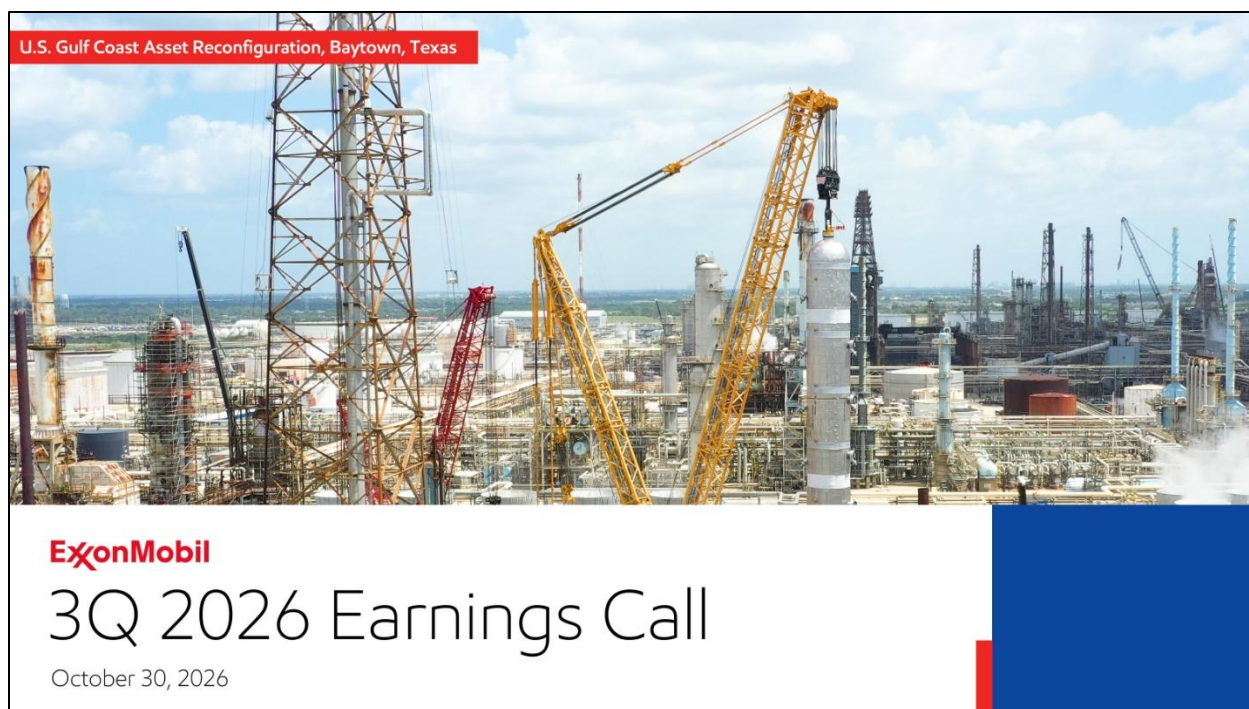


PREPARED REMARKS



Welcome to ExxonMobil's third-quarter 2026 earnings presentation.

This quarter's presentation and prerecorded remarks are available on the Investors section of our website. They are meant to accompany the third-quarter earnings release, which is posted in the same location. This document provides some new financial and other perspectives on ExxonMobil.

