Please comment on our facilities/equipment/labs and tools relative to state of the art.

5. What alternatives to the capability exist external to ExxonMobil?
People; Facilities/Equipment/Labs; Tools; Approaches
a. What are potential opportunities for efficiency/effectiveness with these alternatives?
b. Where in the world do the capabilities exist?
a. Who is the best? Are there new emerging entrants?
b. What is the difference between the capabilities available in geographic locations?
c. Are they accessible to ExxonMobil?

6a. Where are there synergies between capabilities and/or between technology groups that we are not capturing or not fully exploiting?
6b. Why are these synergies valuable to capture?
6c. What could we do to fully exploit these synergies?

7. Did you identify any areas where there may be duplicate efforts in our capabilities? If so, please specify where the duplication of efforts exists and if it is causing inefficiencies?

8. Which other capabilities or emerging science areas could significantly impact our ability to meet objectives?

9a. Based on our near term objectives, is the need for this capability expected to increase, decrease, or stay the same?
9b. Based on our longer term objectives, is the need for this capability expected to increase, decrease, or stay the same?

10. What is the ability to differentiate each capability?
High / Medium/ Low

THANK YOU

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Important Additional Information Regarding Proxy Solicitation

Exxon Mobil Corporation ("ExxonMobil") intends to file a proxy statement and 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 ExxonMobil's Annual Report on Form 10-K for the fiscal year ended December 31, 2019, filed with the SEC on February 26, 2020, ExxonMobil's proxy statement for the 2020 Annual Meeting of Shareholders, filed with the SEC on April 9, 2020, ExxonMobil's Form 8-K filed with the SEC on December 1, 2020 and ExxonMobil's Form 8-K filed with the SEC on February 2, 2021. To the extent holdings of such participants in ExxonMobil's securities are not reported, or have changed since the amounts described, in the 2020 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 will be 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 WHEN THEY BECOME AVAILABLE, BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION. Investors and shareholders will be able to obtain a copy of the definitive Proxy Statement and other relevant documents filed by ExxonMobil free of charge from the SEC's website, www.sec.gov. ExxonMobil's shareholders will also be able to obtain, without charge, a copy of the definitive 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 or from the investor relations section of ExxonMobil's website, www.exxonmobil.com/investor.