

2017 Analyst meeting

New York Stock Exchange
March 1, 2017

The ExxonMobil logo is positioned in the bottom right corner of the slide. It features the word "Exxon" in a white, sans-serif font with a stylized "X" that has a gap in the middle, followed by the word "Mobil" in a similar white, sans-serif font. The background of the slide is a photograph of an offshore oil rig, the Berkey, with a red supply vessel and a barge in the water. The rig is a complex structure of steel and machinery, with a prominent tall, tapered tower. The water is a deep blue, and the sky is a pale, hazy blue. The overall scene is industrial and maritime.

Cautionary statement

Forward-looking statements

Outlooks, projections, estimates, targets, business plans, and other statements of future events or conditions in this presentation or the subsequent discussion period are forward-looking statements. Actual future results, including financial and operating performance; demand growth and energy mix; ExxonMobil's production growth and mix; the amount and mix of capital expenditures; future distributions; reserve and resource additions and recoveries; project plans, timing, costs, and capacities; efficiency gains; cost savings; integration benefits; product sales and mix; production rates; 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; general economic conditions, including 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 2016 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 that for years prior to 2009, proved reserves were determined using the price and cost assumptions we used in managing the business, not historical prices used in SEC definitions; 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 "Reference materials" included with this presentation and "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. As used in this presentation, "rate of return", "cash flow returns", and "return(s)" (unless referring to ROCE) mean discounted cash flow returns based on current company estimates.

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

9:45 **Welcome**

ExxonMobil investment case

Investment plans

Upstream: Maximizing portfolio value

Downstream & Chemical: Building on strength

Closing

11:00 **Break**

11:30 **Q&A**

12:30 **Meeting concludes**





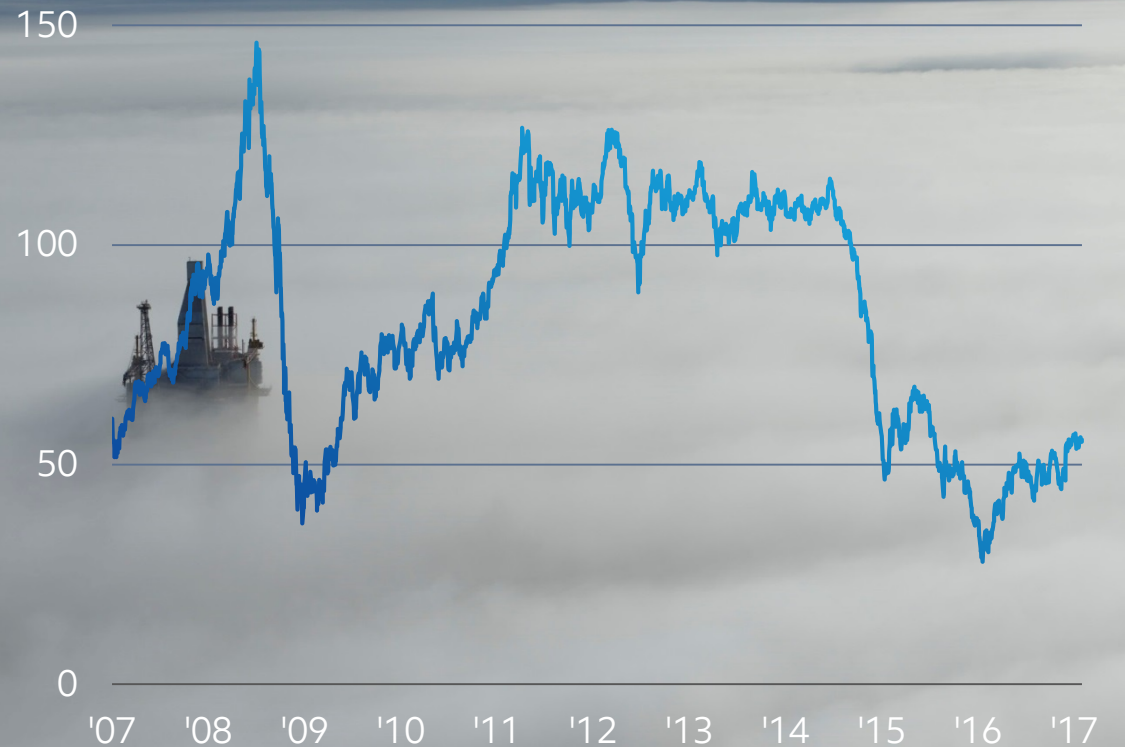
ExxonMobil investment case

Positioned for success in any environment

Robust strategy in a dynamic market

- Today's market long on supply
- Growing demand
- Dynamic markets, expect continued volatility
- Plans robust for any price environment

Brent
\$/Barrel



Source: Bloomberg.

Three world-class businesses

Competitively advantaged in the fundamentals

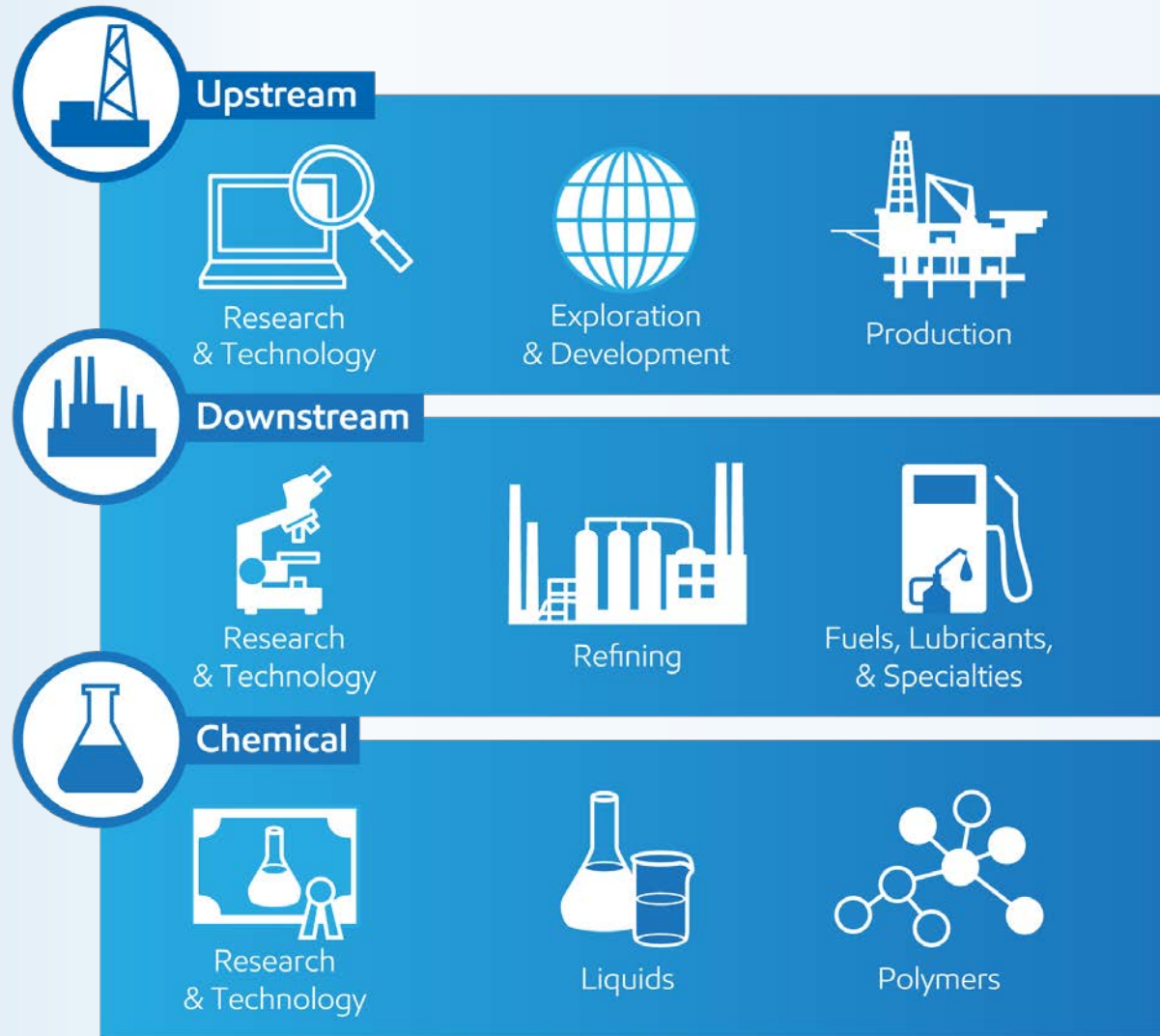
- Demonstrated operational excellence
- Disciplined investment
- Application of high-impact technology
- Exceptional project execution
- Sustained industry-leading performance



Competitively positioned across the value chain

Unique industry advantage

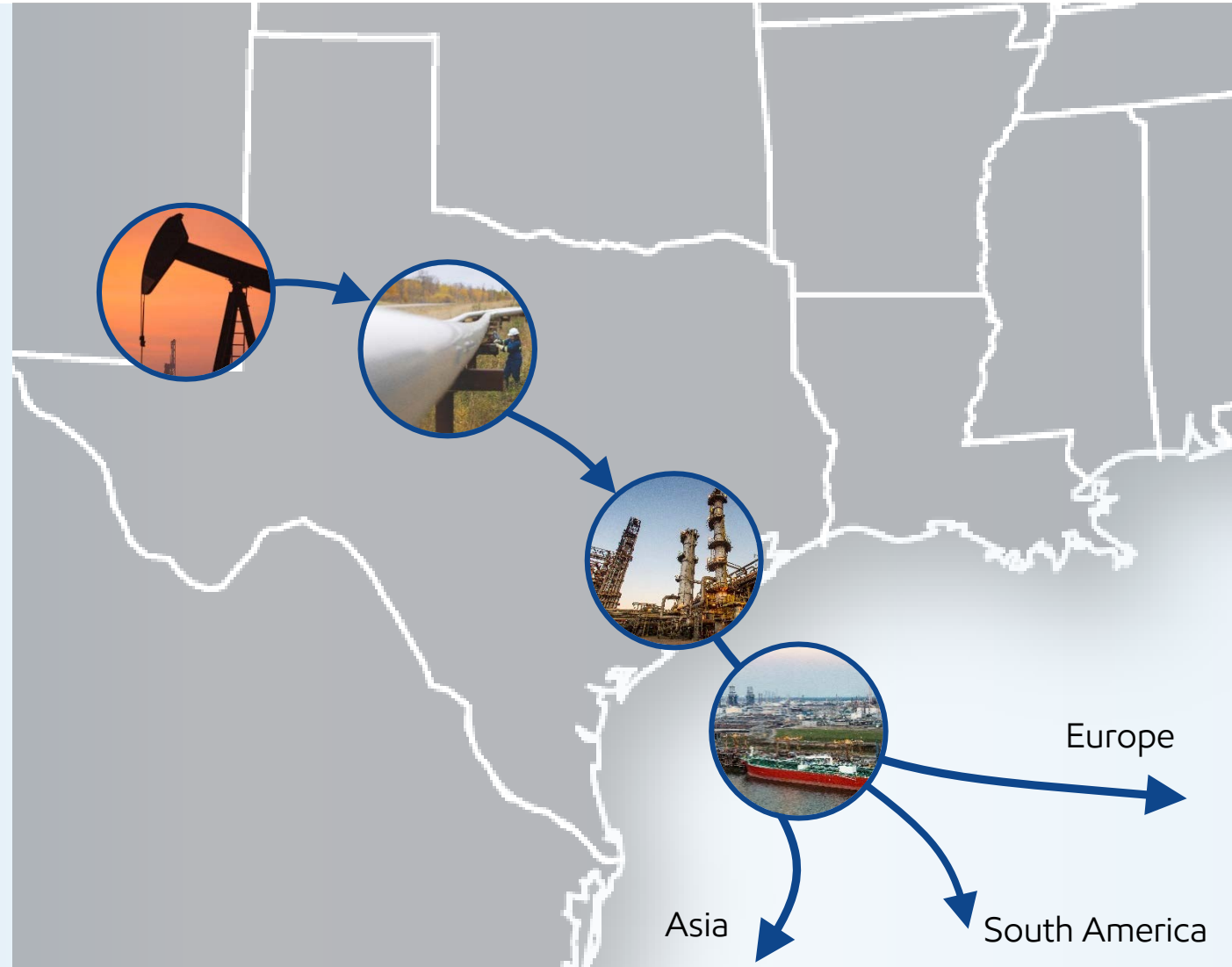
- Mitigates sector risk
- Flexibility to capture new opportunities
- Integration adds synergies and optionality
- Maximizes value in dynamic markets
- Strategic investments guided by insights



Capturing the value of integration

Significant opportunities from wellhead to customer

- Growing U.S. unconventional production
- Investing in advantaged logistics and manufacturing
- Advantaged feedstock, high-value sales
- Optionality to maximize value



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- Optionality to maximize value



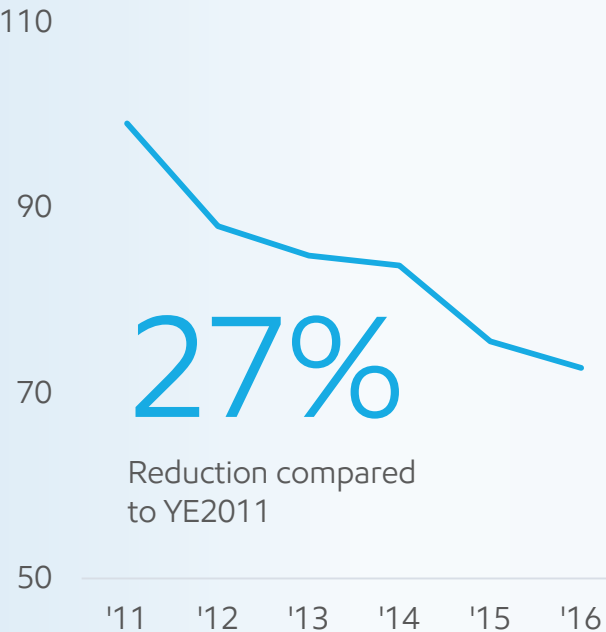
Capturing synergies and shared capabilities

Sharing skills, knowledge, and experience across segments

- Leveraging capabilities throughout businesses
- Value-driven deployment of people
- Organizational efficiency driving substantial productivity gains
- Effective cost management, \$13B reduction since 2011¹

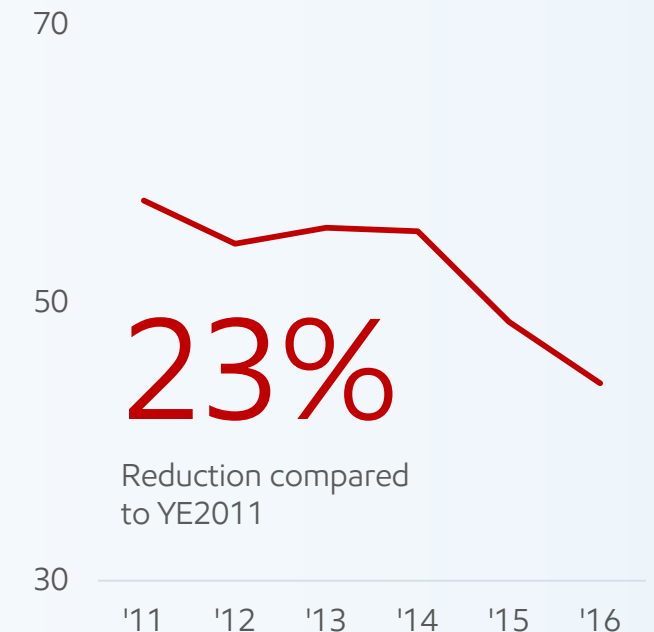
Workforce

Thousands



Consolidated company cash opex¹

\$B

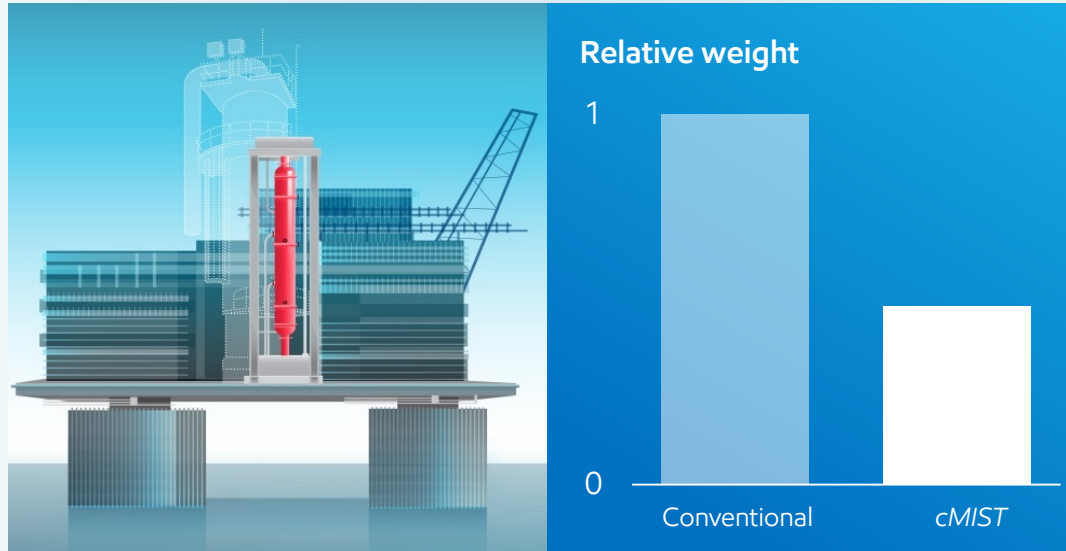


¹ Reconciliation in reference material.