Cautionary statement

FORWARD-LOOKING STATEMENTS. Statements of future events, conditions, expectations, plans, performance, earnings power, earnings growth, potential addressable markets, opportunities, ambitions, or results in this presentation or the subsequent discussion period are forward-looking statements. Similarly, discussions of future carbon capture, transportation, and storage, as well as lower-emission fuels, hydrogen and ammonia, lithium, direct air capture, Proxima™ resin systems, carbon materials, low-carbon data centers, and other low carbon and new business plans to reduce emissions and emission intensity of ExxonMobil, its affiliates, or third parties are dependent on future market factors, such as continued technological progress, stable policy support, and timely rulemaking and permitting, and represent forward-looking statements. Actual future results, including financial and operating performance; potential earnings, cash flow, dividends or shareholder returns, including the timing and amount of share repurchases; total cash capital expenditures and mix, including allocations of capital to low carbon and other new investments; realization and maintenance of structural cost reductions and efficiency gains, including the ability to offset inflationary pressures; plans to reduce future emissions and emissions intensity; ambitions to reach Scope 1 and Scope 2 net zero from operated assets by 2050, to reach Scope 1 and 2 net zero in integrated Upstream Permian Basin unconventional operated assets by 2035, to eliminate routine flaring in line with World Bank Zero Routine Flaring, to reach near-zero methane emissions from operated assets and other methane initiatives, and to meet ExxonMobil's emission reduction plans and goals, divestment and start-up plans, and associated project plans as well as technology advances, including in the timing and outcome of projects to capture, transport and store CO₂, produce hydrogen and ammonia, produce lower-emission fuels, produce lithium, produce Proxima™ resin systems, produce carbon materials, and use plastic waste as feedstock for advanced recycling; future debt levels and credit ratings; maintenance and turnaround activity; drilling and improvement programs; price and margin recovery; business and project plans, timing, costs, capacities, and profitability; planned Pioneer and Denbury integration benefits; resource recoveries and production rates; and product sales levels and mix could differ materially due to a number of factors. These include global or regional changes or imbalances in oil, gas, petrochemicals, or feedstock prices, differentials, margins, volume/mix, seasonal fluctuations, availability, or other market or economic conditions affecting the oil, gas, and petrochemical industries and the supply and demand for our products; new or changing government policies supporting lower carbon and new market investment opportunities or policies limiting the attractiveness of investments such as European taxes on energy and unequal support for different methods of emissions reduction; consumer preferences including for emission-reduction products and technology; uncertain impacts of deregulation on the legal and regulatory environment; changes in interest and exchange rates; variable impacts of trading activities and derivative positions, including timing effects, on our margins and results each quarter; the outcome of competitive bidding and project awards; regulatory actions in any part of the world targeting public companies in the oil and gas industry; developments or changes in local, national, or international laws, regulations, and policies affecting our business, including extraterritorial environmental and tax regulations, trade tariffs, and trade sanctions; timely granting of governmental permits, licenses, and certifications; adoption of regulatory incentives consistent with law; the ability to realize efficiencies within and across our business lines and to maintain current cost reductions as efficiencies without impairing our competitive positioning; reservoir performance and optimization, including variability and timing factors applicable to unconventional projects, the success of new unconventional and AI-enhanced technologies, and the ability of new technologies to improve drilling performance and recovery relative to competitors; the level, outcome, and timing of exploration and development projects and decisions to invest in future reserves and resources; timely completion of construction projects, and commencement of start-up operations, including reliance on third-party suppliers and service providers; government actions in pursuit of national energy and security policies or priorities affecting our business; closure of producing markets or reintroduction of regional markets; escalating geopolitical volatility, including regime changes; war, civil unrest, attacks against the company or industry, disruption, realignment or breaking of current or historical trade or military alliances or global trade and supply chain networks, and other political or security disturbances; expropriations, seizures, and capacity, insurance, export, import, or shipping limitations imposed directly or indirectly by governments or laws or international embargoes; the outcome of commercial negotiations, including final agreed terms and conditions; opportunities for and regulatory approval of investments or divestments; the outcome of other energy companies' 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 or disruptions, including the need for unplanned maintenance; and other factors discussed here and in Item 1A. Risk Factors of our Form 10-K and also under the sub-heading "Factors Affecting Future Results" found in the "Earnings" section of the "Investors" page of our website at www.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. Neither future 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 these figures as of any future date. Any future update of these figures will be provided only through a public disclosure indicating that fact.

Reconciliations and definitions of factors, non-GAAP and other terms are provided in the text or in the supplemental information accompanying these pages beginning on page 25.

