



Jim Chapman

Hi, I'm Jim Chapman, Vice President, Treasurer and Investor Relations at ExxonMobil. Whether you're a long-time shareholder or just getting to know us, thank you for your interest.

This presentation will give you a broad look at who we are, what makes us unique, and our plans for the future. Most importantly, it describes what an investment in ExxonMobil can do for your portfolio.

Cautionary statement

This presentation was published on May 2, 2025, in conjunction with the First-Quarter Earnings materials.

FORWARD-LOOKING STATEMENTS. Statements of future events, conditions, expectations, plans, future earnings power, opportunities, potential addressable markets, ambitions, performance, or results in this presentation are forward-looking statements. Similarly, discussions of future projects or markets for carbon capture, transportation, and storage, biofuels, hydrogen, ammonia, lithium, direct air capture, low-carbon data centers, and other low carbon 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 rule-making and permitting, and represent forward-looking statements. Actual future results, including financial and operating performance; potential earnings, cash flow, surplus cash, dividends, share repurchases, or shareholder returns; total cash capital expenditures and mix, including allocations of capital to low carbon 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 heritage Upstream Permian Basin unconventional operated assets by 2030 and Pioneer Permian 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, 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 and store CO₂, produce hydrogen and ammonia, produce biofuels, produce lithium, create new advanced carbon materials, and use plastic waste as feedstock for advanced recycling; maintenance and turnaround activity; drilling and improvement programs; price and margin recovery; planned Pioneer or 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 in oil, gas, petrochemicals, or feedstock prices, differentials, seasonal fluctuations, or other market or economic conditions affecting the oil, gas, and petrochemical industries and the demand for our products; new or changing government policies for 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 carbon capture; consumer preferences including willingness and ability to pay for reduced emissions products; variable impacts of trading activities; the outcome of competitive bidding and project awards; regulatory actions targeting public companies in the oil and gas industry; the development or changes in local, national, or international laws, regulations, and policies affecting our business including with respect to the environment, taxes, tariffs, and trade sanctions; adoption of regulatory rules consistent with written laws; the ability to realize efficiencies within and across our business lines and to maintain current cost reductions as efficiencies without impairing our competitive positioning; decisions to invest in future reserves; reservoir performance, including variability and timing factors applicable to unconventional projects and the success of new unconventional technologies; the level, outcome, and timing of exploration and development projects and decisions to invest in future resources; timely completion of construction projects; war, civil unrest, attacks against the company or industry, realignment of global trade networks, and other political or security disturbances; expropriations, seizures, and capacity, insurance, or shipping limitations by foreign governments or international embargoes; changes in market strategy by national oil companies; 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, including the need for unplanned maintenance; and other factors discussed here and in Item 1A, Risk Factors of our Form 10-K and under the heading "Factors Affecting Future Results" available under the "Earnings" tab through 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.

SUPPLEMENTAL INFORMATION. See the Supplemental Information starting on page 25 through the end of this presentation for additional important information required by Regulation G for non-GAAP measures or that the company considers useful to investors as well as definitions of terms used in the materials, including cash capex; cash opex excluding energy and production taxes; earnings and cash flow ex. identified items and working capital / other adjusted to 2024 \$65/bbl real Brent and 10-year average Energy, Chemical, and Specialty Products margins; operating costs; shareholder distributions; and structural cost savings. Supplemental Information also includes information on the assumptions used in these materials, including assumptions on future crude oil prices and product margins used to develop outlooks regarding future potential outcomes of current management plans.

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I'll make some forward-looking comments during this presentation, including regarding our long-term plans that are, of course, subject to risks and uncertainties. Please read our cautionary statement on this slide as well as the cautionary statements for other presentations which we reference.

You can find more information in our SEC filings on our website and please note that we have also provided supplemental information in the appendix to this presentation.

Why invest in ExxonMobil

- 1 ExxonMobil is **uniquely positioned to solve the “and” equation**: helping to alleviate energy poverty by producing affordable and reliable energy and other products the world needs **AND** reducing emissions; ExxonMobil’s businesses operate in **massive traditional and growing new markets**
- 2 ExxonMobil’s **unmatched portfolio**, built on our **unique competitive advantages**, drives **significant cash generation**
- 3 ExxonMobil has **track record of exceptional performance** with further growth potential in earnings, cash flow, and distributions and **plays an important role in resilient equity portfolios**



ExxonMobil | 3

The work we do... the products we provide for society ... make a real difference.

