Forward-Looking Statements
Outlooks, projections, estimates, targets, business plans, and other statements of future events or conditions in this presentation or the subsequent discussion period are forward-looking statements. Actual future results, including financial and operating performance; demand growth and energy mix; ExxonMobil’s production growth and mix; the amount and mix of capital expenditures; future distributions; resource additions and recoveries; finding and development costs; project plans, timing, costs, and capacities; efficiency gains; cost savings; integration benefits; product sales and mix; and the impact of technology could differ materially due to a number of factors. These include changes in oil or gas prices or other market conditions affecting the oil, gas, and petrochemical industries; reservoir performance; timely completion of development projects; war and other political or security disturbances; changes in law or government regulation, including environmental regulations and political sanctions; the outcome of commercial negotiations; the actions of competitors and customers; unexpected technological developments; the occurrence and duration of economic recessions; unforeseen technical difficulties; and other factors discussed here and under the heading "Factors Affecting Future Results" in the Investors section of our website at exxonmobil.com. See also Item 1A of ExxonMobil’s 2014 Form 10-K. Forward-looking statements are based on management’s knowledge and reasonable expectations on the date hereof, and we assume no duty to update these statements as of any future date.

Frequently Used Terms
References to resources, resource base, recoverable resources, and similar terms include quantities of oil and gas that are not yet classified as proved reserves but that we believe will likely be moved into the proved reserves category and produced in the future. “Proved reserves” in this presentation are presented using the SEC pricing basis in effect for the year presented, except for the calculation of 21 straight years of at least 100-percent replacement; oil sands and equity company reserves are included for all periods. For definitions of, and information regarding, reserves, return on average capital employed, cash flow from operations and asset sales, free cash flow, and other terms used in this presentation, including information required by SEC Regulation G, see the "Frequently Used Terms" posted on the Investors section of our website. The Financial and Operating Review on our website also shows ExxonMobil’s net interest in specific projects.

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.
Agenda

9am  Welcome ......................................................................................... Jeff Woodbury,
     Vice President, Investor Relations and Secretary

Key Messages and 2014 Results ........................................ Rex Tillerson, Chairman and CEO

Energy Outlook
Creating Value Through the Cycle
  Strategic Overview
  Differentiated Performance
  Forward Plans
Unlocking Upstream Resource Value
Strengthening the Downstream & Chemical Portfolio
Break
Summary

11am  Q&A ................................................................................................... Management Committee

12pm  Meeting Concludes
Key Messages and 2014 Results
Key Messages

■ Continued focus on fundamentals in a lower price environment

■ Selectively investing in attractive opportunities: 2014 Capex $38.5B; 2015 Capex $34B

■ Growing higher-margin production: 4.0 MOEBD in 2014; 4.3 MOEBD in 2017

■ Delivering differentiated performance versus competition

■ Industry-leading shareholder returns
Continued emphasis on fundamentals throughout the cycle

- Investments based on long-term view
- Opportunities tested across variety of economic factors and broad range of prices
- Relentless focus on things we control
  - Project execution
  - Lowering cost structure
  - Maximizing reliability
  - Leveraging integrated model

Source: Bloomberg.
2014 Results

Results demonstrate strength of integrated model

- Best-ever safety performance
- Rigorous environmental management
- Strong financial / operating results
  - Earnings $32.5B
  - ROCE 16.2%
  - Cash flow from operations and asset sales $49.2B
- Disciplined Capex $38.5B
- Unmatched shareholder distributions* $23.6B
- Reserves replacement** 104%

* Includes dividends and share purchases to reduce shares outstanding.
** Includes asset sales.
Risk Management

Risk management is at the core of our business

- Operations Integrity Management System (OIMS)
  - Systematic, managed approach
  - Rigorously applied systems and processes
- Clearly defined policies, standards, and practices
  - Ensure accountability
  - Measure performance
  - Recognize progress
  - Continuously improving
Committed to safe operations

Workforce Lost-Time Incident Rate
Employee and Contractor Incidents per 200K hours

- Continued emphasis on personnel and process safety
- Focused on prevention of higher consequence events
- Committed to our vision of ‘Nobody Gets Hurt’

* Source: American Petroleum Institute. 2014 industry data not available.
** XTO Energy Inc. included beginning in 2011.
Environmental Management

Protect Tomorrow. Today.