ExxonMobil | 2

During today's presentation, we'll make forward-looking comments, including discussions of our long-term plans, which are subject to risks and uncertainties. Please read our cautionary statement on slide 2. You can find more information on the risks and uncertainties that apply to any forward-looking statements in our SEC filings on our website. Note that we also provided supplemental information at the end of our earnings slides, which are also posted on the website.

Decade of disciplined investment delivering industry-leading results, supplying products society needs				
	3Q26	YTD	Operational highlights	
GAAP earnings <i>GAAP earnings per share</i>	\$15.4B \$3.72	\$34.1B \$8.18	<ul style="list-style-type: none"> Set record year-to-date global fuels utilization, excluding Middle East impacts¹ Maximized diesel with record global yield and North American diesel volume year to date² Achieved cumulative Upstream production milestones: 1 billion barrels at both Guyana and Kearl, 100 MT at PNG LNG Reached agreement to increase working interest at Papua and Rovuma LNG projects; assumed operatorship at Papua Advanced CCS growth with startup at Nucor and approval for Rose carbon storage project 	
Adjusted earnings <i>Adjusted earnings per share</i>	\$17.5B \$4.23	\$41.0B \$9.82		
Cash flow from operations	\$25.7B	\$57.9B		
Cash capex	\$7.0B	\$20.0B	Financial highlights	
			<ul style="list-style-type: none"> Further strengthened balance sheet with nearly \$11B of year-to-date net debt reduction Reached 44 consecutive years of increases in annual dividends per share, longer streak than 95% of S&P 500 companies Announced 2027 share repurchases of \$20B³ 	
See supplemental information for footnotes, definitions, and reconciliations.			ExxonMobil 3	

We delivered GAAP earnings of \$15.4 billion and adjusted earnings of \$17.5 billion in the third quarter. Cash flow from operations was \$25.7 billion. Cash capex was \$7.0 billion, in line with our full-year investment priorities.

Our third quarter results underscore our competitive advantages and highlight the benefits of a strategy firmly grounded in long-term fundamentals and focused on growing shareholder value across commodity price cycles and through market disruptions.

This was particularly evident this quarter in our Energy Products segment where decades of investment, optimization capabilities, and operational excellence yielded industry-leading results and maximized the supply of products that society needs.

Energy Products achieved record global fuels utilization, excluding Middle East impacts, record diesel yields, and record North American diesel volumes in the first nine months of this year.

These achievements came at a critical time for global supply. Our global refining footprint and optimization capabilities enabled us to supply more diesel to the world, helping meet customer demand as markets tightened.

PREPARED REMARKS

Operational excellence extended to Chemical Products where year-to-date reliability hit record levels, underpinned by strong North American utilization.

Growth in the Permian and Guyana this year has helped offset disruptions in the Middle East. Permian production remained just above 1.8 million oil-equivalent barrels per day, in line with our 2026 guidance, with technology improving both recovery and capital efficiency. We also reached cumulative production milestones across three assets: one billion barrels at Guyana, one billion barrels at Kearl, and 100 million tons at PNG LNG. These milestones demonstrate our ability to develop and operate large, complex projects across different markets, supported by technical and operating capabilities.

Progress in our portfolio included increasing our working interest and assuming operatorship of Papua LNG, increasing our working interest in Rovuma LNG, starting carbon capture and storage operations for Nucor, and receiving regulatory approval for our Rose carbon storage project.