For more than 140 years, we’ve innovated to bring people the energy and the products they need to enjoy a higher standard of living.

Of course, we’ve changed a lot in that time. We began as a maker of kerosene for lamps. Today, no one thinks of ExxonMobil as a “kerosene company” serving the lamp industry. And tomorrow? It all depends on what the world’s needs are. Because that’s what we do. As a technology company that transforms the hydrocarbon molecules that are the very foundation of our physical world, we see a need and we seek to meet that need – more efficiently, effectively, and profitably than anyone else.

I’ll spend the rest of this presentation demonstrating how our diverse and integrated businesses drive sustainable, long-term cash flow growth. I’ll show you how ExxonMobil stacks up against other energy and other large-cap companies. And I’ll make the case for the role ExxonMobil stock can play in your portfolio.

So, let’s start...

PREPARED REMARKS



ExxonMobil operates in more than 50 countries and directly employs over 60,000 people.

In one way or another, all of them are working to solve the “and” equation – safely meeting the world’s needs for energy and products AND reducing emissions. Both parts of this equation present opportunities for profitable growth.

Our company is organized into three businesses – Upstream, Product Solutions, and Low Carbon Solutions.

These businesses provide products essential to modern life. Energy-dense fuels. High-value plastics. Performance lubricants. And technologies to reduce the world’s emissions.

With the exception of a few companies that are state-owned or controlled, ExxonMobil is the largest oil and gas producer in the world, the largest refiner in the world. We’re the largest producer of plastics that go into everything from food packaging to medical supplies, and we’re a leading player in low-carbon businesses such as carbon capture and storage and hydrogen.

In 2024, ExxonMobil earned \$34 billion...and produced cash flow of \$55 billion. This is more than any other integrated oil company, or IOC, a group which includes companies like BP, Chevron, Shell and TotalEnergies. For investors, we delivered a total shareholder return of 11% in 2024. For the next-closest IOC, it was 1%.

To give you a better sense of our scale and market presence... at the end of 2024, the total enterprise value for ExxonMobil was nearly half a trillion dollars.

PREPARED REMARKS

Delivering profitable growth and driving shareholder value

Capturing share of unmatched opportunity set by leveraging our unique competitive advantages, diversified portfolio, and capital discipline

OPPORTUNITIES

+

ADVANTAGES

=

VALUE CREATION

- **Massive opportunity set** created by growing demand for energy, lower carbon-intensity solutions, and essential materials to power the global economy
- Pipeline of high-return opportunities **across traditional and new businesses**

- **Unique competitive advantages**
 - Technology
 - Scale
 - Integration
 - Execution excellence
 - People
- **Strong balance sheet** provides financial stability and enables consistent capital allocation

- **Consistent return of cash** to shareholders supported by diverse businesses and financial strength
- **Substantial upside through additional growth opportunities**, technology advancements, and ability to leverage competitive advantages

ExxonMobil is **creating shareholder value** by balancing **growth** and **stability**