Improving profitability with technology

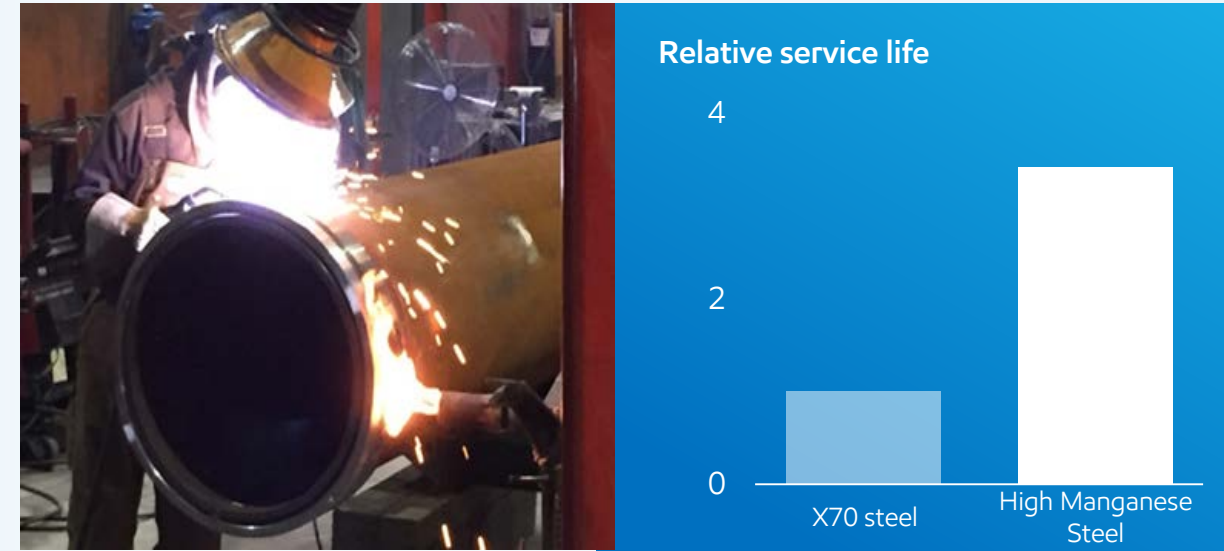
Developing and applying unique technology to create value

cMIST in-line gas separation



- Patented compact, in-line gas separation
- For use in remote onshore, offshore, and subsea gas developments
- Up to 25% cost savings on gas treating

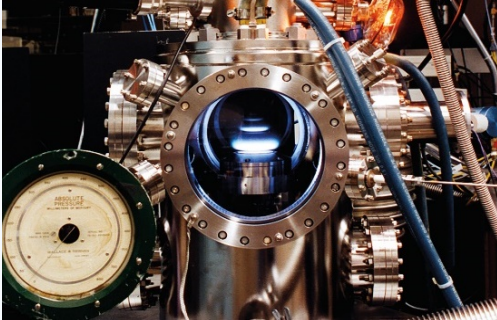
High manganese steels



- Family of steels with increased erosion resistance
- Broad potential applications
- Significant savings for slurry pipelines at Kearl

Addressing the risks of climate change

Responsibly managing our business and contributing to solutions



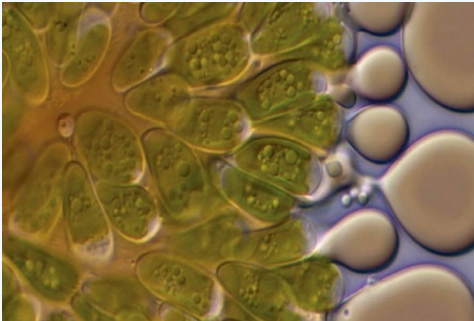
Invested nearly \$7B since 2000 on initiatives to reduce emissions



Leader in carbon capture and storage



Mitigating impact from our operations; reduced over 8M metric tons of GHG emissions¹



Progressing lower-carbon technologies



Developing products to help consumers reduce their emissions



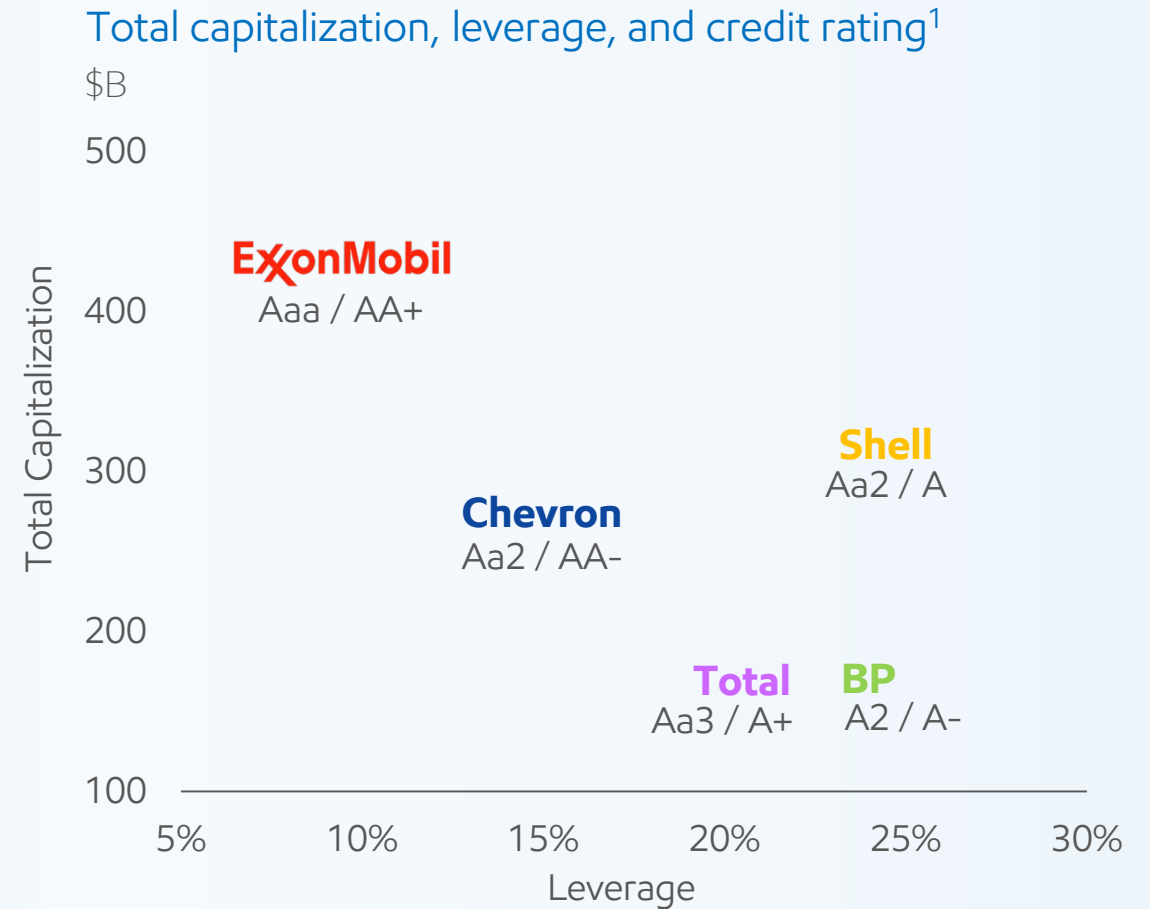
Constructively engaging on policy

¹ Since 2011; net equity CO₂-equivalent emissions from flare and vent reduction, energy efficiency, and co-generation.

Unparalleled financial strength

Capacity to execute business strategies, invest through the cycle

- Strong balance sheet provides unique capacity
- 2016 cash from operations of \$22B
- Continuing focus on portfolio management delivers value
- Flexible capex program in low-price environment
- Only integrated major with positive free cash flow

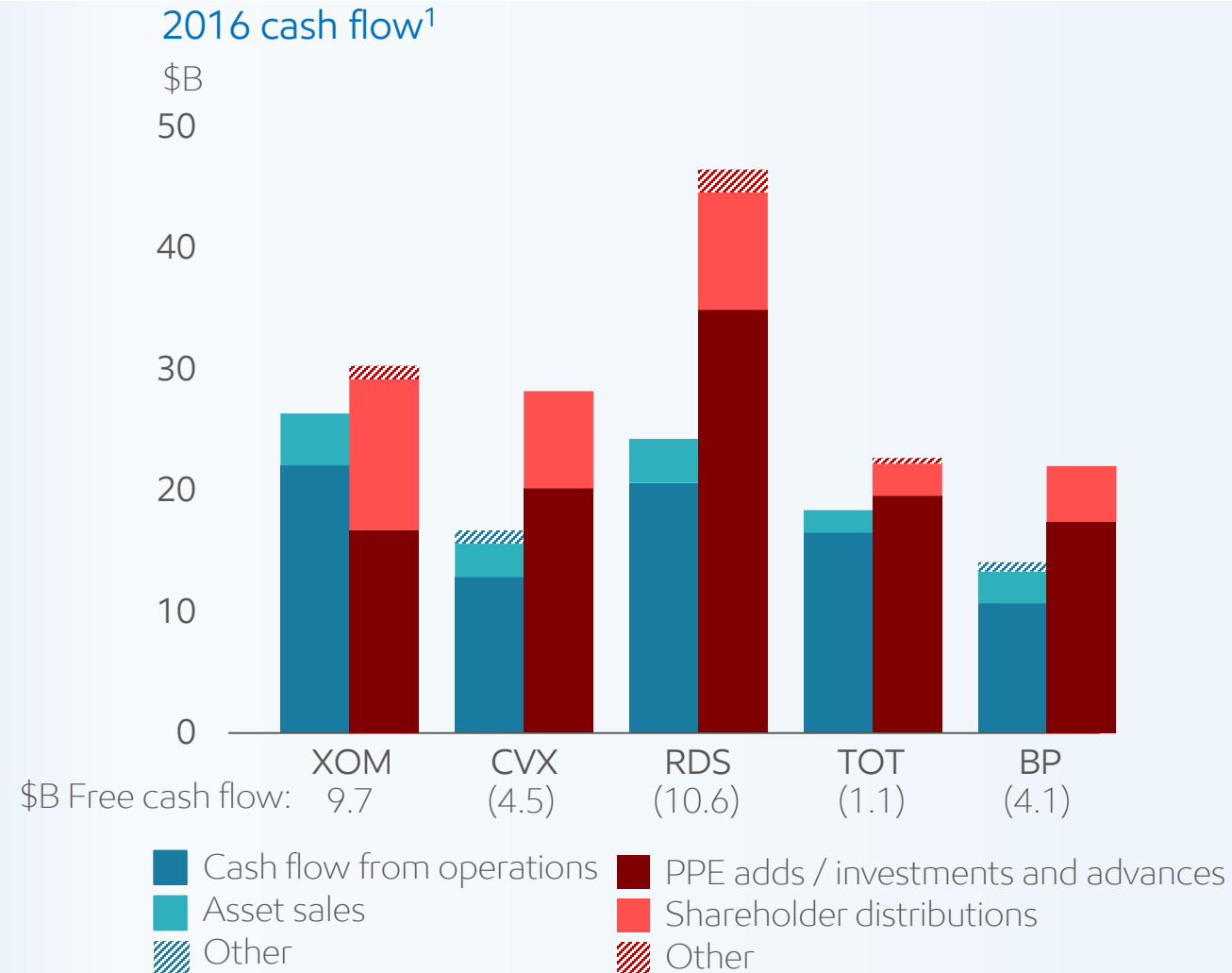


¹ Moody's and Standard & Poor's credit ratings as of 01/31/17, financial data as of 12/31/2016. Competitor data estimated on a consistent basis with ExxonMobil and based on public information.
- Total Capitalization is defined as: "Net Debt + Market Capitalization"
- Leverage is defined as: "Net Debt / (Net Debt + Market Capitalization)"

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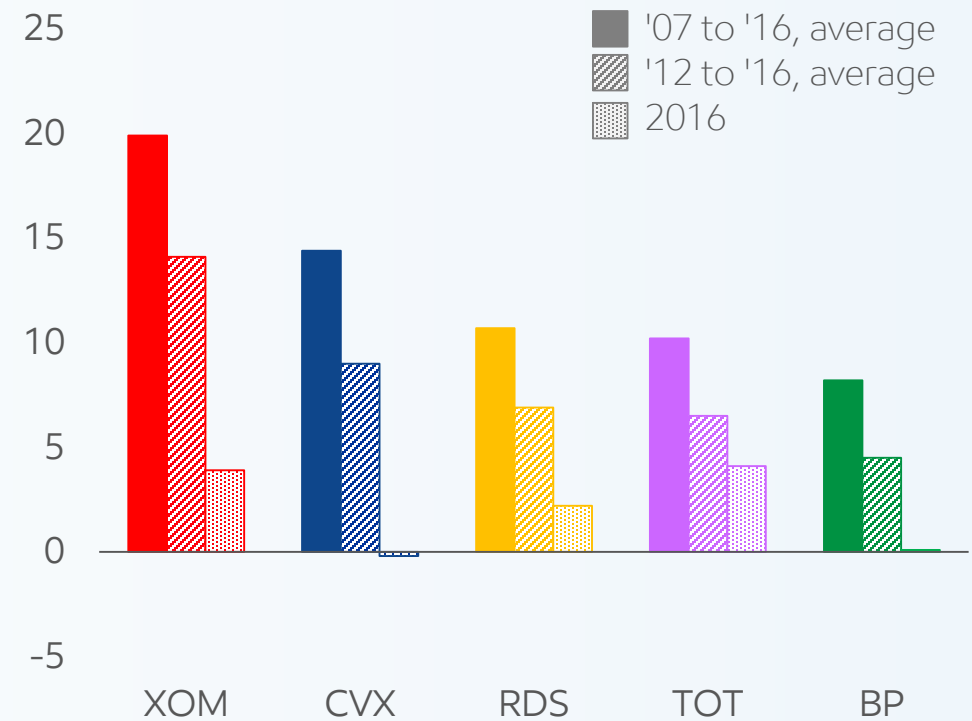
Disciplined investments in advantaged assets

Long-term focus on rigorous capital allocation

- Focused on development of advantaged projects
- Investments robust to range of market dynamics
- Consistently outperform peers over long-term

Return on average capital employed¹

Percent



¹ Competitor data estimated on a consistent basis with ExxonMobil and based on public information.

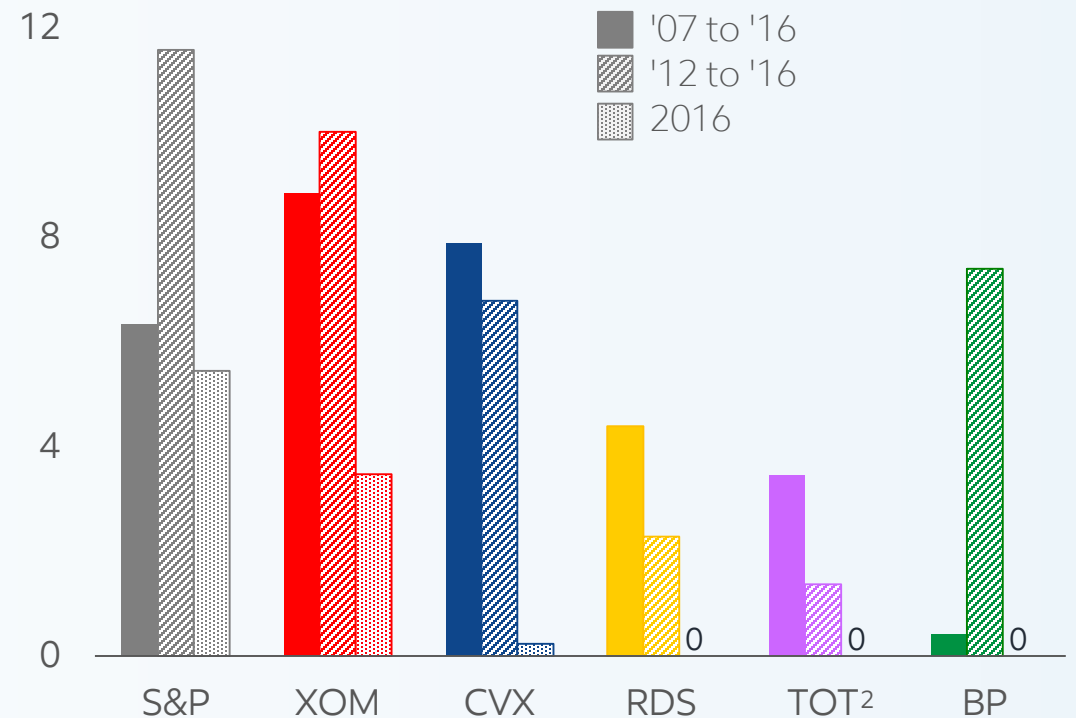
Sharing success with shareholders

34 consecutive years of per-share dividend growth

- Annual dividend up 8.8% per year over the last 10 years
- 2016 dividends \$2.98 per share, up 3.5%
- Flexible share purchase program
- Nearly \$370B returned to shareholders since the merger of Exxon and Mobil¹

Annual dividend growth rate

Percent



¹ Includes dividends and share purchases to reduce shares outstanding.

² TOT's growth rates based on dividends in Euros; 2015 Dividend adjusted for timing impacts from implementation of scrip dividend program.

Source: Bloomberg.