- Committed to minimizing environmental impact
- Systematically identify, assess, manage, and monitor risks
- Focus on reducing emissions, releases, and consumption
Global energy demand expected to grow about 35% by 2040

- Non-OECD nations drive growth in GDP and energy demand
- Middle class expanding by ~3 billion people
- Energy use per person in non-OECD remains well below OECD
- Efficiency gains keep OECD demand flat
- Without efficiency gains, global demand growth would be four times projected amount

Global Energy Demand

- Quadrillion BTUs
- Average Growth/Year 2010 to 2040

Source: ExxonMobil 2015 Outlook for Energy.
Oil and natural gas lead growth as energy mix evolves

- Higher oil demand driven by expanding needs for transportation and chemicals
- Strong growth in natural gas led by power generation and industrial demand
- Demand trends reflect reasonable cost of carbon assumptions

Global Energy Demand

Quadrillion BTUs

- Oil and natural gas expected to meet about 60% of global energy demand in 2040

Source: ExxonMobil 2015 Outlook for Energy.
* Other Renewable includes hydro, geothermal, biofuels, and biomass.
Affordable energy solutions remain essential to advance global prosperity

Diverse energy supplies are required to meet demand growth

Technology advancements minimize environmental footprint and expand energy options

Resource access and substantial investments are necessary to meet demand

Free trade and sound, predictable government policies and processes are vital

Outlook guides our business strategy and investment plans
Creating Value Through the Cycle

Strategic Overview
Creating Value Through the Cycle: Strategic Overview

ExxonMobil Strategy

Provide industry leadership to meet the world’s energy needs

- Risk Management
- Operational Excellence
- Investment & Cost Discipline
- Project Execution
- Portfolio Management
- Integration
- Technology Leadership
- World-Class Workforce

GROWING SHAREHOLDER VALUE

Delivering on commitments – Differentiated performance
Delivers industry-leading returns through the business cycle

- Full value chain knowledge and insights lead to resilient investments and operations
- Diverse asset base provides optionality
- Capture upside as it shifts along the value chain
- Economies of scale lower costs
Capturing the highest value for every molecule

- Integrated market view enables more effective response to changes in the business environment
- 75% of refining operations integrated with chemical and lubes manufacturing
- Value chain investments maximize returns on produced and manufactured volumes
- Global Supply organization provides insights to achieve best value from Upstream production
Creating Value Through the Cycle: Strategic Overview

North America Integration

Demonstrating benefits of the integrated model

- Investments positioned to optimize Upstream and Downstream returns
- Flexibility to process advantaged feedstocks
- Logistics commitments expand access to crude and product markets
- Accelerated value capture from Kearl bitumen
- Capturing uplift from ethane and other NGLs
Creating Value Through the Cycle
Differentiated Performance
# 2014 Highlights

Delivering on commitments

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Return on Capital Employed (%)</strong></td>
<td>16.2</td>
</tr>
<tr>
<td><strong>Free Cash Flow ($B)</strong></td>
<td>17.9</td>
</tr>
<tr>
<td><strong>CAPEX ($B)</strong></td>
<td>38.5</td>
</tr>
<tr>
<td><strong>Upstream Production (MOEBD)</strong></td>
<td>4.0</td>
</tr>
<tr>
<td><em><em>Upstream Unit Profitability</em> ($/OEB)</em>*</td>
<td>19.47</td>
</tr>
</tbody>
</table>

- Industry-leading ROCE
- Free Cash Flow up $7.3B vs. 2013
- Capex $1.3B below plan
- Achieved Upstream production target
- Improved profitability by $1.44 per barrel

---

* ExxonMobil volume excludes noncontrolling interest share.
Proven business model continues to deliver ROCE leadership