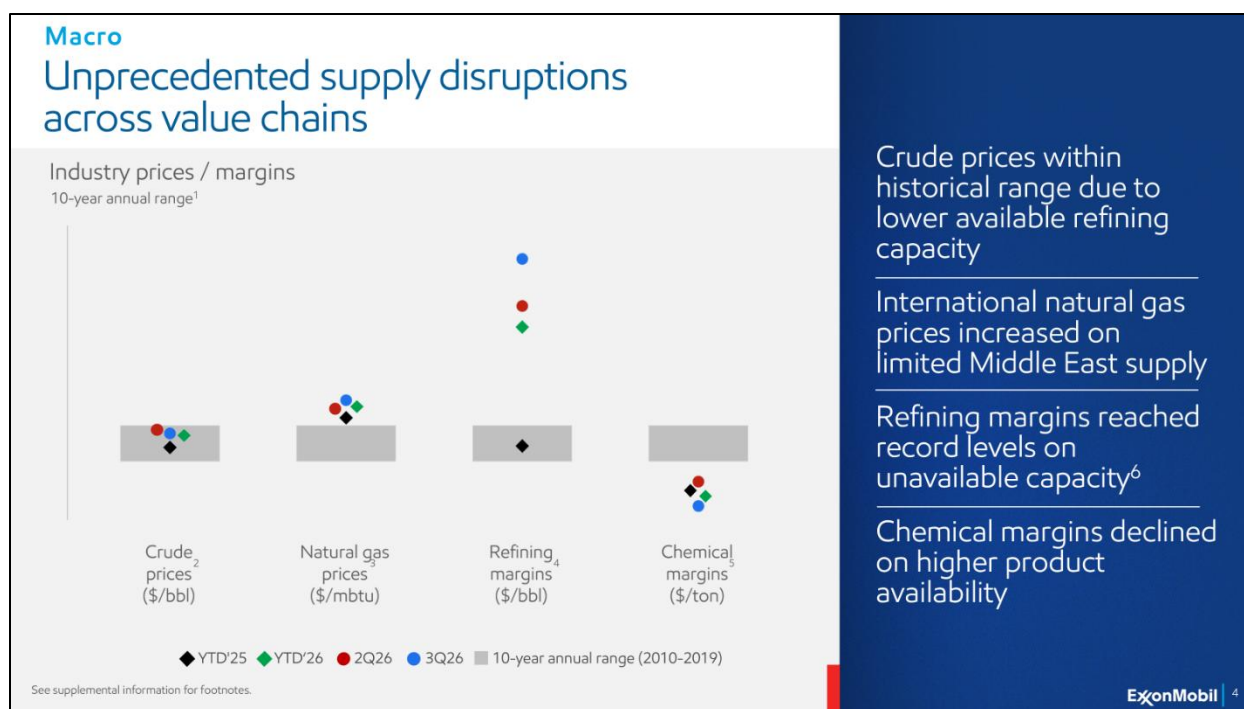
We have lowered net debt by nearly \$11 billion year to date, further strengthening our leading financial position, supporting an unmatched capacity to invest in an advantaged portfolio and reward our shareholders, regardless of market conditions and through economic cycles

We returned \$9.4 billion to shareholders this quarter, bringing our year-to-date total to \$28 billion.

A dividend increase of \$0.04 cents per share marked the 44th consecutive year of annual dividend-per-share growth - a longer streak than 95% of S&P 500 companies.

And, we announced a share repurchase program in 2027 of \$20 billion dollars.

Our ability to meet society's needs for crude and refined products today, generate industry-leading results, and provide growing and resilient shareholder distributions is the result of a decade of consistent investments and an unrelenting focus on capturing structural cost savings, irrespective of current market conditions. That approach remains core to our strategy and is validated by our ability to deliver in a disrupted, supply-constrained environment.



Global supply disruptions impacted commodity and product markets in the third quarter, with effects varying significantly.

Refining margins increased to record levels, and natural gas prices strengthened. Crude prices declined from the second quarter and remained within historical ranges, while chemical margins declined.

Refining capacity in Russia and the Middle East remained curtailed, with roughly 10 percent of global capacity offline. This reduced crude demand which, combined with additional supply, kept crude prices in line with recent periods.

At the same time, unavailable refining capacity constrained the supply of gasoline, diesel, and other refined products. North American refineries sustained high operating rates during the quarter but were unable to fully offset reduced global refining capacity availability.