Investment plans

Growing value through strategic choices

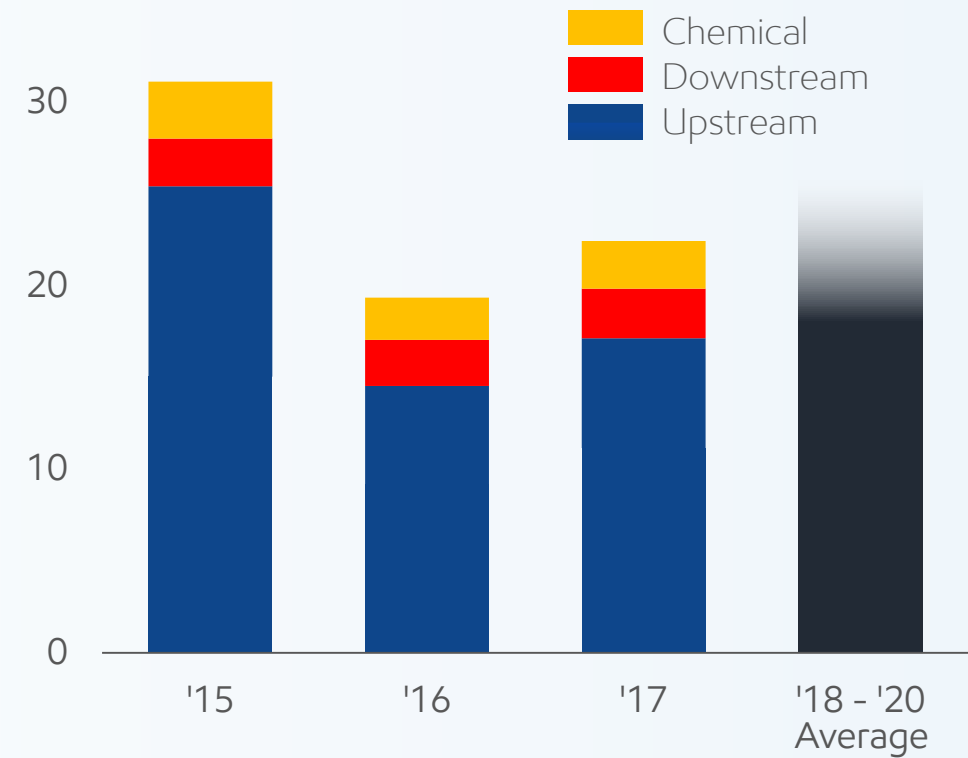
Capital discipline focused on creating value

Broad portfolio of opportunities

- Managed 2016 capex to \$19B
- Flexible 2017 capex plan of \$22B
- Selectively advancing investment program
- Continued emphasis on project execution and capital efficiency

Capex by business line¹

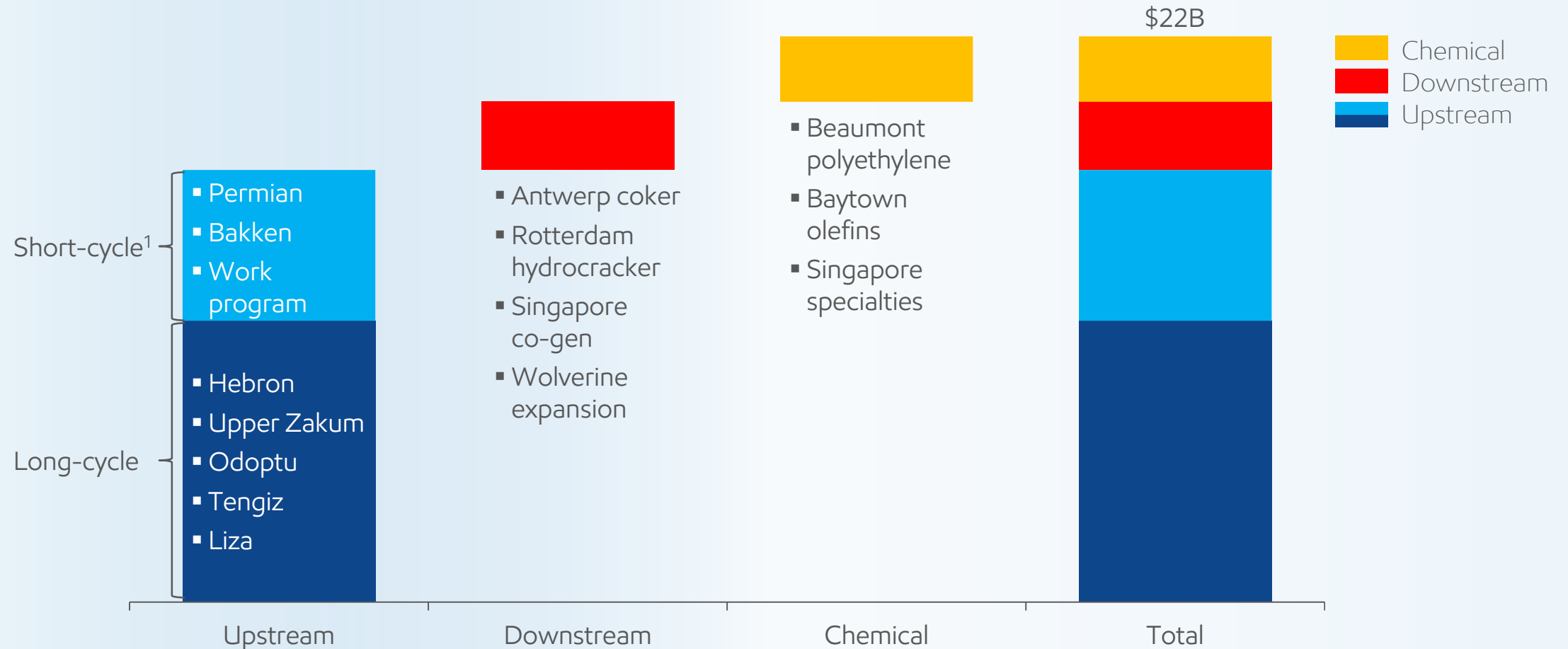
\$B



¹ Capex does not include equity issued as part of acquisitions.

Diverse projects in 2017 capex plan

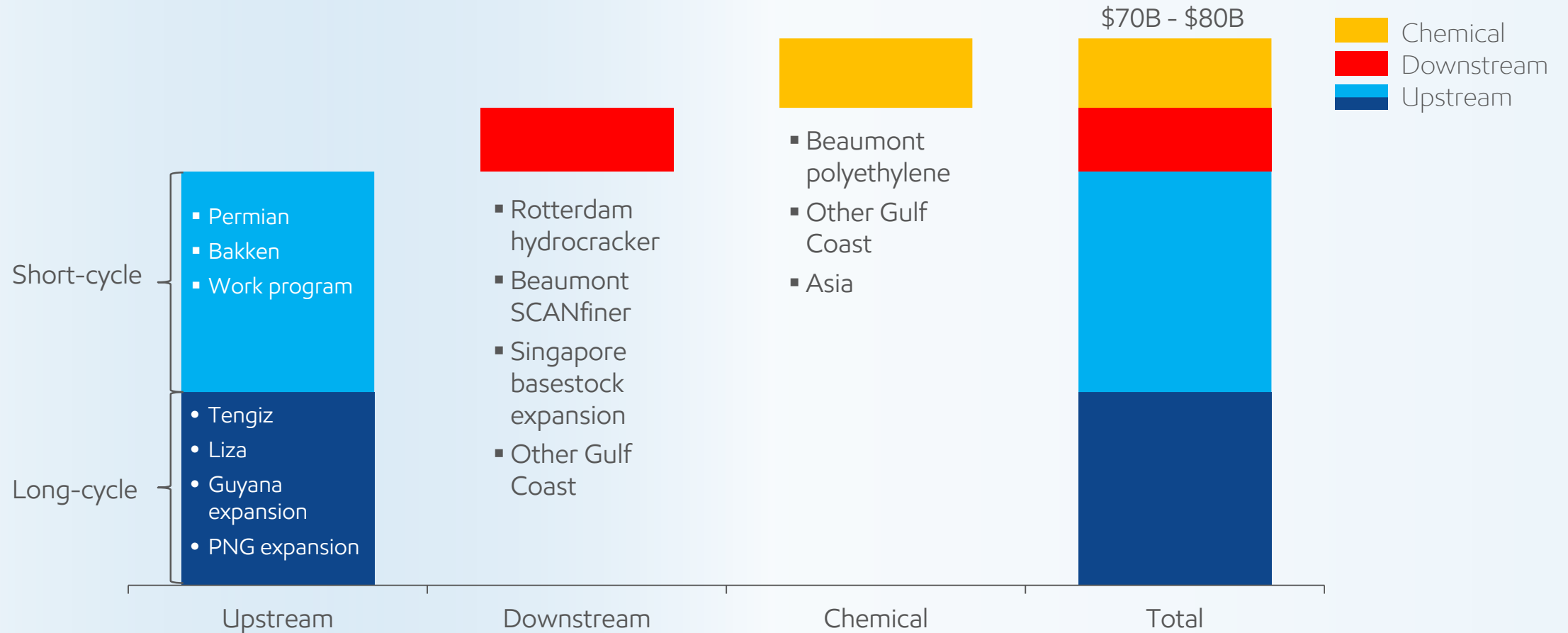
Advancing wide range of opportunities across the value chain



¹ Short-cycle investments are those expected to generate positive cash flow less than 3 years from the date of investment.

Investment opportunities: 2018 - 2020

Committed to growing value through investments in attractive projects



Enhancing the portfolio

Pursuing value opportunities

- Executing accretive acquisitions to grow value
 - Permian Delaware Basin
 - Papua New Guinea InterOil
- Capturing high-potential exploration acreage
- Capitalizing on opportunistic asset divestments
- Focusing on highest value opportunities

7.5 BOEB

2012-2016

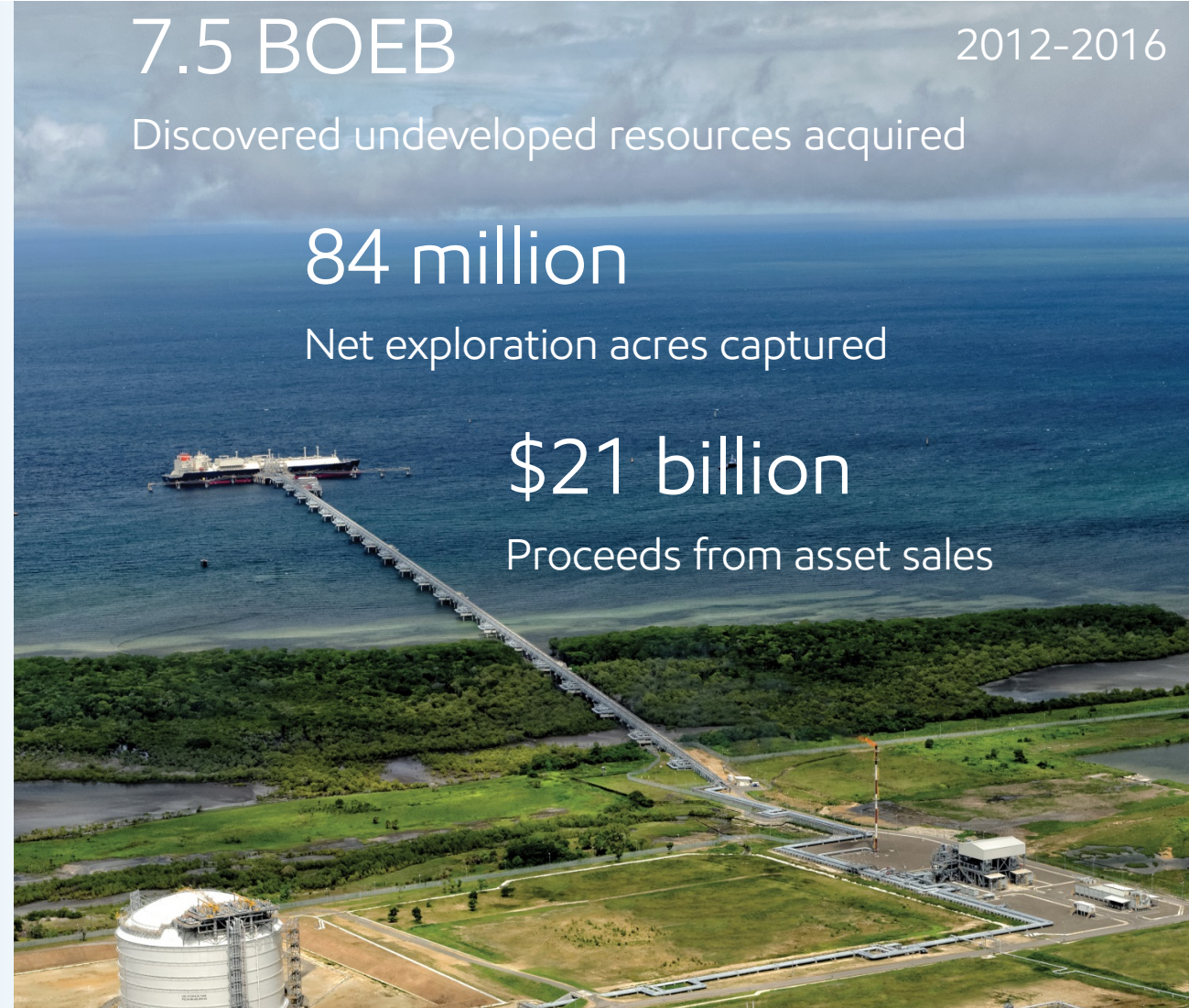
Discovered undeveloped resources acquired

84 million

Net exploration acres captured

\$21 billion

Proceeds from asset sales



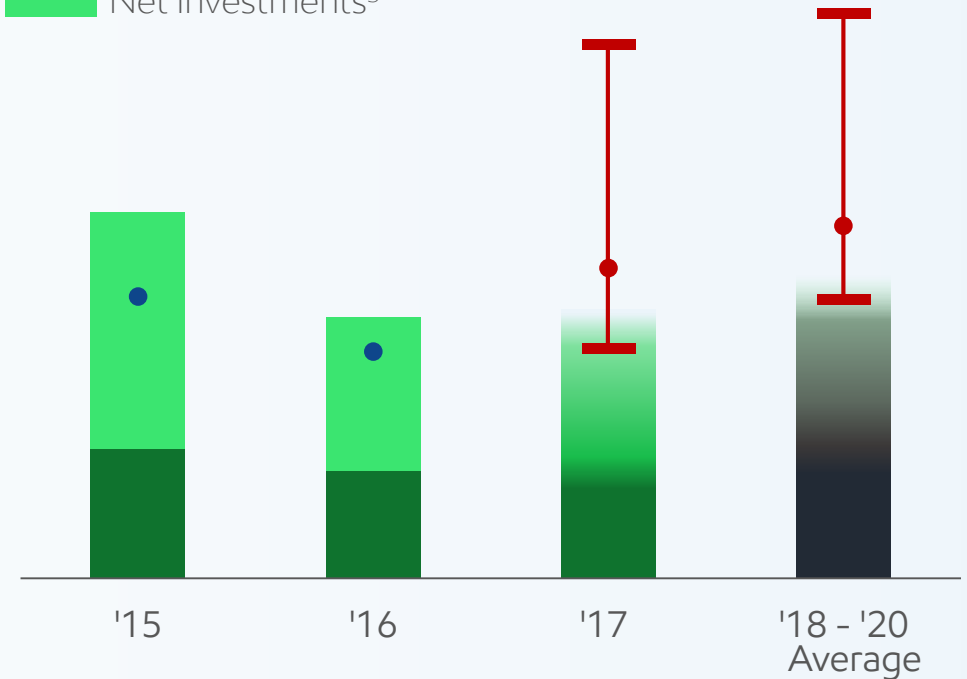
Emphasis on cash generation

Major projects and short-cycle investments generating future cash flow

- Growing cash flow through the end of the decade
- Flexible investment program
- Maintain capability to pursue attractive opportunities
- Capacity to grow shareholder distributions

Cash flow

- Cash Flow from Operations & Asset Sales (CFOAS), actual
- CFOAS, \$40 - \$100 flat real Brent¹
- CFOAS, \$57 flat real Brent¹
- Shareholder Distributions²
- Net Investments³



¹ Asset sale proceeds based on long-term average. 2/1/2017 prices, \$57 Brent and \$3 Henry Hub.

² Shareholder distributions include dividends and share purchases to reduce shares outstanding.

³ Net investments include PP&E adds, investments and advances, and other uses including share purchases to offset shares or units settled in shares issued in conjunction with company benefit plans and programs.

Creating long-term value

Managing the business to achieve industry-leading returns throughout the commodity price cycle

ROCE

Maintain long-term industry-leading returns

Integration

Capture maximum value chain benefit, leverage capabilities

Capital discipline

Selectively invest in and respond to attractive opportunities

Upstream volumes

Produce 4.0 to 4.4 MOEBD through 2020¹

Cash flow

Grow cash flow from investments and capital efficiency

Shareholder distributions

Maintain reliable and growing dividend, flexible share purchase program

¹ Production outlook excludes impact from future divestments. Based on \$40 to \$100 Brent.



Upstream

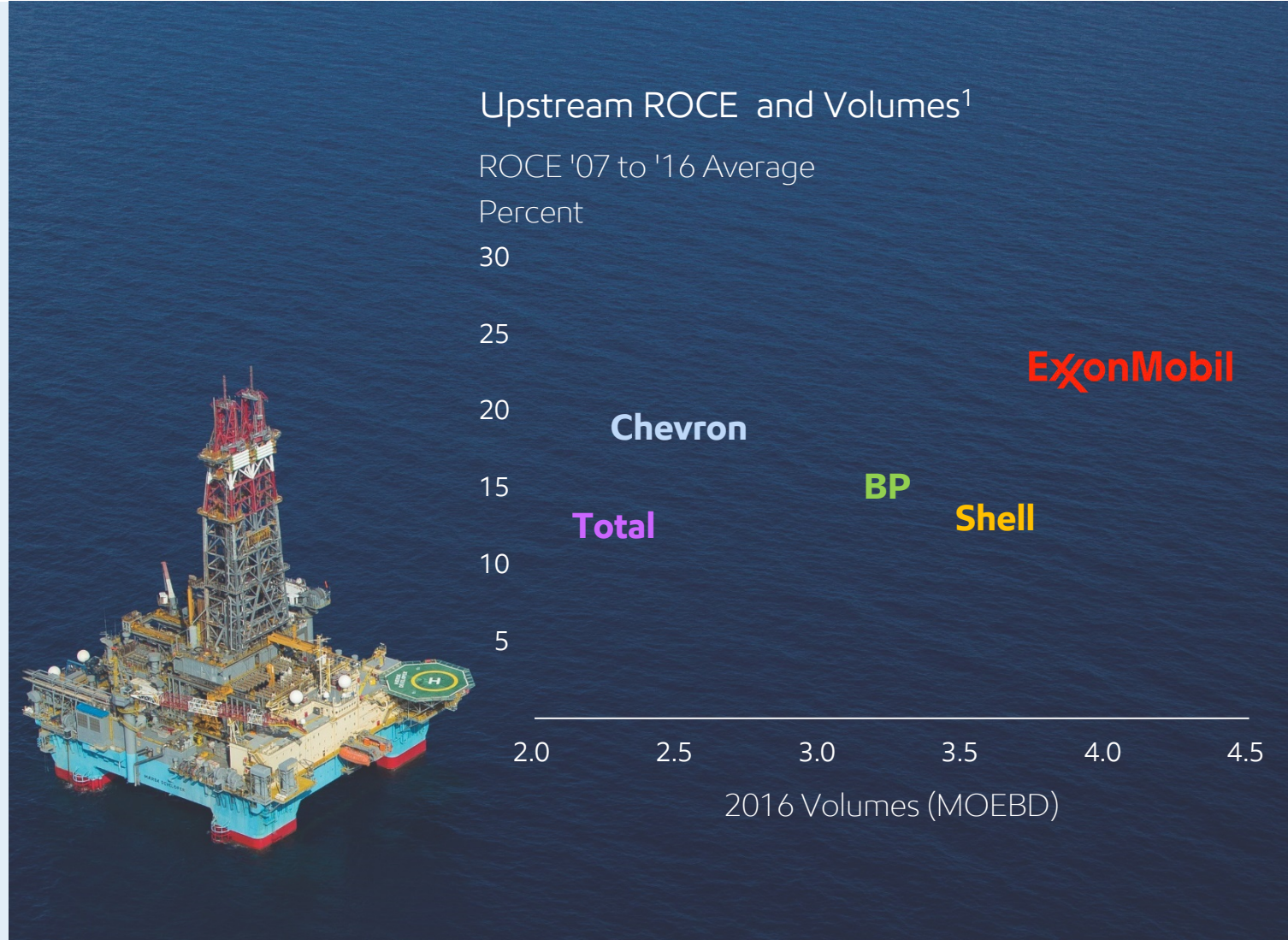
Maximizing portfolio value

Competitive Upstream business

Leading long-term returns on capital employed

- Demonstrated operational excellence
- Disciplined investment
- Application of high-impact technology
- Exceptional project execution
- Culture of continuous improvement
- Sustained industry-leading performance

¹ Competitor data estimated on a consistent basis with ExxonMobil and based on public information.