Return on Average Capital Employed*

Percent

25

20

15

10

5

0

XOM
CVX
RDS
TOT
BP

- ROCE of 16.2% in 2014
- Strength of integrated portfolio, project management, and technology application
- Investments positioned for long-term performance

* Competitor data estimated on a consistent basis with ExxonMobil and based on public information.
Creating Value Through the Cycle: Differentiated Performance

Upstream Earnings per Barrel

Increased profitability reflects structural improvements

Earnings per Barrel*

<table>
<thead>
<tr>
<th>$/OEB</th>
<th>'10</th>
<th>'11</th>
<th>'12</th>
<th>'13</th>
<th>'14</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Improving production mix
- Highgrading portfolio
- Capturing cost savings
- Securing enhanced fiscals
- Disciplined and consistent approach over the long term

* Competitor data estimated on a consistent basis with ExxonMobil and based on public information. ExxonMobil volume excludes noncontrolling interest share. BP earnings exclude impacts of GOM spill and TNK-BP divestment.
Free Cash Flow

Strong business performance and disciplined capital allocation

$17.9B free cash flow, up $7.3B from 2013

- Invest in attractive business opportunities
- Pay reliable and growing dividend
- Industry-leading shareholder distributions

* Competitor data estimated on a consistent basis with ExxonMobil and based on public information. BP excludes impacts of GOM spill and TNK-BP divestment.
Creating Value Through the Cycle: Differentiated Performance

Shareholder Distributions

Industry-leading shareholder distributions through the business cycle

<table>
<thead>
<tr>
<th>Total Cash Distribution Yield*</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>XOM</td>
<td></td>
</tr>
<tr>
<td>CVX</td>
<td></td>
</tr>
<tr>
<td>RDS</td>
<td></td>
</tr>
<tr>
<td>TOT</td>
<td></td>
</tr>
<tr>
<td>BP</td>
<td></td>
</tr>
</tbody>
</table>

- 2.7% dividend yield; 2.7% buyback yield in 2014
- Dividends per share up 55% from 2010
- Distributed 46 cents of every dollar generated from 2010 to 2014**

* Competitor data estimated on a consistent basis with ExxonMobil and based on public information.
** Shareholder Distributions as a percentage of Cash Flow from Operations and Asset Sales.
Creating Value Through the Cycle: Differentiated Performance

Unparalleled Financial Flexibility

Capacity to execute business strategy through the cycle

Total Capitalization, Leverage, and Credit Rating*

- Unmatched access to capital on the most attractive terms
- Substantial flexibility to respond to opportunities
- Stable, attractive partner and capable investor in resources

* As of 12/31/2014. Competitor data estimated on a consistent basis with ExxonMobil and based on public information.

Total Capitalization is defined as: “Net Debt + Market Capitalization.”
Leverage is defined as: “Net Debt / (Net Debt + Market Capitalization).”
Creating Value Through the Cycle
Forward Plans
Creating Value Through the Cycle: Forward Plans

Investment Plan

Selectively investing in attractive opportunities

Capex by Business Line

- 2014 Capex of $38.5B
- Expect to spend $34B in 2015
  - Reduced Upstream spending
  - Attractive Downstream and Chemical investments
- Average less than $34B per year from 2016 to 2017
- Continued emphasis on project execution and capital efficiency
Creating Value Through the Cycle: Forward Plans

Upstream Production Outlook

On track to deliver 4.3 MOEBD in 2017

Total Net Production Outlook*

MOEBD

- Accretive new volumes more than offset decline
- 16 projects online, adding more than 550 KOEBD working interest capacity
- Bringing another 16 projects online by 2017
- Selectively growing U.S. onshore liquids

* 2012 and 2013 actual production excludes the UAE onshore concession and partially divested Iraq West Qurna 1 volumes. Production outlook excludes impact from future divestments and OPEC quota effects. Based on $55 Brent.
Creating Value Through the Cycle: Forward Plans