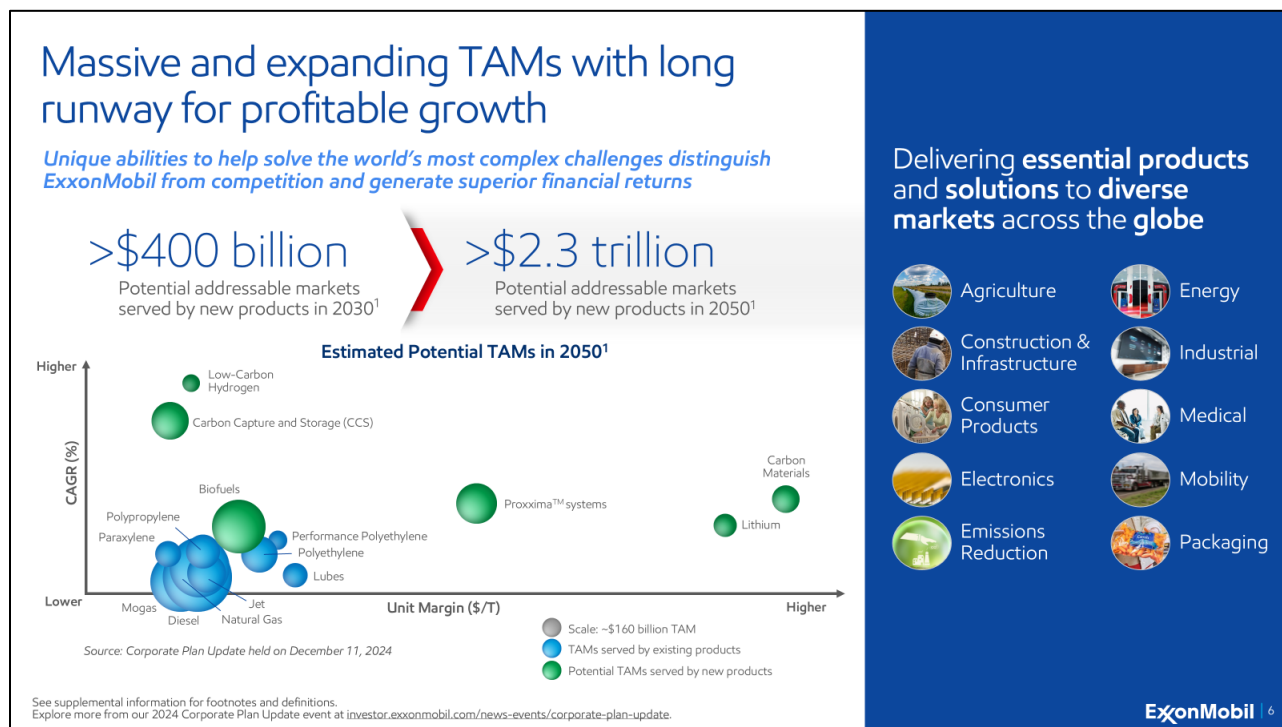
Our ability to drive leading shareholder value flows from our unmatched opportunities and our unique competitive advantages.

Both are essential. We can't capitalize on our opportunities without the right skills, and the right skills have no use without the right opportunities in which to use them.

We always say that it is our advantages that define us, not the products we make...and we have spent decades building those advantages, making them very hard to replicate.

When we strategically apply these advantages towards our massive opportunities, the result is unmatched value creation for shareholders – not just today, but long into the future.

PREPARED REMARKS



People less familiar with our industry may think that oil and gas is quickly losing its relevance. In reality, the opportunity in energy remains huge. By 2050, the world will need a lot more energy than it uses today. That's the only way we can raise living standards around the world.

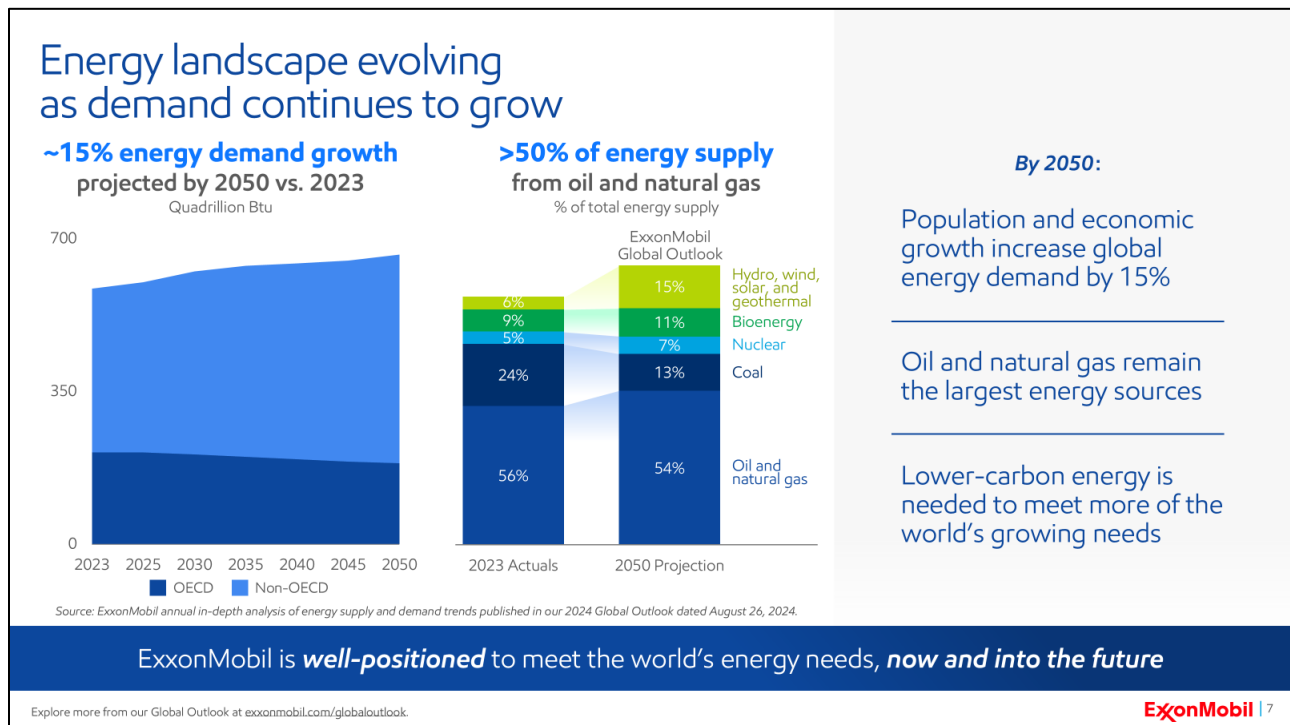
Today's large existing markets for traditional energy products are therefore expected to continue to thrive well into the future. We show this on the chart with the large blue bubbles representing natural gas, diesel, and gasoline in 2050 on the bottom left.