Diverse production base delivers value growth

More than 4 MOEB of daily production provides cash flow for new investments

2.4 MBD

Liquids production

10.1 BCFD

Gas production

Over 70%

Liquids and liquids-linked production

Over 40%

Production from long-plateau assets



Maximizing value from base production

Improving unit profitability

- Added ~750 KOEBD incremental volumes over the last five years
- Improving reliability
- Maximizing facility capacity
- Optimizing resource development
- Lowering operating costs

Capturing economies of scale at Kearl



50% unit cash opex¹ reduction
via mine and plant optimization

Reducing costs in unconventional gas plays



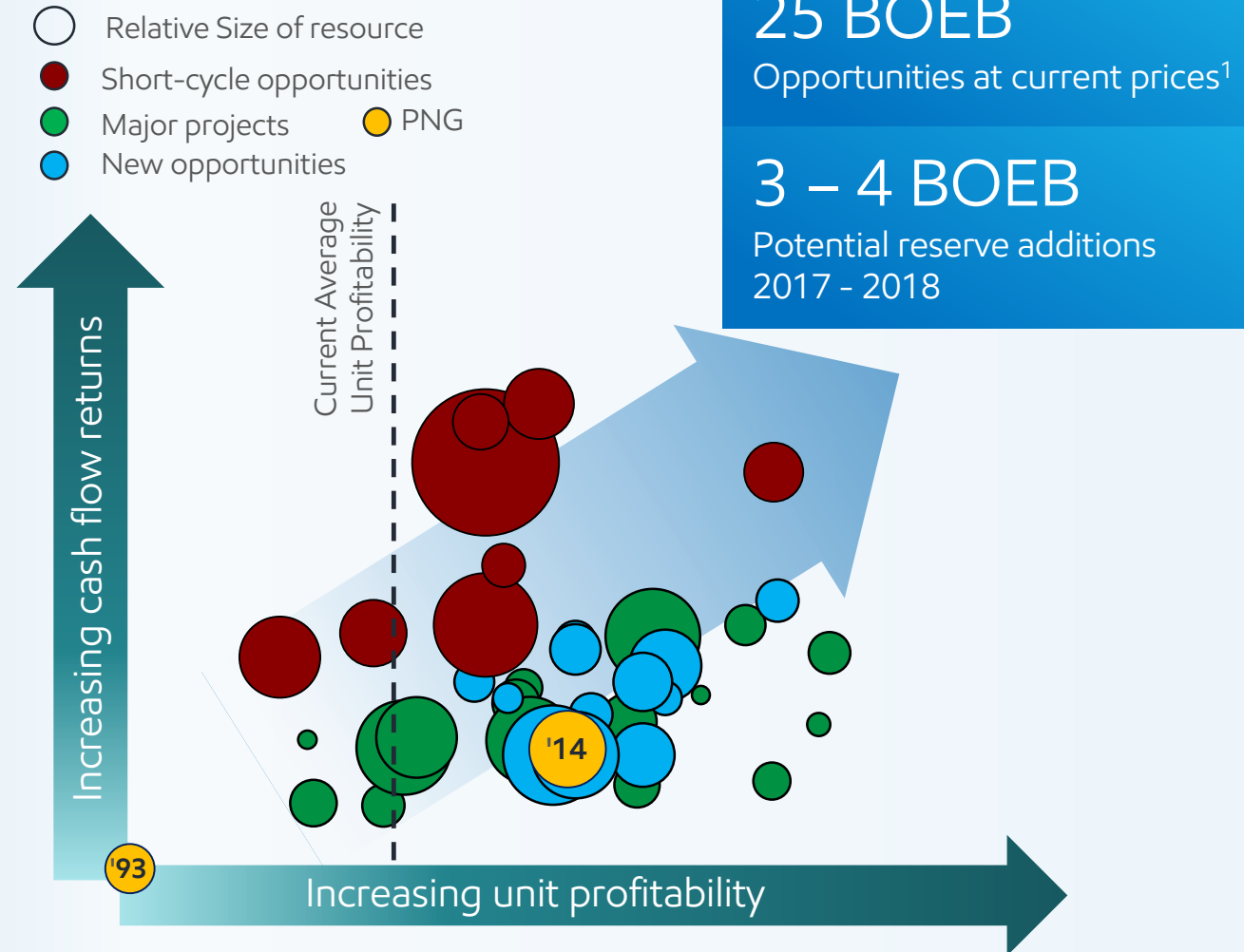
20% unit cash opex¹ reduction
since 2014 in key U.S. gas plays

¹ Consolidated company cash opex.

Improving value in any price environment

Attractive portfolio of short-cycle and long-cycle opportunities

- Ongoing focused effort to enhance commercial potential of portfolio
- Improving resource definition / recovery
- Development optimization / synergies
- Optimizing market variables
- Selectively investing in accretive opportunities



¹ >10% rate of return at 2/1/2017 prices, \$57 Brent and \$3 Henry Hub.

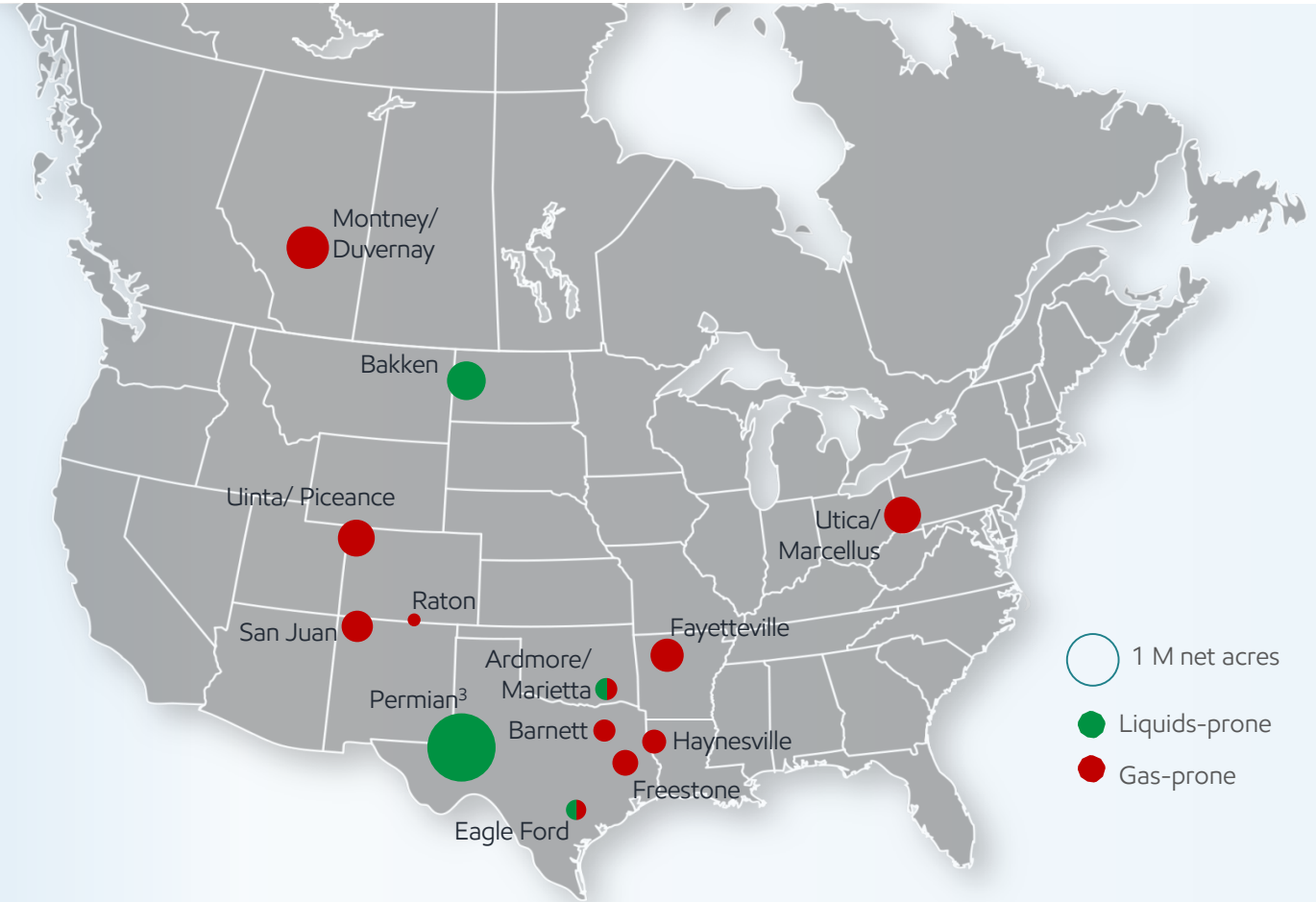
Extensive unconventional portfolio

Continued development in the United States; applying expertise internationally

- Approximately 700 KOEBD production¹
- Large, resilient drilling program²

Well inventory with >10% return		
	Liquids	Gas
\$40/B or \$2/KCF	6,300	1,100
\$60/B or \$3/KCF	10,700	13,600

- Production pilot underway in Argentina



¹ XTO Energy Inc. production including both conventional and unconventional production.

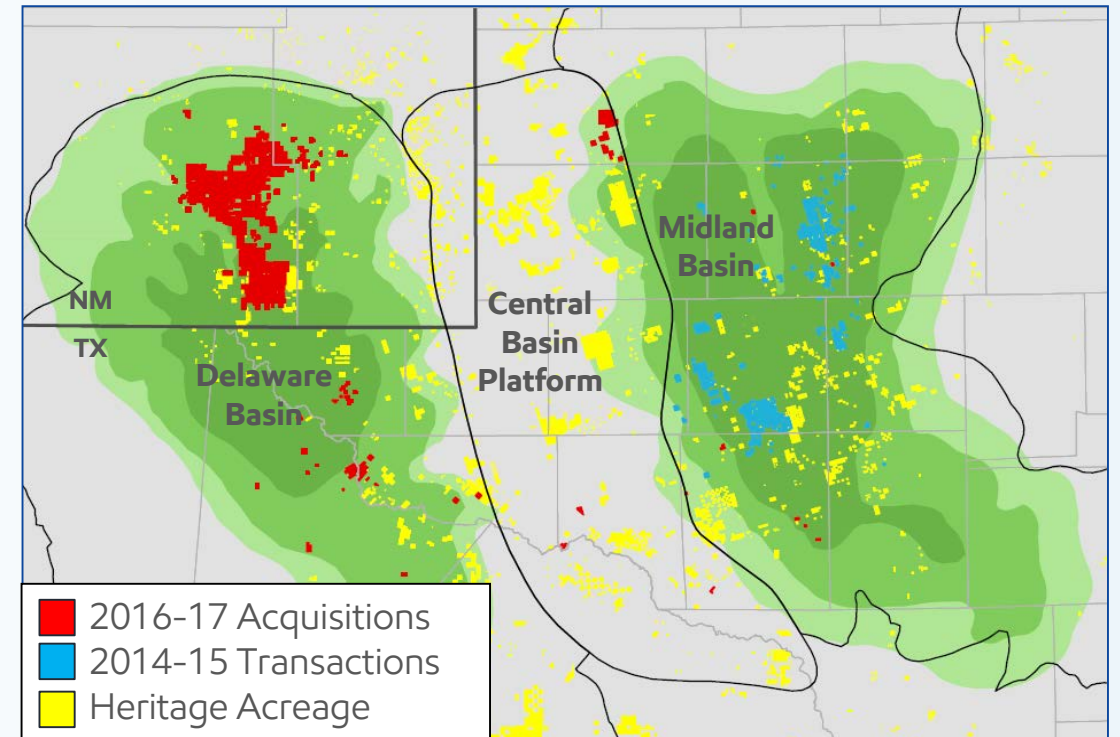
² Includes both conventional and unconventional wells; includes 1Q2017 Delaware Basin Acquisition.

³ Includes conventional production acreage.

Strategic Permian position

Strengthening position in the dominant U.S. growth area for onshore oil production

- Over 140 KOEBD net across 1.8M acres in the Permian
- 1Q2017 acquisition: 227,000 net acres in core of Delaware Basin
 - Multiple pay horizons through 6,500-foot interval
 - Contiguous acreage held by production
 - Ideal for capital-efficient development
 - Ultimate prize: > 60 BOEB in-place
- Permian resource increased to over 6 BOEB
 - Resource >75% liquids
 - Robust, price-resilient portfolio



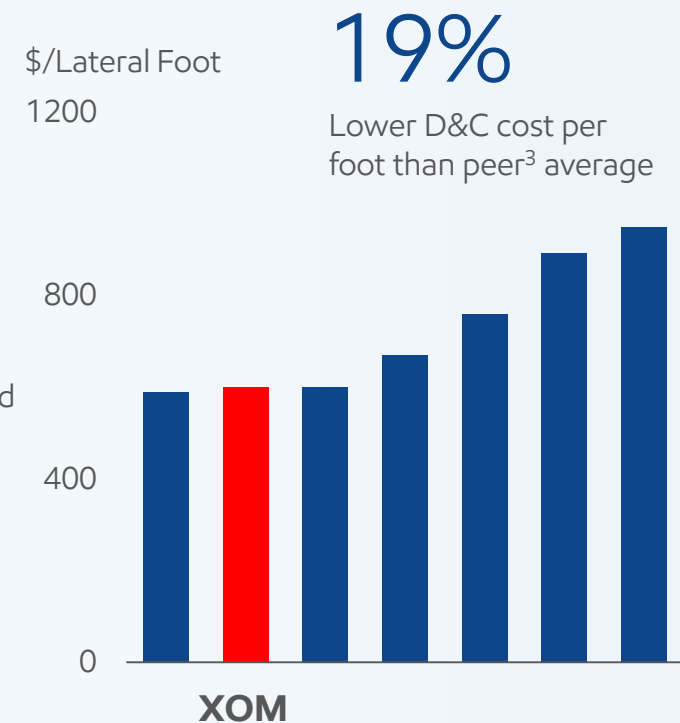
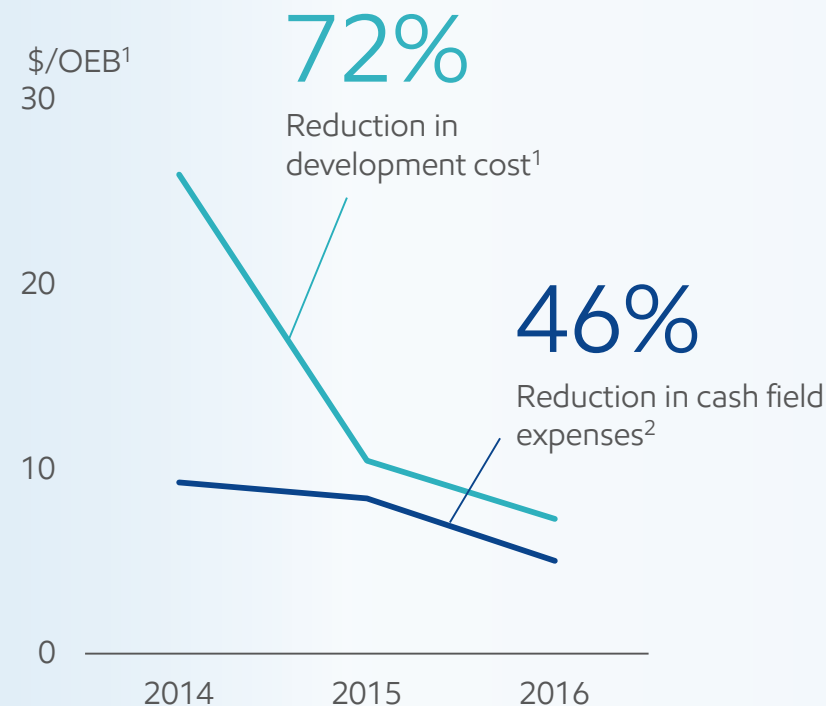
Hydrocarbon density map for tight oil plays

Increasing Permian efficiency

Relentless focus on reducing costs while maintaining high operational integrity

Focused research to:

- Maximize lateral length
- Support next-generation completion design
- Optimize field development



¹ Drilling & Completion cost only; operated Midland basin horizontal wells.

² Represents costs associated with field operations and maintenance of wells; excludes energy and production taxes.

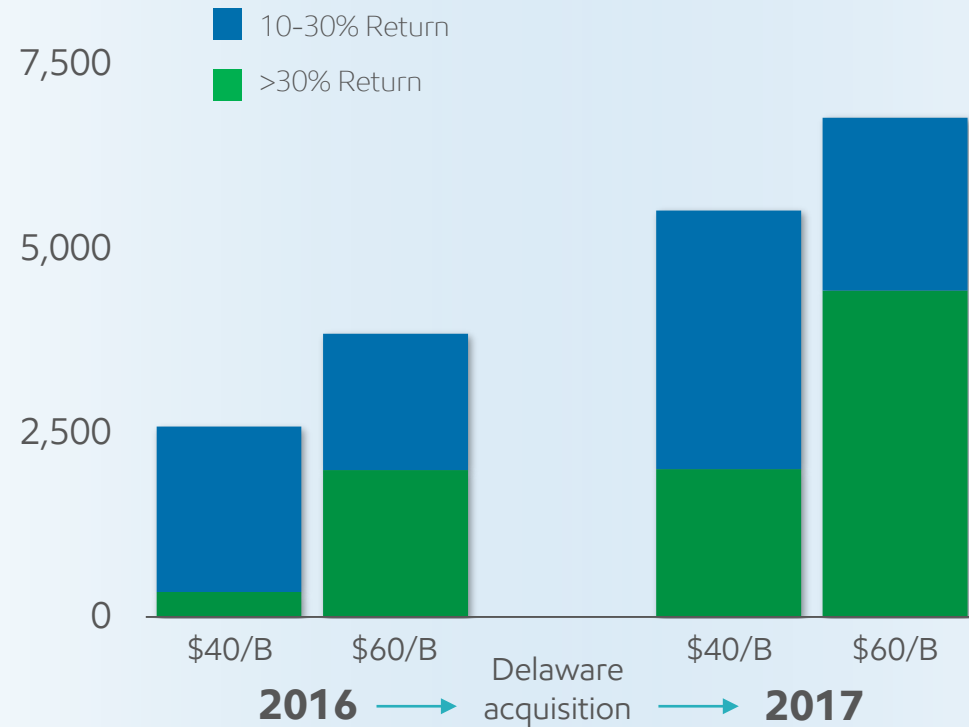
³ November 2016 data from publicly available data; peer group includes FANG, RSPP, PE, EGN, PXD, OXY; horizontal well D&C cost in Midland basin.