Upstream Production Outlook

Improving volume and profitability mix

<table>
<thead>
<tr>
<th>Total Net Production Outlook*</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOEBD</td>
</tr>
<tr>
<td>2.0</td>
</tr>
<tr>
<td>2.2</td>
</tr>
<tr>
<td>2.4</td>
</tr>
<tr>
<td>2.6</td>
</tr>
</tbody>
</table>

Liquids outlook
- 2015: up 7%
- 2016 – 2017: up 4% per year

Gas outlook
- 2015 – 2016: down 2% per year
- 2017: up 4%

Liquids and liquids-linked gas production becomes 71% of total

* Production outlook excludes impact from future divestments and OPEC quota effects. Based on $55 Brent.
Creating Value Through the Cycle

Strategy and business performance grow long-term shareholder value

- Delivering on commitments
- Differentiated performance
- Selectively investing through the business cycle
- Leveraging integration benefits
- Unparalleled financial flexibility
Unlocking Upstream Resource Value
Unlocking Upstream Resource Value

Consistent approach over the long term to deliver industry-leading results

Resource Base

- Add high-quality resources
- Selectively develop 92 BOEB resource base
- Deploy world-class project execution capabilities and operational excellence
- Maximize profitability of existing portfolio
- Apply proprietary technology
Unlocking Upstream Resource Value

New Opportunity Growth

Strategically pursuing diverse set of high-quality resource opportunities

ExxonMobil continues to comply with all sanctions applicable to its affiliates’ investments in the Russian Federation.
Unlocking Upstream Resource Value

New Opportunity Growth

Capturing high-quality resources

- Captured 17 new opportunities
- Drilled 13 discoveries
- Added 3.2 BOEB to resource base
- 2015 wells span the globe
Unlocking Upstream Resource Value

New Opportunity Growth

Pursuing resources accretive to portfolio returns and profitability

- Relative Size of Resources
  - Conventional
  - Unconventional
  - LNG

Increasing DCFR

Increasing Unit Profitability

ExxonMobil
Unlocking Upstream Resource Value

Extensive Project Portfolio

Portfolio of 120 projects supports investment selectivity
Highgrading the Portfolio

Unlocking Upstream Resource Value

Increasing returns and profitability through disciplined investing

- Pursue only high-quality resources
- Secure stable, competitive fiscal terms
- Selectively develop most attractive projects
- Deploy world-class project execution capabilities
- Apply high-impact technologies
Unlocking Upstream Resource Value

Near-Term Growth

Improving profitability through higher-margin production growth

Net Production Growth*

KOEBD

1,200

900

600

300

0

'12 '13 '14 '15 '16 '17

U.S. Onshore Liquids Growth

2012 & 2013 Projects

2014 Projects

2015 Projects

2016 & 2017 Projects

- Starting up 24 major projects from 2014-2017
- Doubling U.S. onshore liquids production
- Majority of growth is long-plateau production

* Production outlook excludes impact from future divestments and OPEC quota effects. Based on $55 Brent.
Unlocking Upstream Resource Value

2014 Major Projects

Eight projects added more than 250 KOE BD of working interest production capacity

- **LNG**
  - Papua New Guinea

- **Steam Injection**
  - Cold Lake Nabiye

- **Arctic**
  - Hibernia Southern Extension

- **Sub-Arctic**
  - Arkutun-Dagi

### Net Production Growth*

<table>
<thead>
<tr>
<th>Year</th>
<th>KOE BD</th>
</tr>
</thead>
<tbody>
<tr>
<td>'12</td>
<td>0</td>
</tr>
<tr>
<td>'13</td>
<td>0</td>
</tr>
<tr>
<td>'14</td>
<td>300</td>
</tr>
<tr>
<td>'15</td>
<td>600</td>
</tr>
<tr>
<td>'16</td>
<td>900</td>
</tr>
<tr>
<td>'17</td>
<td>1,200</td>
</tr>
</tbody>
</table>

*Production outlook excludes impact from future divestments and OPEC quota effects. Based on $55 Brent.
Unlocking Upstream Resource Value