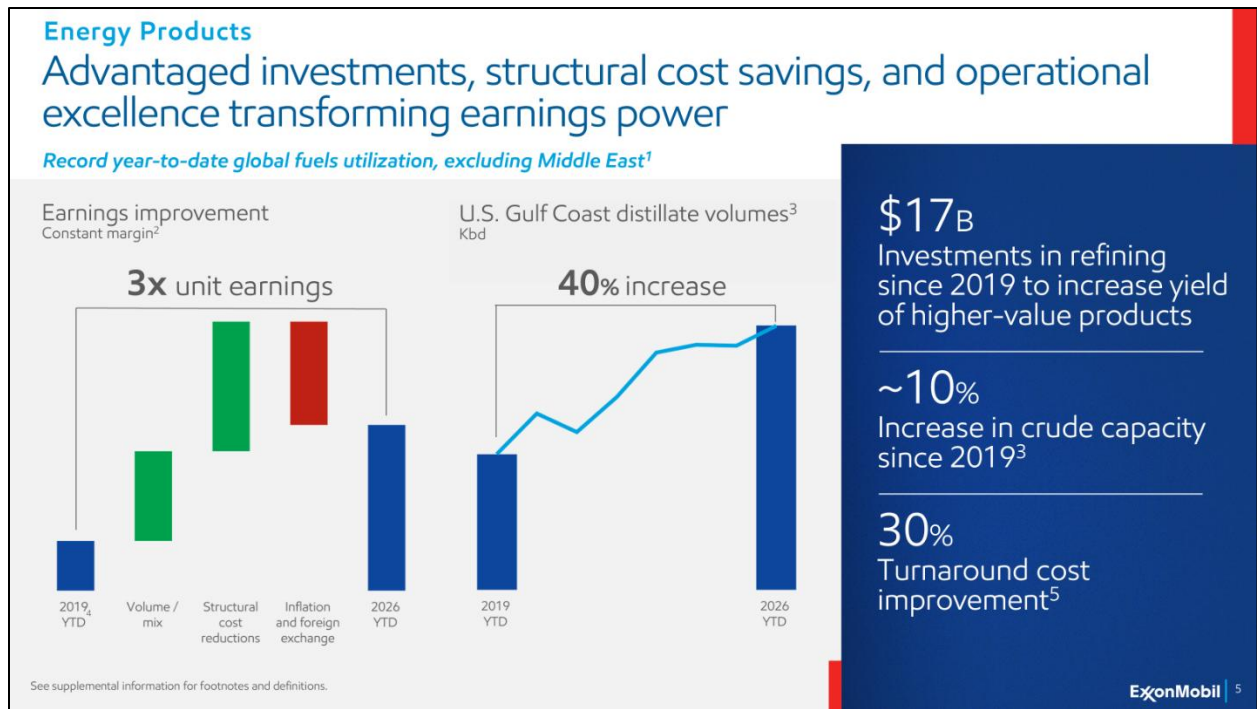
The result was exceptionally strong refining margins, reflecting tight product markets.

International natural gas prices also increased, as the Middle East conflict affected LNG supply.

PREPARED REMARKS

Global chemical margins declined on higher regional product availability and sustained higher feed costs in Europe and Asia.

A persistent focus on investing in advantaged product supply, supported by fundamentals not trends, capturing structural cost savings, and strengthening leading project execution and operational capabilities is transforming our capacity to grow earnings and cash flows in all our businesses, including Energy Products.



Investments over the last decade to increase the supply of higher-value products like diesel, combined with lasting operating excellence have increased our earnings power.

We've high-graded our refining portfolio, improved operating performance, expanded trading and optimization capabilities, and reduced structural costs.

That includes investing approximately \$17 billion in refining since 2019 to expand capacity and improve product mix and profitability.

We've increased crude processing capacity by nearly 10% since 2019. On the U.S. Gulf Coast, investments such as our Beaumont refinery expansion have grown distillate production by approximately 40% - that supply is critical to customers and society today, in a market that is severely constrained by product availability. And we are continuing to pursue growth in higher-value products to grow earnings and cash flow generation capacity. Work is ongoing today at Baytown to further grow distillate production as part of our U.S. Gulf Coast asset reconfiguration efforts. Looking forward, we anticipate these investments across the U.S. will increase distillate production by another 100 thousand barrels per day.

We're also improving how our facilities operate.