Significant unconventional growth

Growing inventory of profitable opportunities in the Permian and Bakken

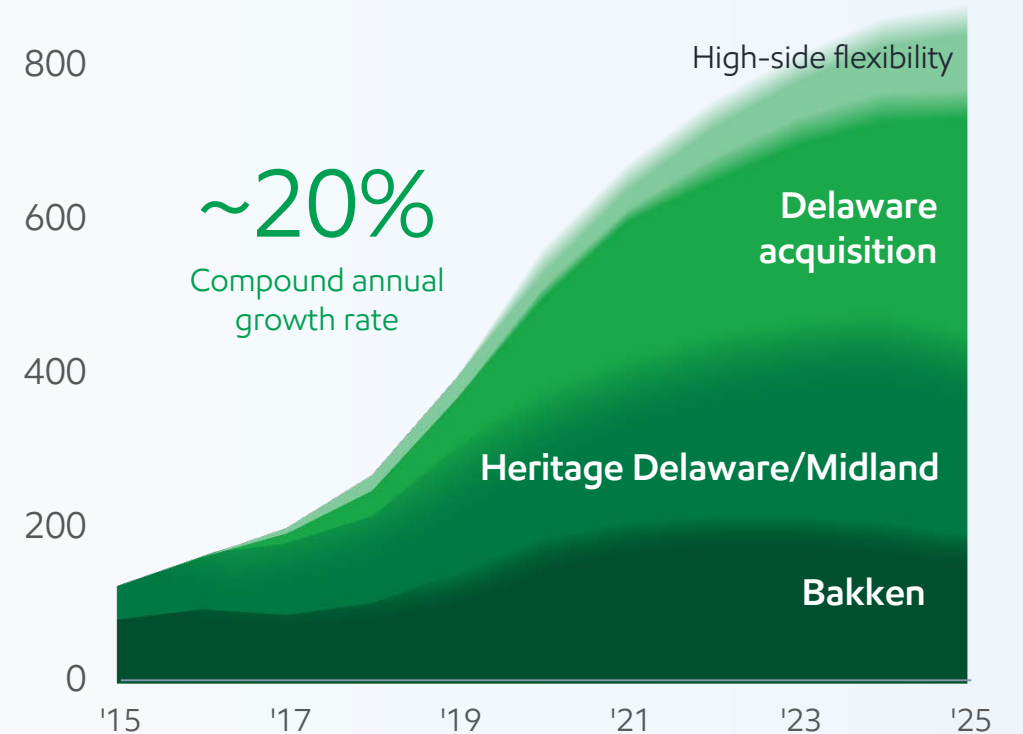
Inventory¹ for Delaware & Midland Basins and Bakken

Wells



Net production Delaware, Midland, and Bakken

KOEBD



¹ Horizontal drillwell inventory with rate of return at flat real WTI prices.

Major projects portfolio

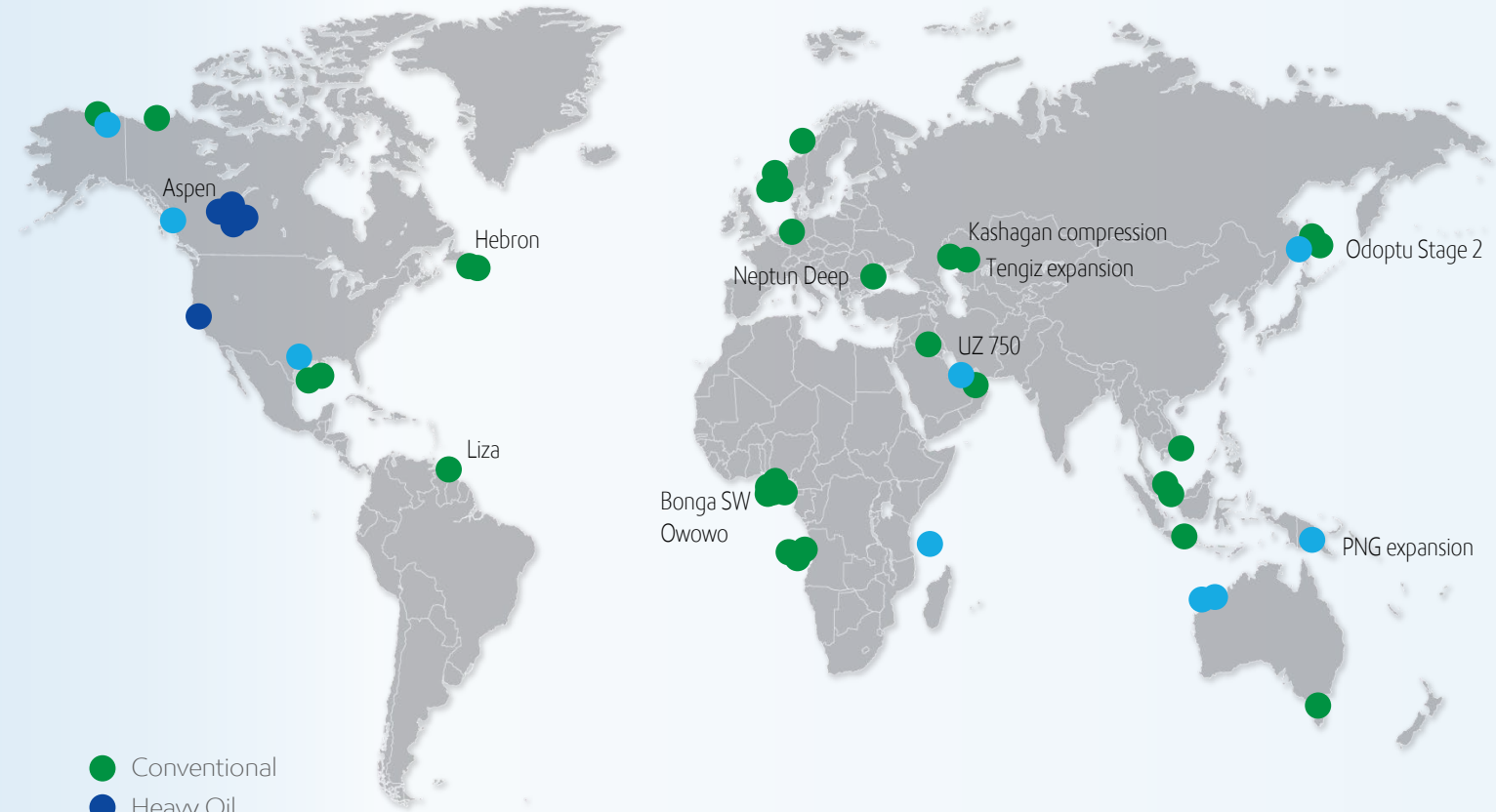
Investment flexibility to respond to changing business environment

Nearly 100
projects in development

850 KOEBD

working interest capacity with
returns >10% at current prices¹

30% reduction
near-term project costs



¹ Based on 2/1/2017 prices, \$57 Brent and \$3 Henry Hub.

ExxonMobil is supporting the State of Alaska as it progresses Alaska LNG.

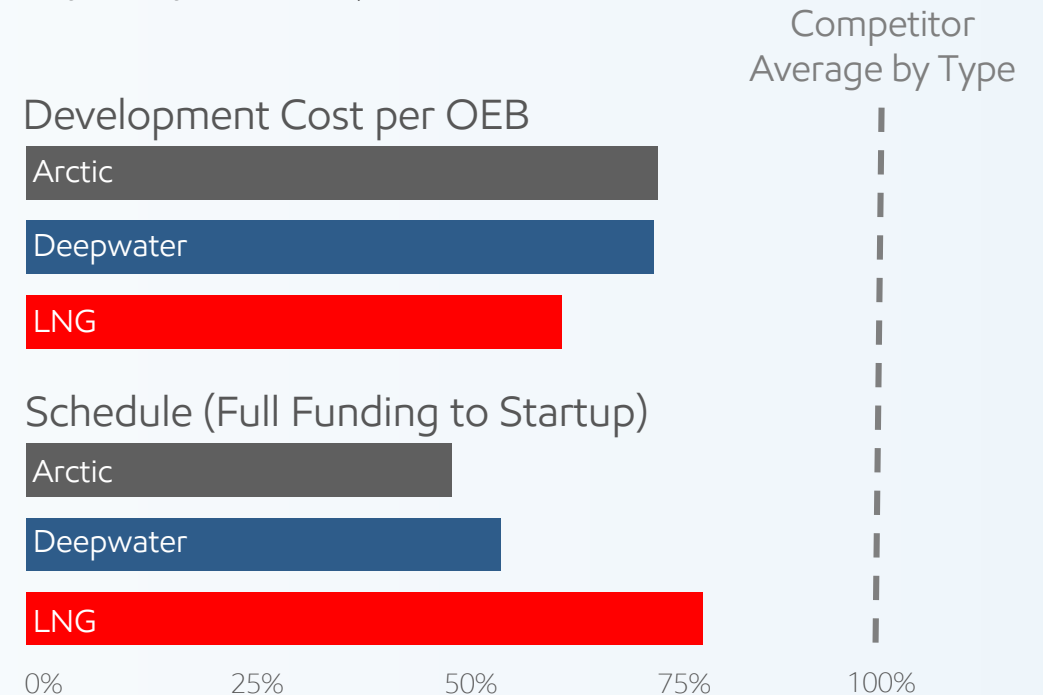
Excellence in project execution

Proven advantage in project management; industry-leading capital efficiency

- Applying innovative techniques and technologies
- Effectively managing contractor interfaces
- “Project Essentials” approach lowers development cost
 - Concept design
 - Cost control
 - Execution
- Superior global integration of expertise and technology

Superior execution of challenging, complex projects

Major Project Start-ups 2001-2016

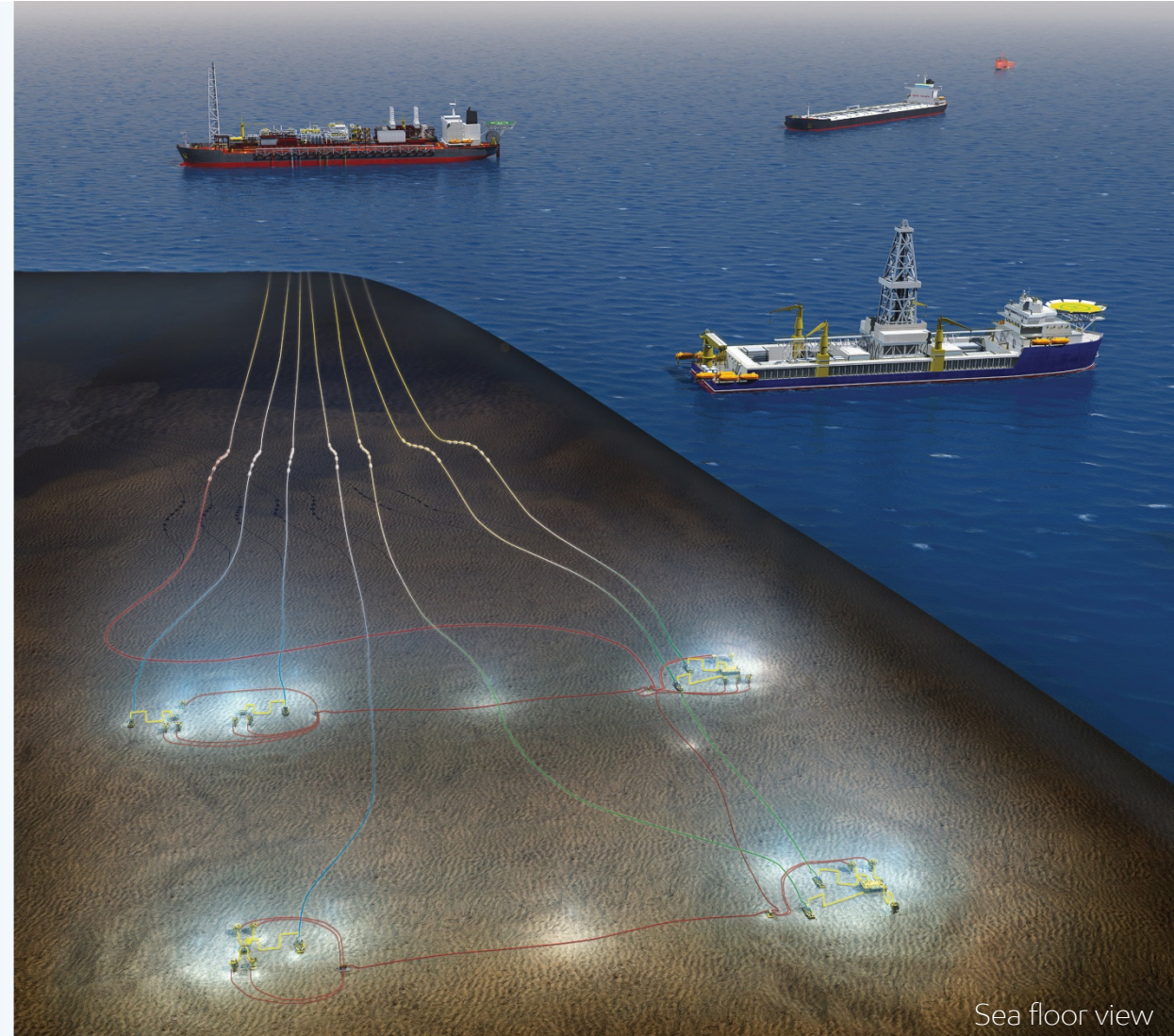
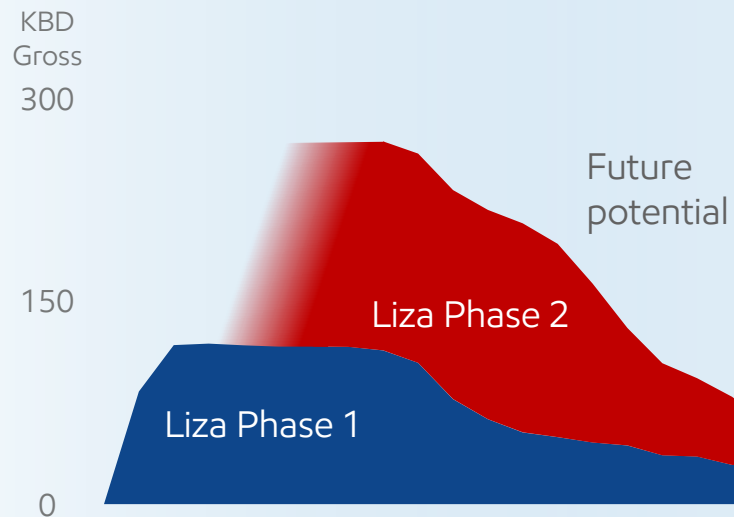


Source: ExxonMobil / WoodMackenzie.

Guyana: Rapid development of Liza

Phase 1 start-up by 2020, less than 5 years after discovery

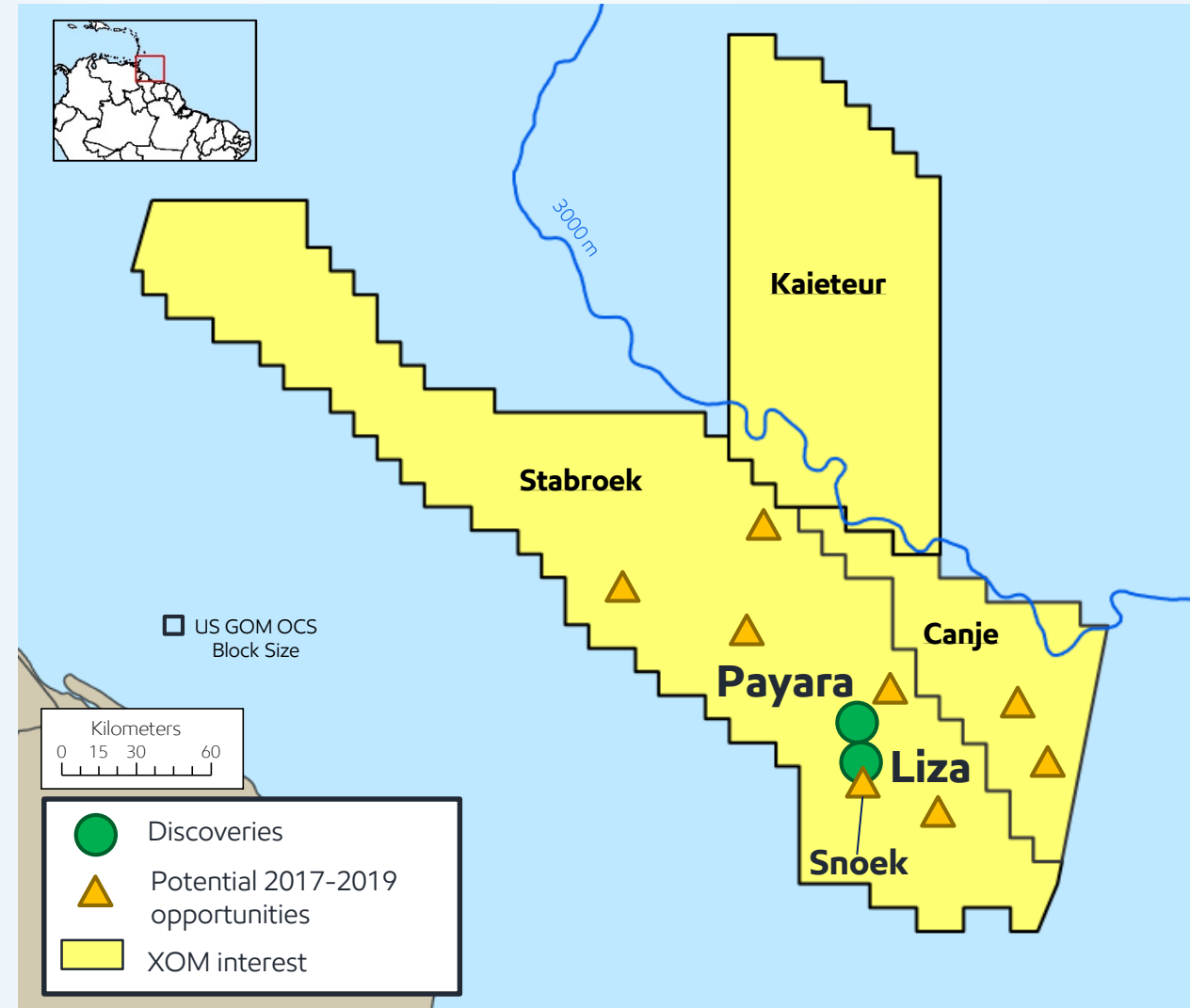
- Greater than 1 BOEB recoverable resource
 - Liza-4 will test 1.4 BOEB high-side
- Multi-FPSO, ExxonMobil-operated development
 - Phase 1: 100 - 120 KBD; attractive return at \$40/B flat real
 - FEED under way; Phase 1 FID expected in 2017