The world's population will also need more critical products made from petrochemicals, also in blue, like medical equipment, food packaging, and electronics.

We also see growth in other products far into the future. The green bubbles show the high-growth, high-margin markets where we are constantly developing new products. These will reduce emissions and provide better alternatives to existing materials, like (for example) our Proxima™ resins that are lighter and stronger than steel.

By 2030, we anticipate a potential market for these new businesses of more than \$400 billion, growing to more than \$2.3 trillion by 2050.

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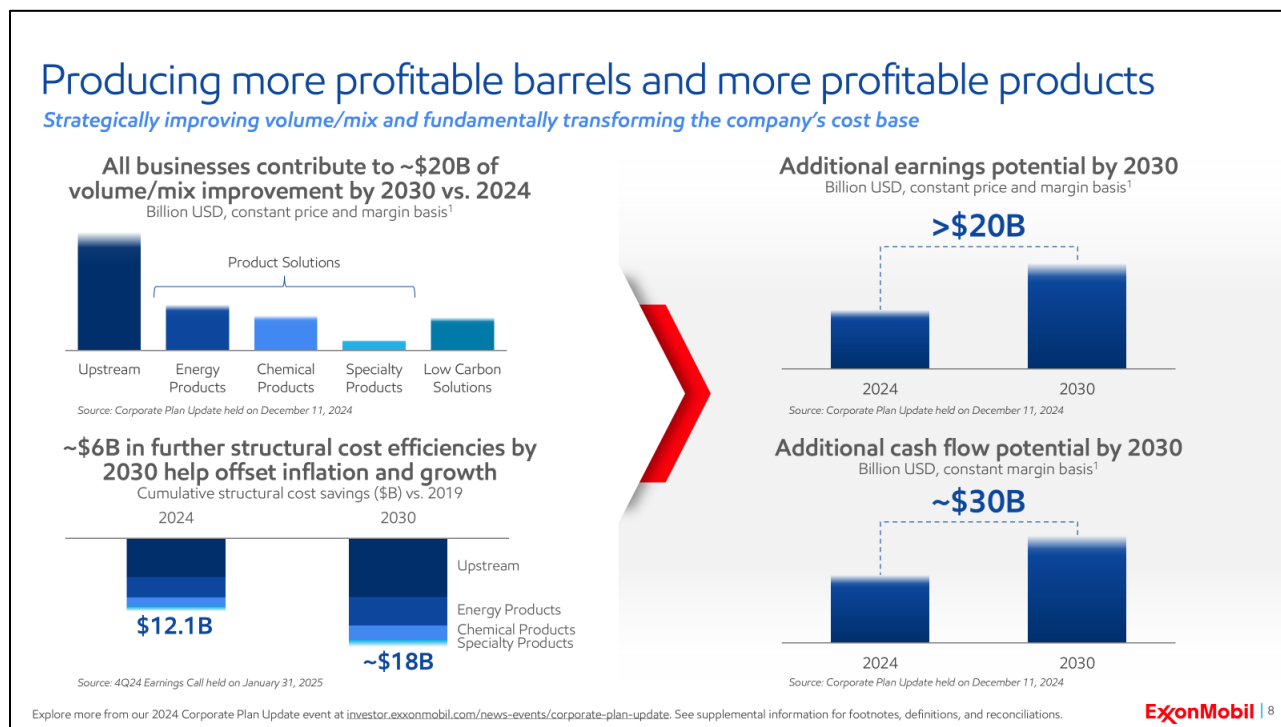
Every year, ExxonMobil develops and publishes an in-depth analysis of economic trends that influence energy supply and demand. A link to this Global Outlook publication is provided at the bottom of this slide.