PREPARED REMARKS

We achieved record fuels utilization, excluding the Middle East, further evidence of a steady increase in utilization over the last decade.

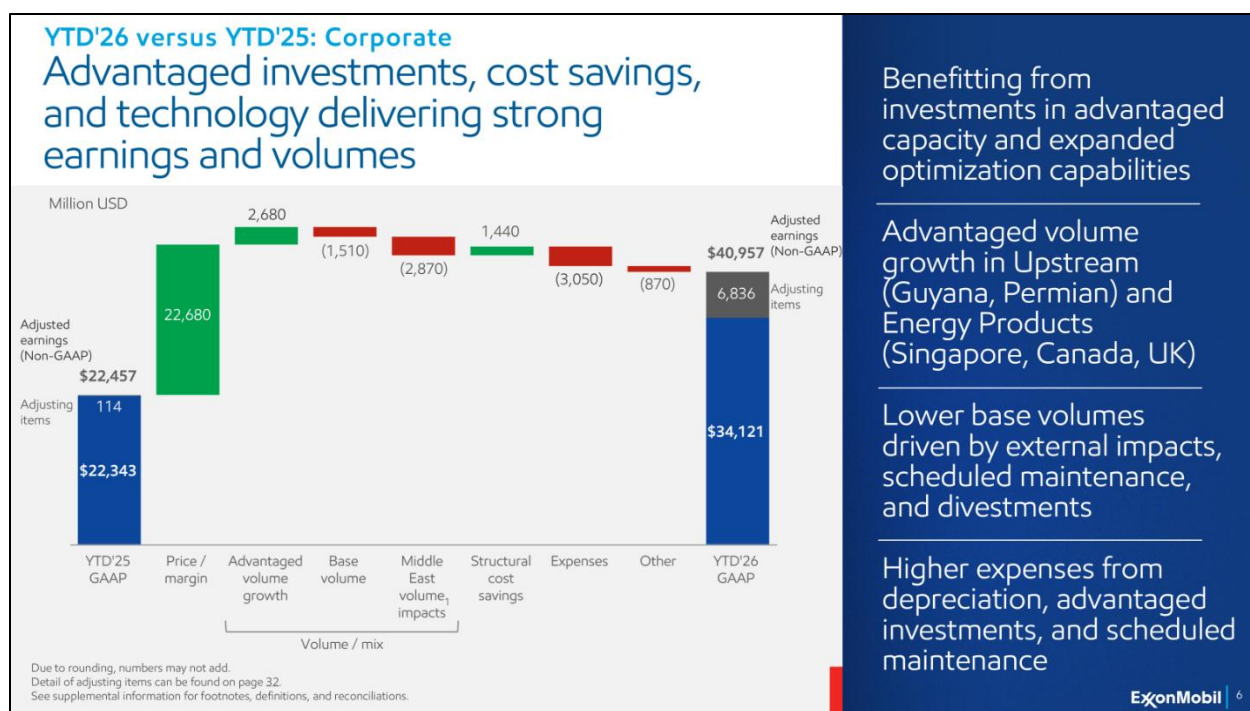
We've also improved turnaround performance, reducing costs by approximately 30% and completing work 50% faster than previous turnaround cycles.

Expanded trading and optimization capabilities provide additional flexibility to source advantaged feedstocks and place products where they generate the most value. Traded volumes across our portfolio are now roughly 4 times the level in 2019, allowing us to further maximize the value of our global portfolio of assets.

We've achieved these improvements while reducing structural costs by roughly \$3 billion in Energy Products, more than offsetting the impacts from inflation and foreign exchange.

Together, our investments, improved volume and mix, and lower structural costs have tripled the underlying unit earnings of the business at constant margin.

PREPARED REMARKS



Year-to-date earnings demonstrate how market conditions and improvements in our underlying business contributed to higher earnings compared with last year.

Adjusted earnings exclude identified items and estimated timing effects, including mark-to-market impacts on unsettled derivatives and related items. This helps investors assess operating performance without the impact of certain temporary or non-recurring items.