Guyana: World-class exploration potential

High-potential exploration program on over 11 million gross acres

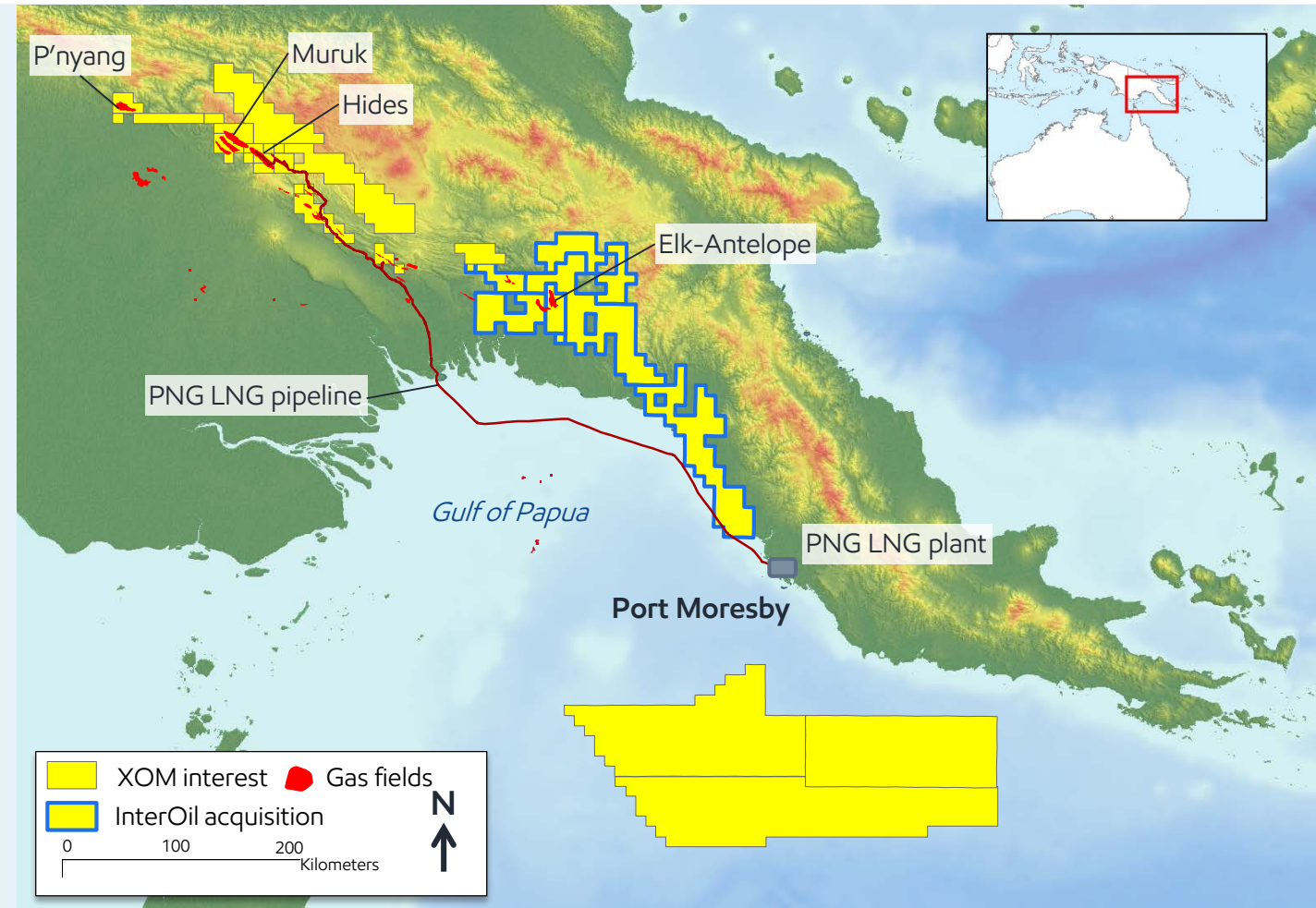
- Payara discovery in December 2016
 - Successful well test confirmed reservoir quality comparable to Liza
 - Payara-2 appraisal later this year
- Snoek prospect currently drilling
- Additional wildcats planned in 2017
- Multiple plays to test in near future



Papua New Guinea: Development synergies

Significant advantages; attractive growth opportunities

- 20% PNG LNG plant capacity increase
- Capital-efficient multiple train expansion of foundation PNG LNG site
 - Discovered resources at P'nyang field
 - InterOil acquisition with Elk-Antelope field
 - Significant Muruk discovery in 4Q2016
 - Highly competitive cost of supply
- Growth in net exploration acreage to more than 9 million acres
- Active exploration program and acreage pursuit in 2017-2018



Industry-leading resource opportunities

Enhancing the portfolio with new acreage captures and focused exploration program

16 BOEB

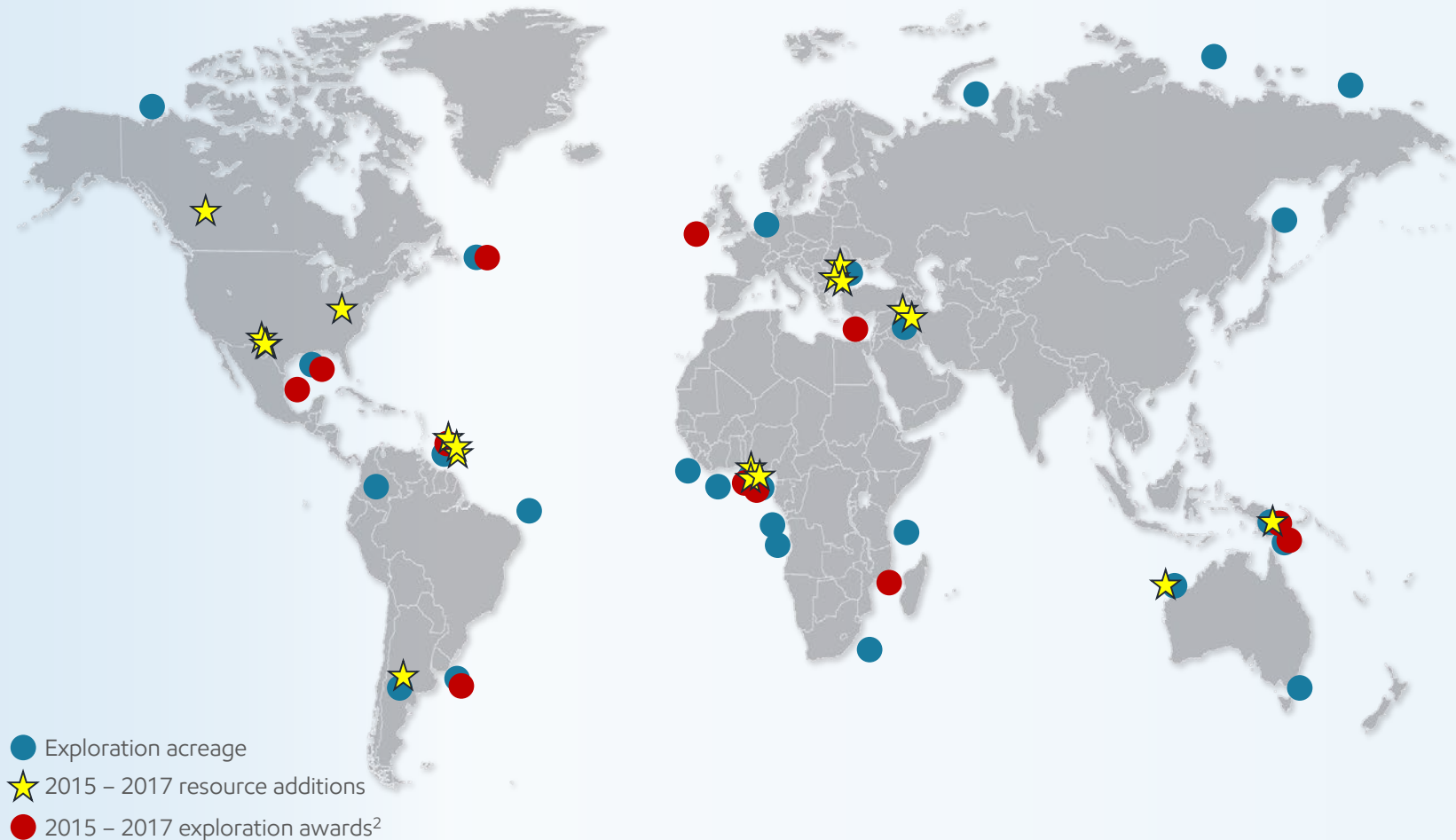
Resource additions¹ since 2012

\$1.27/OEB

Finding cost (5-year average¹)

>60,000 km²

seismic data in 2016



- Exploration acreage
- ★ 2015 - 2017 resource additions
- 2015 - 2017 exploration awards²

ExxonMobil continues to comply with all sanctions applicable to its affiliates' investments in the Russian Federation.

² Pending final contract negotiations in some countries.

¹ 2012 - 2016

Maximizing portfolio value

Well positioned to generate value through the cycle

- Large and diverse portfolio provides investment flexibility and optionality
- Pursuing accretive new opportunities
- Investment discipline
- Applying high-impact technologies
- World-class operational excellence





Downstream & Chemical

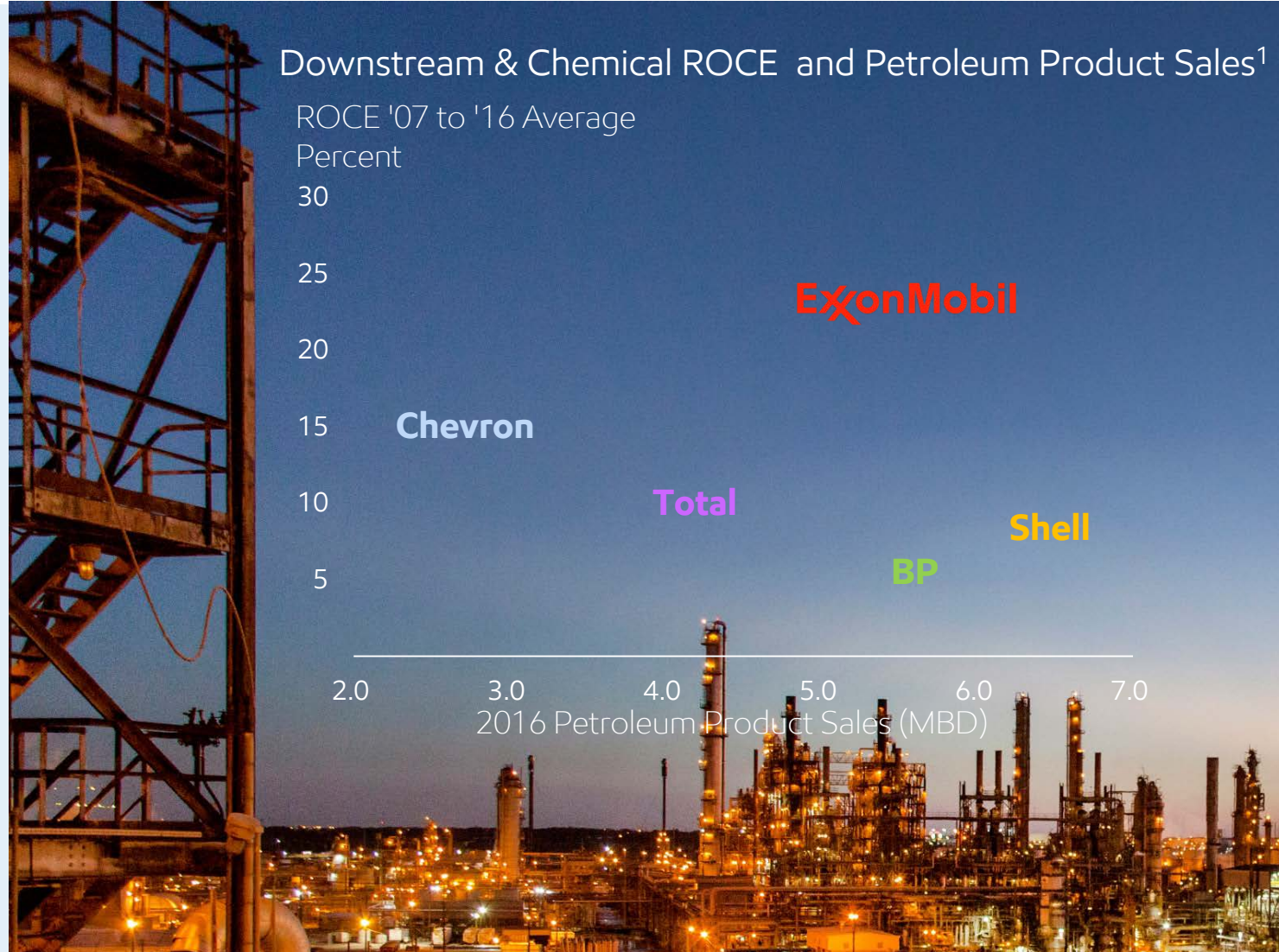
Building on strength

Delivering highest returns in the industry

Premier integrated Downstream and Chemical businesses

- Demonstrated operational excellence
- Application of high-impact technology
- Disciplined investment
- Sustained industry-leading performance

¹ Competitor data estimated on a consistent basis with ExxonMobil and based on public information. RDS 2008-2012 capital employed restated in 2013.
2016 Chemical sales not included: ExxonMobil 24.9 MT; Shell 17.3 MT; BP 14.2 MT