2015 Major Projects

Seven projects adding 300 KOEBD of working interest production capacity

Net Production Growth*

KOEBD
1,200
900
600
300
0

'12 '13 '14 '15 '16 '17

2015 Projects

* Production outlook excludes impact from future divestments and OPEC quota effects. Based on $55 Brent.
Significant oil development onshore Indonesia

- **450 MB onshore oil development**
- **Early gross production of 40 KBD reached in 2014**
- **Central processing facility start-up mid-2015**
- **Peak 165 KBD of gross capacity in 2015**
Nigeria: Erha North Phase 2
- Develop 170 MBO of resource
- Gross 60 KBD subsea tieback to Erha FPSO
- Applying deepwater project learnings

Angola: Kizomba Satellites Phase 2
- Develop 190 MBO of resource
- Gross 85 KBD tiebacks to Mondo and Kizomba B FPSOs
- Building upon successful execution model
Unlocking Upstream Resource Value

2016-2017 Major Projects

Nine projects adding more than 400 KOEBD of working interest production capacity

Net Production Growth*

<table>
<thead>
<tr>
<th>Year</th>
<th>KOEBD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>0</td>
</tr>
<tr>
<td>2013</td>
<td>300</td>
</tr>
<tr>
<td>2014</td>
<td>600</td>
</tr>
<tr>
<td>2015</td>
<td>900</td>
</tr>
<tr>
<td>2016</td>
<td>1,200</td>
</tr>
</tbody>
</table>

2016 & 2017 Projects

- LNG
  - Gorgon Jansz

- Arctic
  - Hebron

- Sub-Arctic
  - Odoptu Stage 2

* Production outlook excludes impact from future divestments and OPEC quota effects. Based on $55 Brent.
Extending industry-leading Arctic development capabilities

- 700 MB oil development
- Constructing gravity-based structure
- Fabricating topsides
- Integrating topsides and gravity-based structure in Newfoundland
- 150 KBD gross production capacity
Unlocking Upstream Resource Value

Odoptu Stage 2

Applying high-impact technology to maximize recovery

- 290 MB oil development
- Extended-reach drilling achieving record well lengths > 7 miles
- Expanding facilities and adding well site
- Site civil work in progress
- 55 KBD gross production capacity
Unlocking Upstream Resource Value

LNG Projects

Building upon a strong global position to meet growing LNG demand
Unpacking Upstream Resource Value

Project Management

Best-in-class project execution

Project Performance
Actual vs. Planned, ’10 – ’14 average

- Industry-leading performance in complex project development
- Effective development planning, design, and execution lead to efficiencies
- Systematically incorporating lessons learned to improve results

<table>
<thead>
<tr>
<th>Percent</th>
<th>ExxonMobil Operated</th>
<th>Operated by Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>140</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Unlocking Upstream Resource Value

**U.S. Onshore Liquids**

Adding more than 150 KBD of net production

*Production outlook excludes impact from future divestments and OPEC quota effects. Based on $55 Brent.*

**Net Production Growth**

<table>
<thead>
<tr>
<th>Year</th>
<th>KOE Bd</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>0</td>
</tr>
<tr>
<td>2013</td>
<td>300</td>
</tr>
<tr>
<td>2014</td>
<td>600</td>
</tr>
<tr>
<td>2015</td>
<td>900</td>
</tr>
<tr>
<td>2016</td>
<td>1,200</td>
</tr>
<tr>
<td>2017</td>
<td>1,500</td>
</tr>
</tbody>
</table>

**U.S. Onshore Liquids Growth**

* Bakken
* Permian
* Ardmore/Marietta
Well positioned in premier tight oil play

Enhancing position through trades and farm-ins

Optimizing conventional assets

Pursuing Wolfcamp unconventional development

Benefiting from integrated value chain
Delivering Capital Efficiencies

Driving down costs and increasing recovery

- Optimized completions and pad development
- Rapid, flexible response to changing cost/price environment
- Agile procurement organization
- Utilizing proprietary technology
Unlocking Upstream Resource Value