What does our Global Outlook predict? By 2050, we expect the world to need 15% more energy than it uses today. Energy demand in developed countries should actually decline somewhat, but in developing countries it will grow at a brisk pace. The growing population of people in the Global South who aspire to the living standards we enjoy today will drive this growth – which represents a tremendous opportunity for ExxonMobil.

Even though we project that renewable energy use will grow at the fastest clip, oil and natural gas aren't going anywhere – and in fact in 2050 will remain the world's largest energy source.

At the same time, we project that the world's energy related emissions will fall - 25% by 2050 – and this represents another great opportunity for ExxonMobil. There are huge swaths of the global economy – heavy industry, commercial transport, and baseload power generation, for example – that can't be decarbonized by renewables alone. Our solutions – like carbon capture and storage, hydrogen, and biofuels – are a key part of the solution for those sectors to get that job done.

PREPARED REMARKS



What this all means for us is simple: more earnings, and more cash.

By 2030, assuming constant prices and margins, we expect to generate an additional \$20 billion of earnings and an additional \$30 billion of cash flow.

In other words, “20 and 30 by 2030”.

We put our plans on a constant price and margin basis so that the improving earnings power of the company is easy to see.

Those improvements have two main drivers:

First, we’re shifting our product mix to more profitable products and increasing the volume we produce. We expect those factors to contribute an additional \$20 billion to our bottom line by 2030.

And second, we’re aggressively taking cost out of our business – permanently. As of year-end 2024, we’ve delivered over \$12 billion in structural cost savings from a 2019 baseline – more than any IOC by far. And we’re far from done, with another \$6 billion to come by 2030 versus 2024.

Simply put – that means more profitable barrels and more profitable products – and greater value for our shareholders.

PREPARED REMARKS

And while our current corporate plan goes to 2030, we expect our growth trajectory to extend far beyond. The world will continue to need – and to increasingly need – what ExxonMobil produces, and that provides a clear path to long-term profitable growth.

PREPARED REMARKS

Upstream: industry-leading, advantaged portfolio

Capital-efficient, high-return business with demonstrated execution excellence and advantaged, high-value oil and gas production

Upstream: Strengthening energy security by expanding low-cost-of-supply oil and gas operations; ExxonMobil is creating long-term value by leveraging our unique competitive advantages

Unconventional	Deepwater	LNG	Conventional	Heavy Oil
<p>A unique resource where hydrocarbons are trapped in very tight rock and don't flow naturally; this requires non-traditional methods, such as horizontal drilling and hydraulic fracturing (fracking), to produce</p>	<p>Deepwater resources are located at significant water depths offshore and are very complex; they require advanced subsea technologies and are typically produced and stored via Floating Production Storage and Offloading (FPSO) vessels before being shipped to market</p>	<p>Liquefied Natural Gas (LNG) business processes and cools natural gas to a liquid state for ease of storage and transportation to consumers across the world</p>	<p>Conventional resources are extracted using traditional drilling methods whereby natural pressure within the reservoir brings the oil and gas to the surface, and secondary recovery methods like water or gas injection can be used to maintain production</p>	<p>Heavy oil is denser than conventional crude oil; it can be extracted via mining process or with a technology that uses steam to heat the oil so it can flow</p>
<p>ExxonMobil has applied its unmatched technical capabilities and experience to become the largest Unconventional producer in the U.S., with main assets in the Permian basin (Texas and New Mexico)</p>	<p>ExxonMobil has harnessed its global experience, deep knowledge base, and differentiated technology to build a deepwater presence in Guyana, Angola, Nigeria, and Brazil</p>	<p>ExxonMobil has more than 40 years of LNG experience supplying the global market, with interest in LNG facilities in Qatar, Papua New Guinea, Australia, Mozambique, and the U.S.</p>	<p>ExxonMobil has conventional operations in onshore and shallow water fields in Malaysia, Indonesia, Kazakhstan, Germany, U.S., Australia, and United Arab Emirates (UAE)</p>	<p>ExxonMobil has both oil mining and heavy oil operations in Canada, including the Kearl heavy oil development, extracting value by deploying cutting-edge technology at scale</p>

See supplemental information for definitions.