Integrated manufacturing platforms

Advantaged asset base supports fuels, lubricants, and chemicals value chains

4.9 MBD

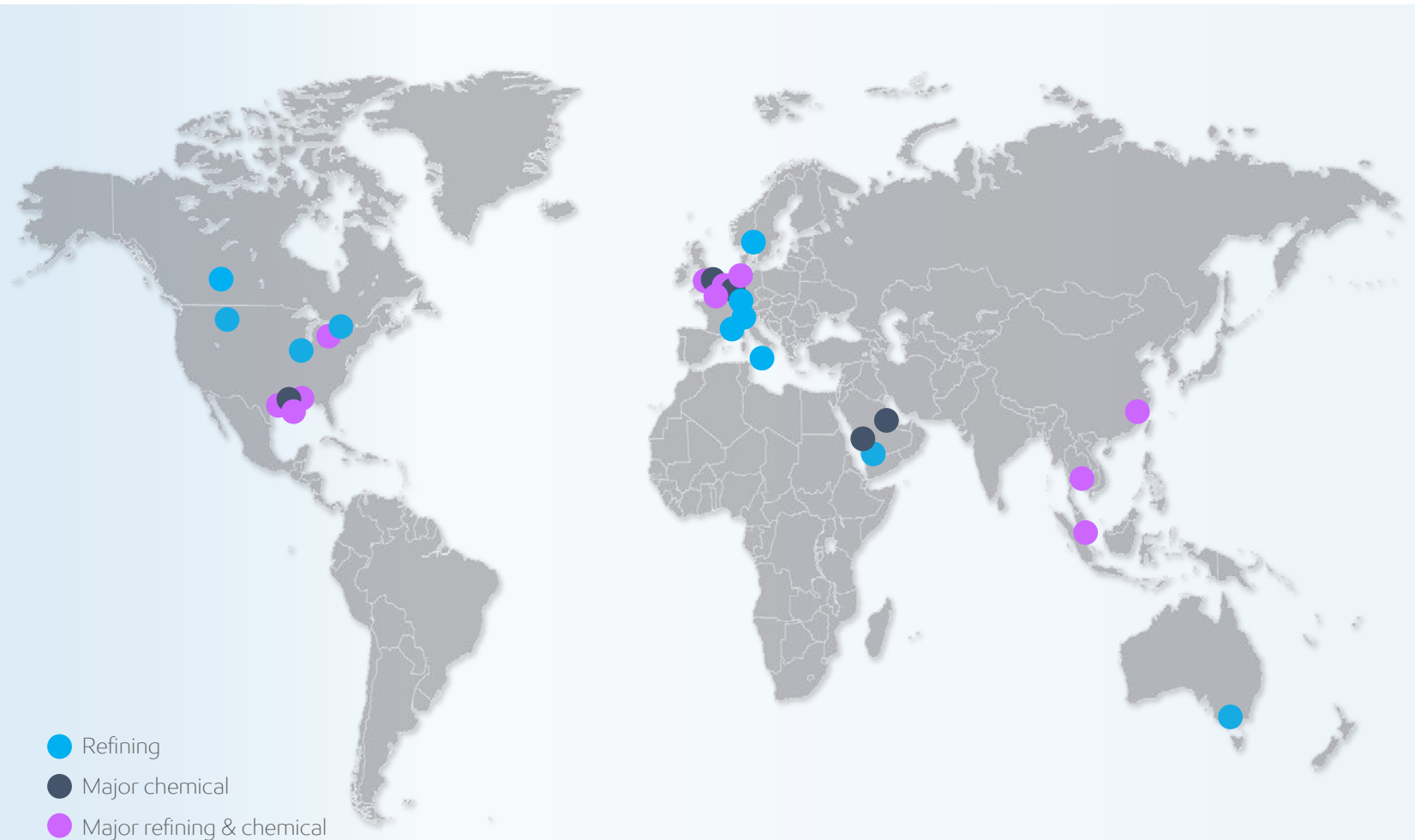
Refining capacity

34.9 MTA

Chemical capacity

126 KBD

Lube basestock refining



- Refining
- Major chemical
- Major refining & chemical

Efficient operations and feedstock flexibility

First quartile refining unit cash costs

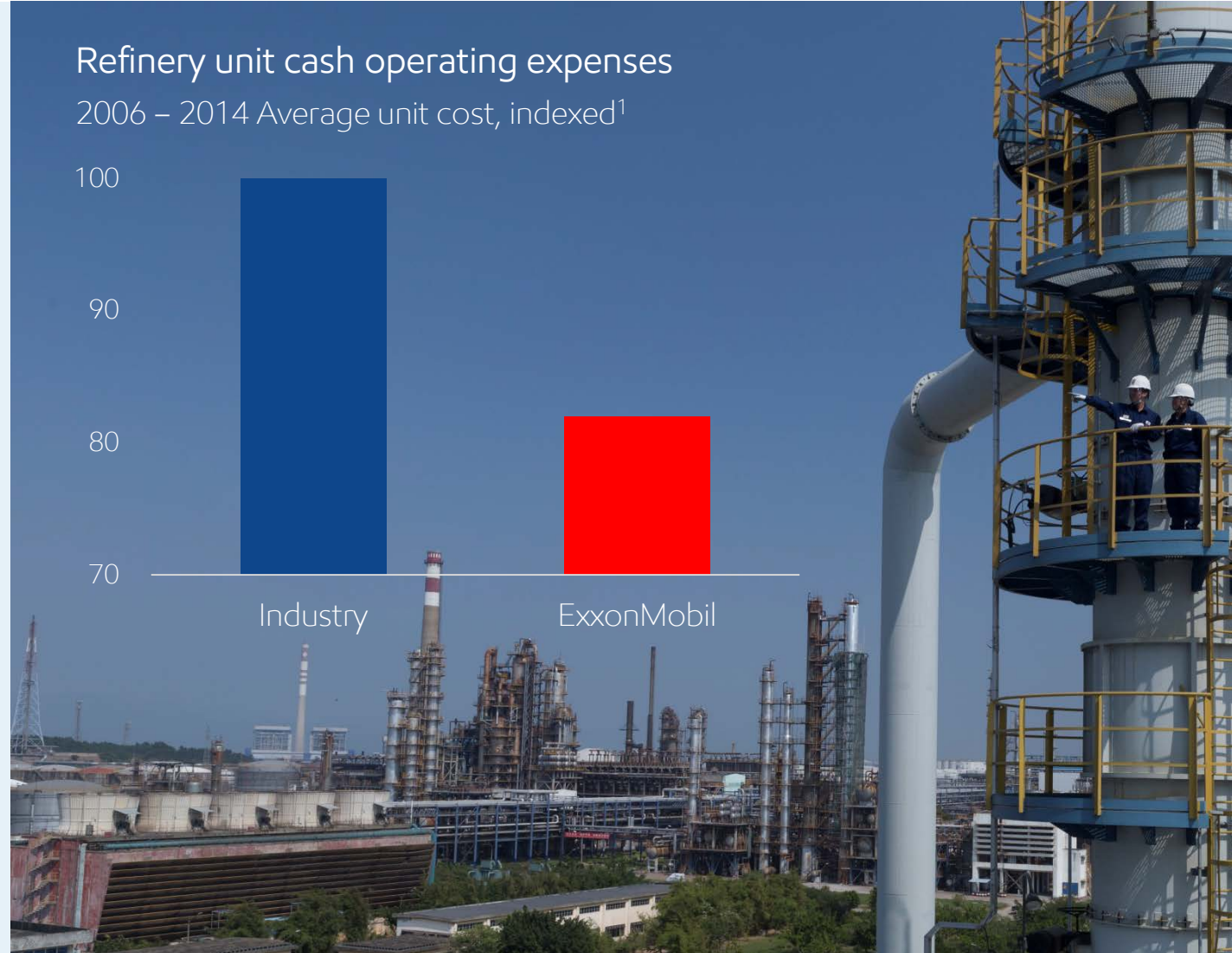
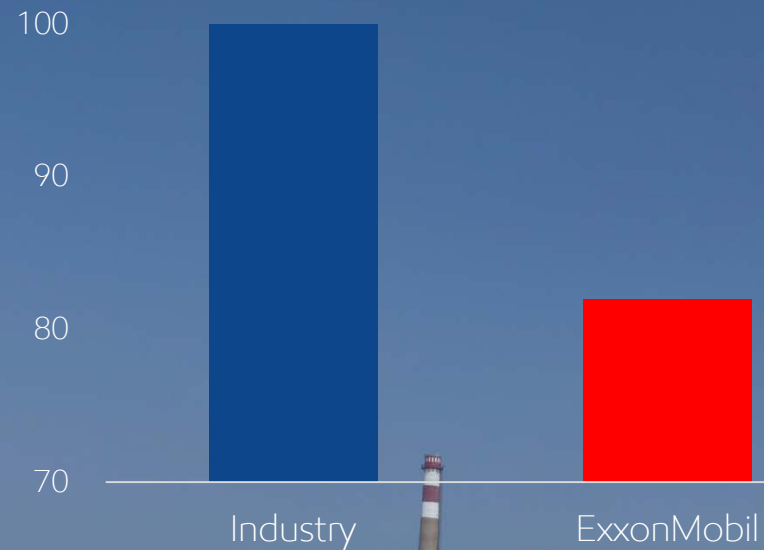
- Industry-leading operating efficiency
- \$1.5B annual cost savings versus industry average
- Expanding midstream access to secure advantage

Source: Solomon Associates; fuels and lubes refining data available for even years only.

¹ Constant foreign exchange rates, energy prices, and 2016 year-end portfolio.

Refinery unit cash operating expenses

2006 – 2014 Average unit cost, indexed¹

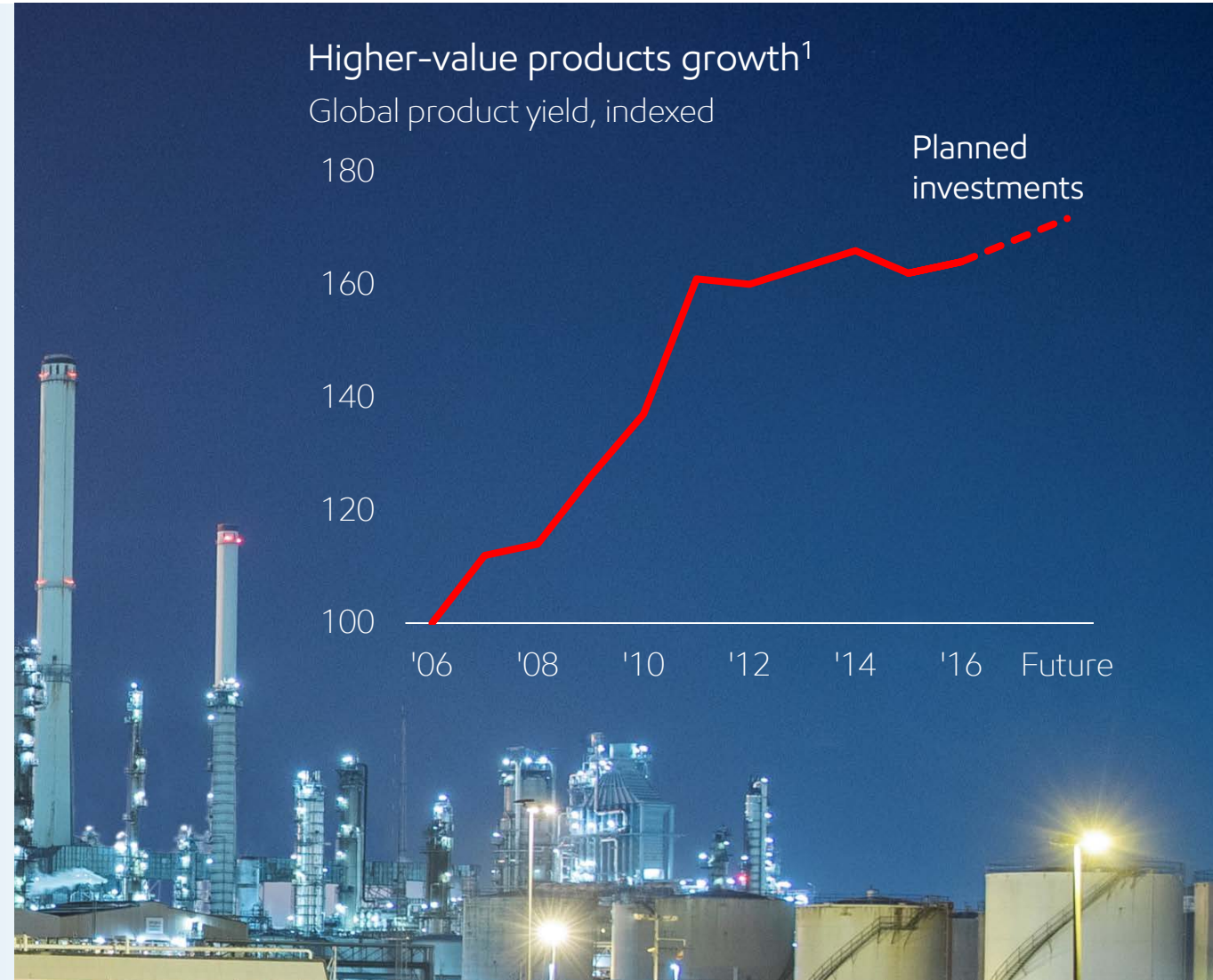


Increasing higher-value refining products

Growing production of premium distillates, lube basestocks, and chemical feedstocks

- Technology delivers step-change yield improvements
- Doubled premium distillate production since 2006
- Expanded high-performance lube basestocks
- Providing advantaged chemical feedstocks
- Further 8% increase in higher-value products

¹ High-value products include premium distillates, lube basestocks / specialties, and chemical feedstocks.



Growing premium sales

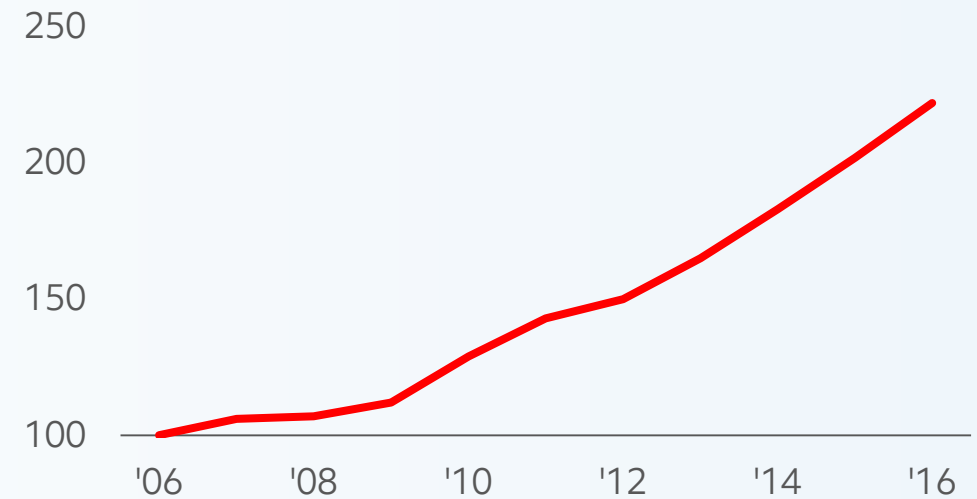
Creating value for our customers



- Access to higher-value channels for refining production
- Expanding retail network and continued roll-out of Synergy-branded fuels program

Synthetic lubricants sales growth

Volume, indexed



- More than doubled high-value synthetic product sales
- Largest producer of lube basestocks with broadest product group offering

Maximizing feedstock advantage

Processing 30% more advantaged feed than industry average

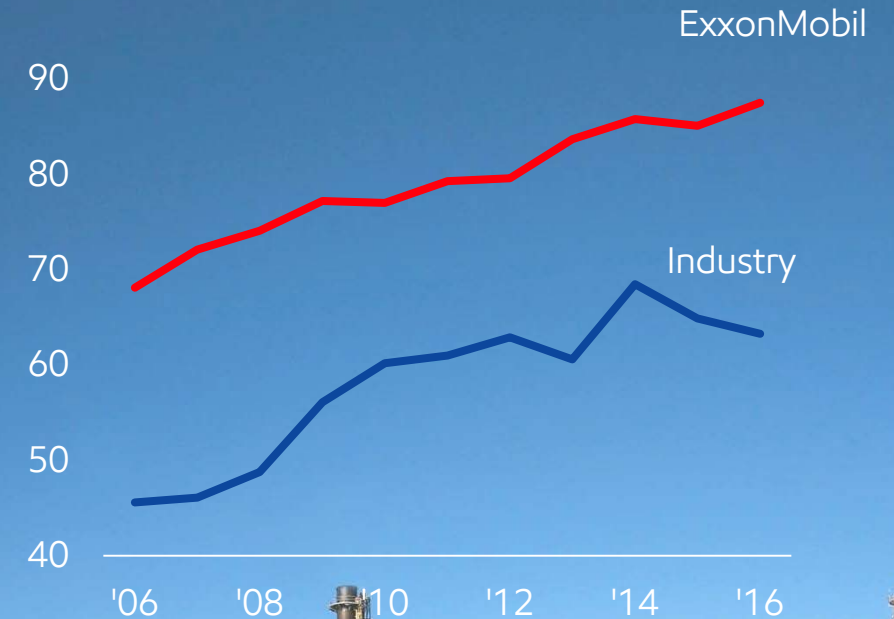
- Capturing liquids and gas cracking benefits
- Expanding specialty manufacturing by leveraging commodity base
- Delivering value through integrated model

Source: Jacobs Consultancy *The Hodson Report*.

¹ Includes ethane and ethane equivalents.

U.S. ethylene production from ethane¹

Percent



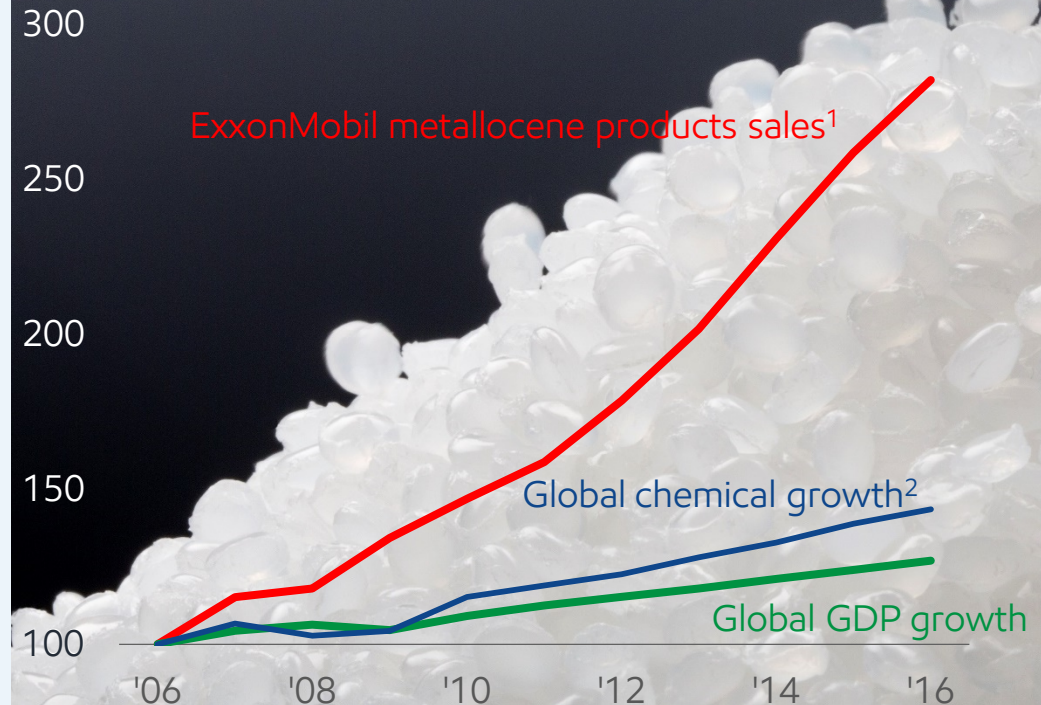
Growing differentiated product portfolio

Increasing premium and specialty product sales

- Supplying diverse market segments growing above GDP
- Leveraging global supply chain, product technology, and commercial capabilities
- Positioned to serve growth regions

Metalocene products sales growth

Volume, indexed



¹ Metallocene-based polyethylene, polypropylene, specialty elastomers, and synthetic basestocks.

² Sources: IHS Chemical and ExxonMobil estimates. Includes polyethylene, polypropylene, and paraxylene.

Major projects portfolio

Investment driving growth across the value chains

30% uplift

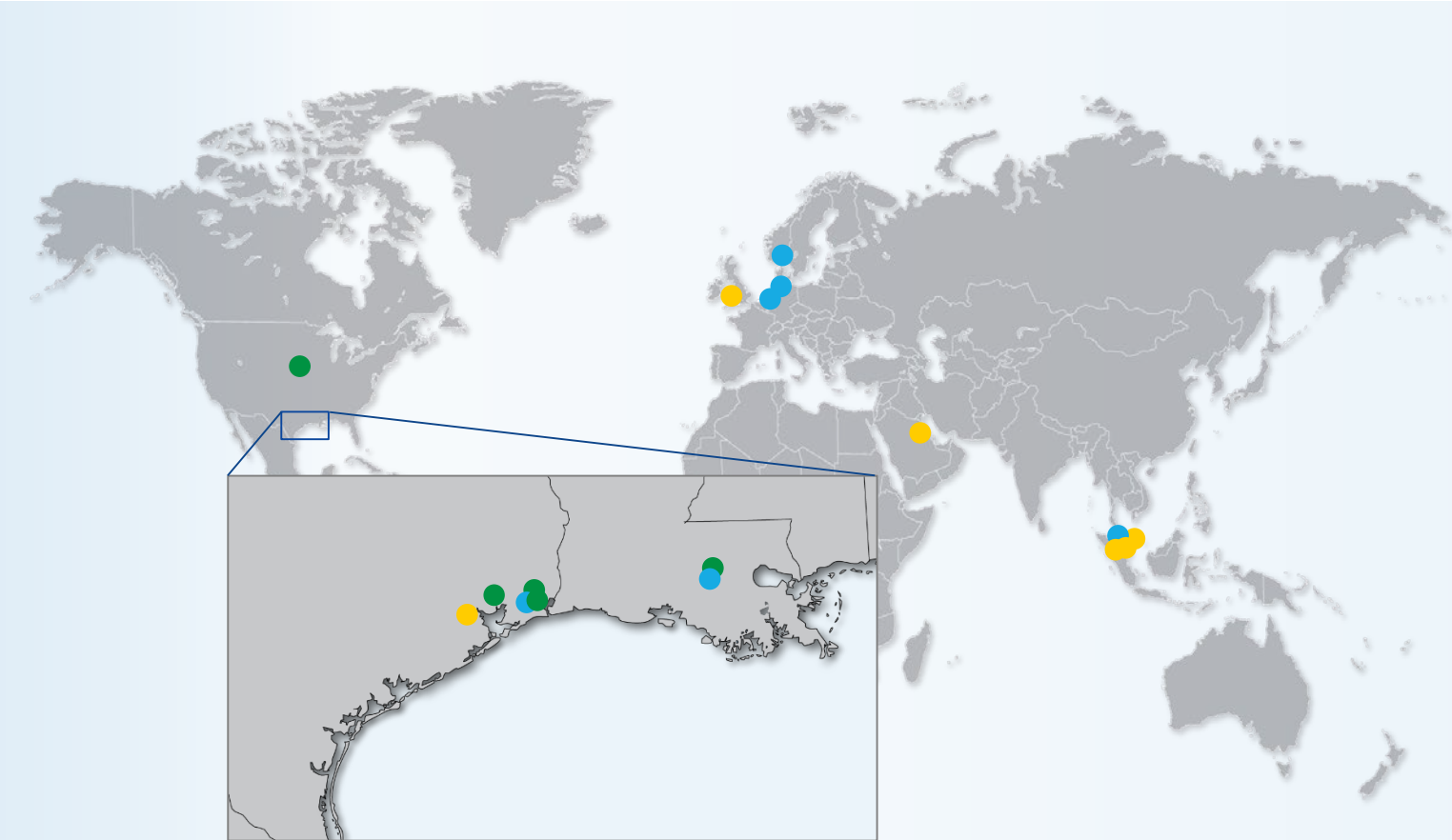
Cash generation from major projects¹

200 KBD

Refining volume improvement

4.1 MTA

Chemical capacity additions



- Increasing feedstock and logistics flexibility
- Upgrading molecule value
- Increasing higher-value products

¹ Incremental 2020 cash flow from operations of 17 projects with 2016-2019 start-up (estimated based on corporate plan price assumption and trendline estimates), versus 2016 cash flow from operations (base business).