Higher prices and margins increased year-to-date earnings by approximately \$22.7 billion.

Our integrated portfolio and growing optimization capabilities helped us maximize capture of that market uplift - allowing us to secure advantaged feedstocks, maintain operational excellence, and move products to the highest-value markets.

Investments in advantaged opportunities and structural cost reductions also strengthened underlying performance.

Advantaged volume growth contributed approximately \$2.7 billion, primarily from the Permian, Guyana, and recent Energy Products project start-ups, including the Singapore Resid Upgrade, Strathcona Renewable Diesel in Canada, and the Fawley diesel growth project in the UK.

PREPARED REMARKS

These contributions reflect investments made over several years and through different market cycles. Those investments are now increasing production, improving portfolio mix, and increasing earnings contribution.

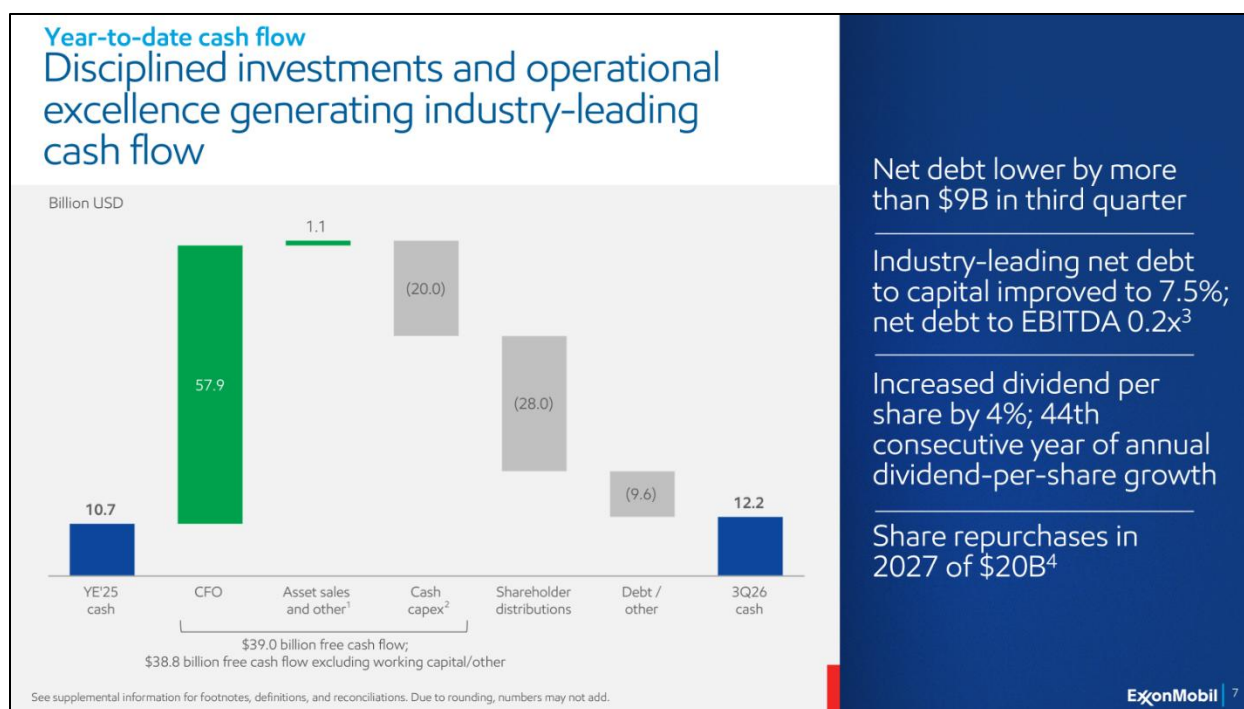
Cumulative structural cost savings since 2019 are now \$16.9 billion – more than offsetting inflation and growth over that period. Approximately 75% has been delivered through organizational initiatives, and the new Global Operations team is well positioned to identify additional efficiencies and process improvements.