World-Class Operator

Delivering industry-leading reliability performance

Facility Reliability

<table>
<thead>
<tr>
<th>Percent</th>
<th>'11</th>
<th>'12</th>
<th>'13</th>
<th>'14</th>
</tr>
</thead>
<tbody>
<tr>
<td>93</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>94</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>95</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>96</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Maximizing the value of installed capacity
- Incremental barrel is most profitable to produce
- Improvement equivalent to major project
- Focusing on fundamentals
  - Surveillance and optimization
  - Advanced technology
Managing cost to improve unit profitability

Cost per Barrel*

$/OEB

- Disciplined and consistent approach
- Capturing market-driven efficiencies
- Implementing learnings from global operations
- Driving organizational effectiveness and synergies

* Cost defined as production costs excluding taxes plus exploration expenses and depreciation & depletion costs (per 10-K, 20-F).
Summary

Well positioned to unlock maximum resource value

- Disciplined investment and selectivity
- Adding to a high-quality resource base
- Developing a broad, diverse project portfolio
- World-class operational excellence and project management expertise
- Growing higher-margin production
Strengthening the Downstream & Chemical Portfolio
Strengthening the Downstream & Chemical Portfolio
Increasing the Advantage

Strategically investing to outperform across the cycle

- Achieving strong operational excellence
- Improving feedstock flexibility
- Growing high-value product yield
- Driving operational efficiencies
- Increasing logistics capabilities
Strengthening the Downstream & Chemical Portfolio

2014-2017 Projects

Progressing diverse portfolio of attractive investments across the value chain.
Capturing North American value chain opportunities

- Largest capacity in Mid-Continent / Gulf Coast
- Domestic crude processing up > 50% vs. 2010
- Securing advantaged logistics, including Edmonton Rail Terminal start-up in 2015
- Increased distillate production by 20% vs. 2010
- Growing higher-value product channels

Source: PIRA.
* United States and Canada.
Growing higher-value product yields at advantaged sites

- Selectively investing to capture shifting regional demand
- Antwerp: converting low-value fuel oil into higher-value diesel; start-up in 2017
- Introducing premium diesel brands
- Highgrading portfolio to optimize value
Global Lubricants

Expanding high-performance lubricants capacity

- Adding finished lubricants capacity in all regions
- Increasing high-quality basestocks capacity
  - Synthetic basestocks up 25%
  - Premium basestocks up 40%
- Deploying technology advantages
Expanding advantaged commodity and specialty capacity

- World-scale facility expansions
  - U.S. Gulf Coast: ethylene and polyethylene facilities; 2017 start-up
  - Saudi Arabia: synthetic rubber and elastomer facilities; 2015 start-up
  - Singapore: synthetic rubber and adhesives plants; 2017 start-up
- Cost-efficient brownfield investments
- Deploying proprietary, advantaged technologies

U.S. Ethylene Production from Ethane*

Source: Jacobs Consultancy The Hodson Report.
* Includes ethane and ethane equivalents.
Strengthening the Downstream & Chemical Portfolio

Summary

Delivering industry-leading results through the business cycle

Downstream and Chemical Combined ROCE

<table>
<thead>
<tr>
<th>Percent</th>
<th>'05</th>
<th>'06</th>
<th>'07</th>
<th>'08</th>
<th>'09</th>
<th>'10</th>
<th>'11</th>
<th>'12</th>
<th>'13</th>
<th>'14</th>
</tr>
</thead>
<tbody>
<tr>
<td>ExxonMobil</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitor average*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Superior financial performance
- Generating solid cash flow
- Proven strategies and competitive advantages
- Selectively investing in attractive opportunities
- Disciplined approach to portfolio optimization

* Competitor data (BP, RDS, CVX, and TOT) estimated on a consistent basis with ExxonMobil and based on public information.
Break
Summary
Key Messages

- Continued focus on fundamentals in a lower price environment
- Selectively investing in attractive opportunities: 2014 Capex $38.5B; 2015 Capex $34B
- Growing higher-margin production: 4.0 MOEBD in 2014; 4.3 MOEBD in 2017
- Delivering differentiated performance versus competition
- Industry-leading shareholder returns