Building on strength

Focus on business fundamentals delivering superior results

- Driving operational efficiency
- Capturing advantaged feeds
- Growing high-value products
- Selectively investing across value chains
- Generating cash flow from diverse portfolio





ExxonMobil investment case

Enduring value proposition

Targeted investments to maximize profitability, returns, and cash flow

Focused on value growth

Disciplined investment for financial leadership

Improving resilience of portfolio

Positioned to excel in any price environment





Break



Q&A



Reference material

Enduring value proposition

World-class workforce delivering distinct competitive advantages



Value chain integration

Optionality allows capture of the highest value for each molecule



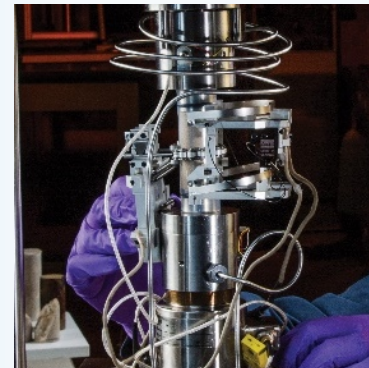
Financial strength

Balance sheet supports leading financial flexibility



Efficient cost structure

Relentless focus on costs and capital efficiency



Technology leadership

Enhancing profitability through innovation



Operational excellence

Superior reliability and execution through effective risk management



Portfolio of opportunities

High-quality assets; large inventory of accretive investments

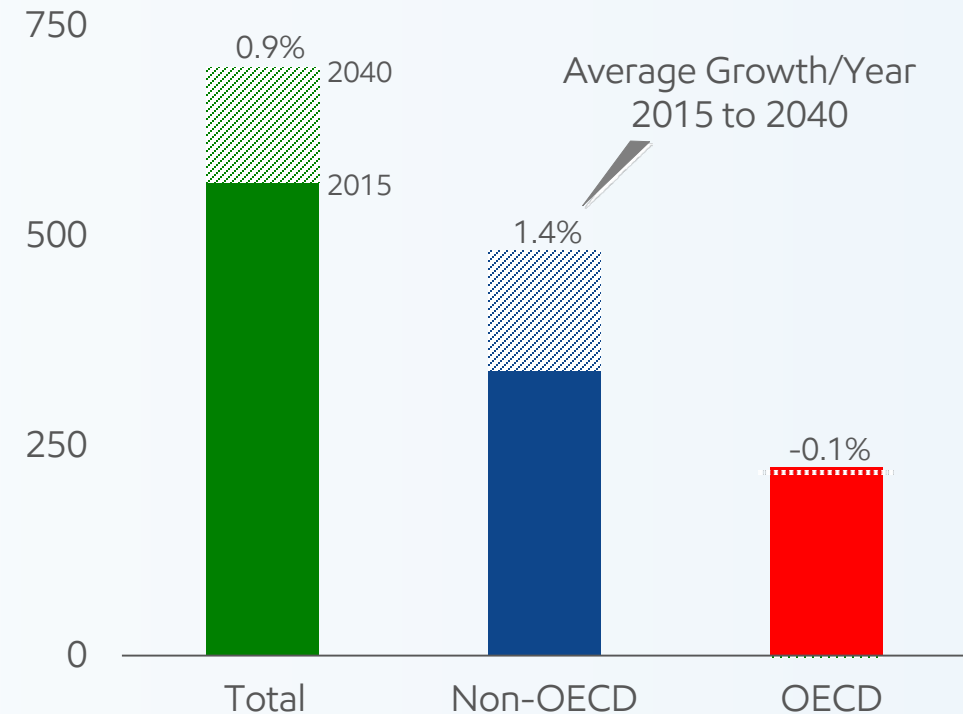
Energy Outlook guides business strategy

Long-term view of supply and demand informs investment plans

- Non-OECD nations drive growth in GDP and energy demand
- Middle class more than doubling to reach almost 5 billion people
- Non-OECD energy use per person remains well below OECD
- Efficiency gains keep OECD demand flat
- Without efficiency gains, global demand growth could be four times projected amount

Global energy demand

Quadrillion BTUs



Source: ExxonMobil 2017 *The Outlook for Energy: A View to 2040*.

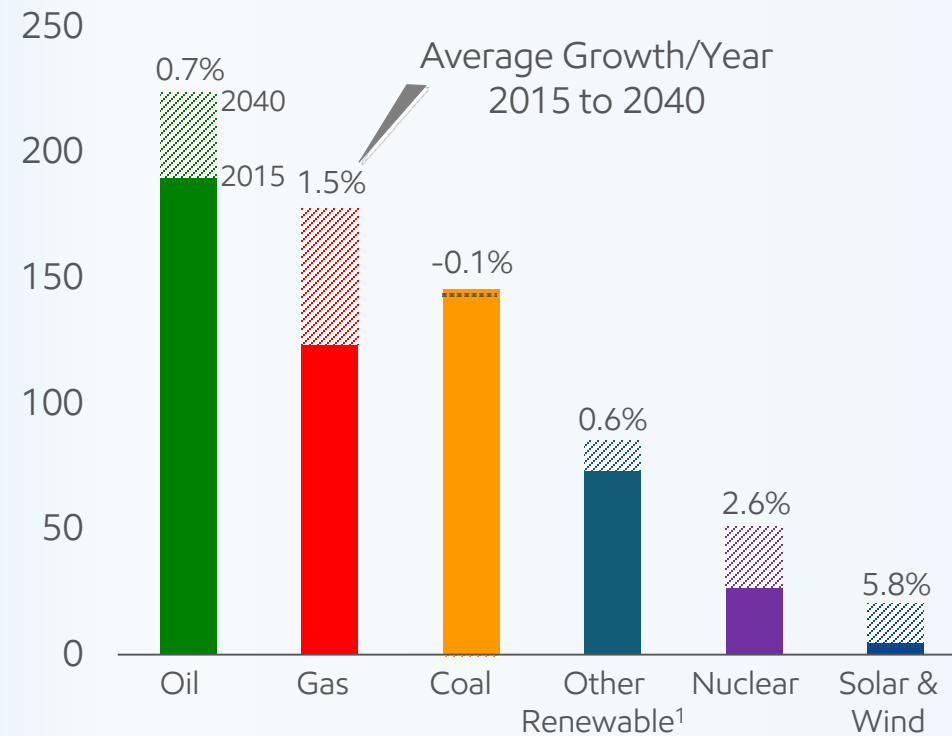
Energy Outlook guides business strategy

All forms of energy are required to meet global energy demand

- Oil and natural gas lead growth as energy mix evolves
- Higher oil demand driven by transportation and chemicals
- Strong growth in natural gas led by power generation and industrial demand
- Global LNG trade reaches more than 2.5 times 2015 level by 2040
- Energy-related CO₂ outlook consistent with aggregation of Paris agreement Nationally Determined Contributions

Global energy demand

Quadrillion BTUs



¹ Other Renewable includes hydro, geothermal, biofuels, and biomass.

Source: ExxonMobil 2017 *The Outlook for Energy: A View to 2040*.

Committed to operational integrity

Risk management maintains license to operate and creates value across the business

- Ensuring personnel and process safety
- Effectively managing security and geopolitical risks
- Minimizing environmental impact
- Maintaining excellence in operations and project execution



2016 results

Demonstrates strength of integrated business

- Best-ever safety performance

▪ Earnings	\$7.8B
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▪ ROCE	3.9%
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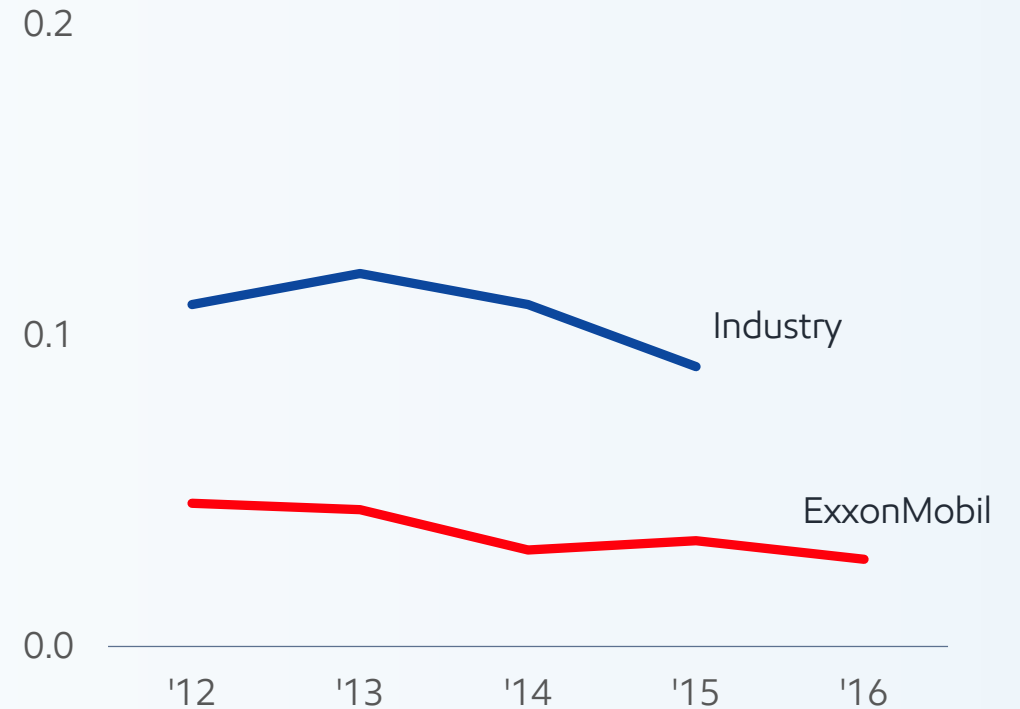
▪ Cash flow from operations and asset sales	\$26.4B
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▪ Capex	\$19.3B
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▪ Dividends paid to shareholders	\$12.5B
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Workforce Lost-Time Incident Rate¹

Employee and Contractor Incidents per 200K hours

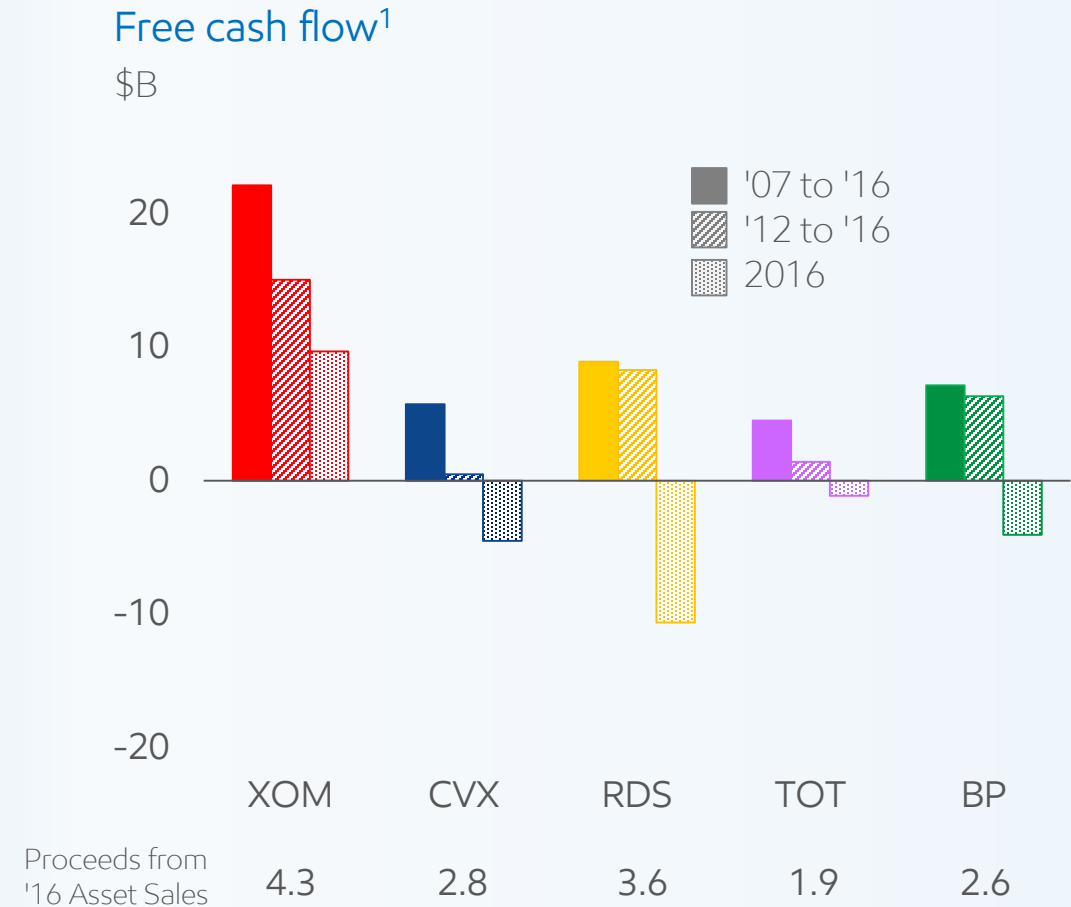


¹ Source: American Petroleum Institute. 2016 Industry data not available.

Generating free cash flow

Capital discipline yields cash flow to support distributions and investments

- 2016 free cash flow of \$9.7B
- Strong long-term free cash flow outpacing competitors
- Provides flexibility to invest in attractive business opportunities
- Supports reliable and growing dividend

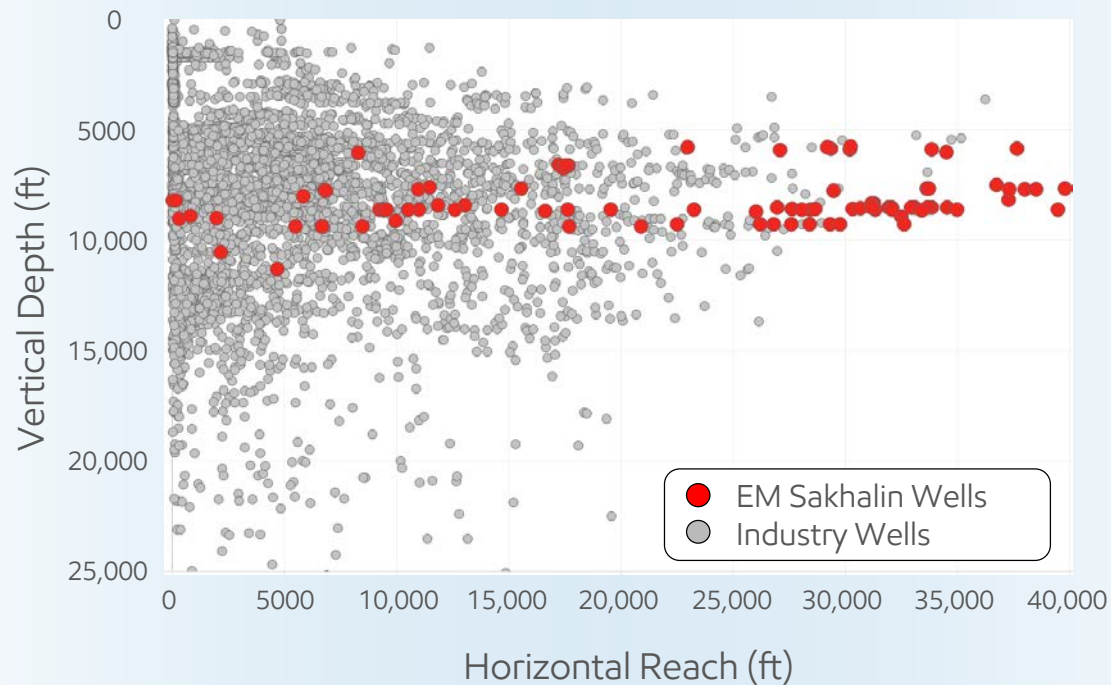


¹ Competitor data estimated on a consistent basis with ExxonMobil and based on public information.

Maximizing learning curve benefits

Global application of industry-leading expertise in complex drilling environments

- Industry leader with 8 of 10 longest-reach wells drilled
- Applying more than 10 years of experience to Hebron and Odoptu Stage 2



Consolidated Company Cash Opex

Reconciliation for data referenced on charts 10 and 27

Consolidated Company Cash Opex	2016	2015	2014	2013	2012	2011
<i>(millions of dollars)</i>						
Reconciliation of Consolidated Company Cash Opex						
From EM Consolidated Statement of Income						
Total costs and other deductions	218,125	246,916	360,309	380,544	401,955	413,172
less:						
Crude oil and product purchases	104,171	130,003	225,972	244,156	263,535	266,534
Depreciation and depletion	22,308	18,048	17,297	17,182	15,888	15,583
Interest expense	453	311	286	9	327	247
Sales-based taxes	21,090	22,678	29,342	30,589	32,409	33,503
Other taxes and duties	25,910	27,265	32,286	33,230	35,558	39,973
Total Consolidated Company cash opex	44,193	48,611	55,126	55,378	54,238	57,332
Components of Consolidated Company Cash Opex						
From EM Consolidated Statement of Income						
Production and manufacturing expenses	31,927	35,587	40,859	40,525	38,521	40,268
Selling, general and administrative expenses	10,799	11,501	12,598	12,877	13,877	14,983
Exploration expenses, including dry holes	1,467	1,523	1,669	1,976	1,840	2,081
Total Consolidated Company cash opex	44,193	48,611	55,126	55,378	54,238	57,332