These are lasting reductions in our cost base, driven by changes in how we organize and operate. Combined with growth in higher-value production, they improve profitability across market conditions, not just when prices and margins are favorable.

Lower base volumes reduced earnings by approximately \$1.5 billion, primarily reflecting external impacts on operations, scheduled maintenance, and divestments.

Higher expenses reduced earnings by approximately \$3.0 billion, driven largely by higher depreciation, advantaged investments, and scheduled maintenance. Separately, Middle East production disruptions reduced year-to-date earnings by approximately \$2.9 billion. In the third quarter, Middle East production was approximately 550 thousand oil-equivalent barrels per day, including 250 thousand oil-equivalent barrels per day in Qatar, and 300 thousand barrels per day in the UAE. Similar to second quarter, some corresponding sales and revenue in the UAE were deferred to future periods due to shipping constraints.

PREPARED REMARKS



The strength in earnings carried through to cash generation.

We generated \$25.7 billion of cash flow from operations in the third quarter, which brings the year-to-date total to \$57.9 billion.

Free cash flow was \$19.1 billion for the quarter, bringing the year-to-date to \$39.0 billion.

The strength of our portfolio, shaped by years of disciplined investments, paired with our reliable operations, has positioned us to capture the strong price and margin environment and generate industry-leading cash flow from operations and free cash flow year-to-date.

Cash capex was \$7.0 billion in the quarter and is now \$20.0 billion year to date.

We returned \$9.4 billion to shareholders in the quarter and \$28.0 billion year to date.

Strong cash generation also enabled us to reduce net debt by more than \$9 billion during the quarter. Our industry-leading net-debt-to-capital ratio improved to 7.5%, while net debt to EBITDA declined to 0.2 times. We ended the period with \$12.2 billion of cash.

PREPARED REMARKS

These results demonstrate the financial capacity of our business and the outcome of disciplined capital allocation. We funded advantaged investments, strengthened the balance sheet, and returned cash to shareholders.

Based on the strength of our underlying plans, we increased our dividend by 4%, which marks the 44th consecutive year of increases to our annual dividend per share. We are also targeting \$20 billion in share repurchases for next year, assuming reasonable market conditions. Note that to maximize the effectiveness of our repurchase program, our purchases for the year may not occur evenly across the four quarters.

PREPARED REMARKS

LOOKING AHEAD TO 4Q26		
Upstream	Product Solutions	Corporate
<p>Full-year Permian production of ~1.8 Moebd</p> <hr/> <p>Fifth Guyana FPSO start up in late 4Q</p> <hr/> <p>Assume Middle East production impact of ~350 Koebd, in line with 3Q</p>	<p>Scheduled maintenance expected to be higher than 3Q26</p>	<p>Corporate and financing expenses expected to be \$500M - \$700M</p> <hr/> <p>Full-year cash capex within \$27B - \$29B range</p>

See page 20 for 4Q26 maintenance outlook.

ExxonMobil 8

Looking ahead to the fourth quarter, several operating and financial factors will influence results.

We expect full-year Permian production of roughly 1.8 million barrels per day, in line with guidance.

Our fifth FPSO in Guyana will start up in late fourth quarter, consistent with prior guidance.

We anticipate Middle East production impacts in line with the third quarter or approximately 350 thousand oil equivalent barrels per day remaining offline, assuming continuation of the current level of supply disruptions.

We expect scheduled maintenance to be higher than in the third quarter for Product Solutions, with a corresponding impact on operating performance.

We estimate Corporate and Financing expenses of approximately \$500 million to \$700 million.

Full-year cash capex is expected to be within the planned range as we progress investments in advantaged projects. Additionally, we included an appendix slide at the end

PREPARED REMARKS

of our published presentation that discusses plans to change our presentation of cash capex starting in 2027.

The pace of recovery in the Middle East and the broader market environment remain critical uncertainties.

However, our financial priorities remain unchanged: invest in competitively advantaged opportunities, maintain balance-sheet strength, and return cash to shareholders. Although volatility will impact markets, it will not impact our approach to growing long-term shareholder value.

Thank you.