Let's talk about those more profitable barrels.

Our Upstream business accounted for more than 70% of our 2024 earnings.

For those new to the industry, you might wonder what we mean by "Upstream"...

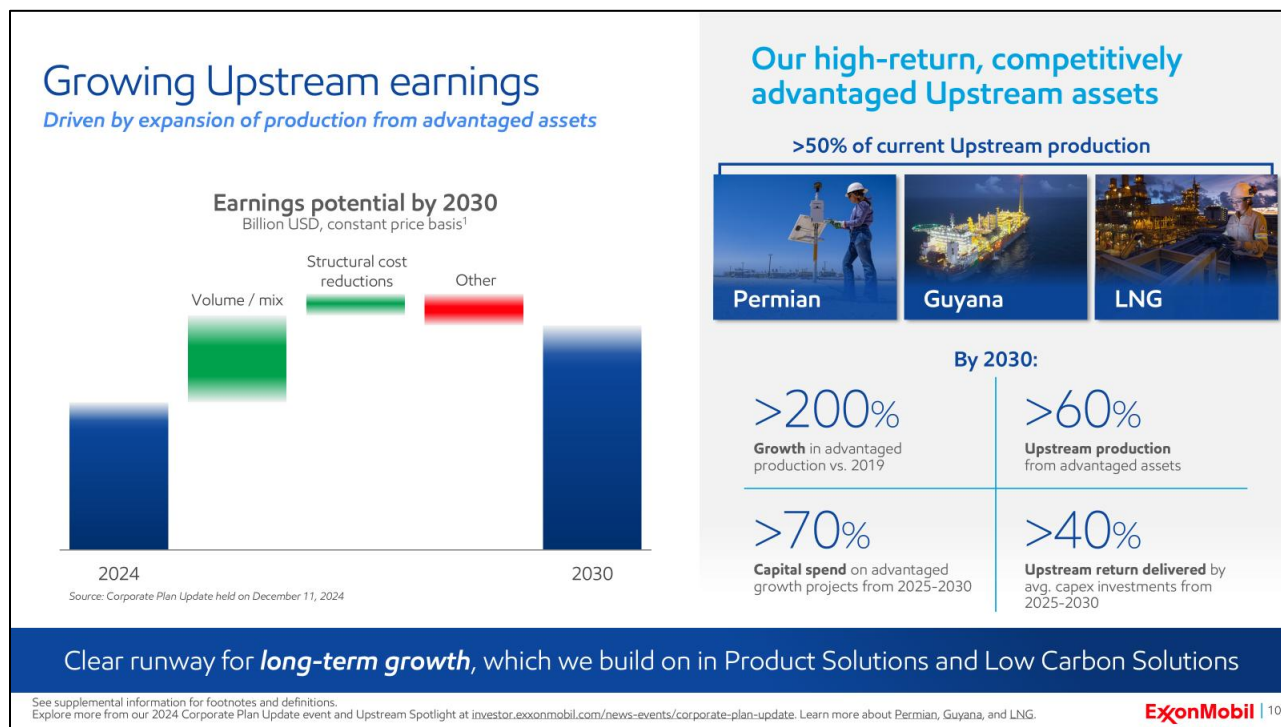
It refers to the first part of the oil and gas value chain – the exploration, development, and production of oil and natural gas.

This slide shows the different resource types and operations within our Upstream business.

Our diverse portfolio of exploration and development opportunities is the envy of the industry and allows us to be strategic about our investments. We can choose to develop the right project, at the right time, to maximize returns and to mitigate risks.

Our pipeline of high-value Upstream projects includes everything from further growth in Guyana and in the Permian Basin (two of the most prolific sources of oil and gas in the world, and two areas where ExxonMobil has leadership positions) to a range of LNG expansion opportunities around the world.

PREPARED REMARKS



We expect our Upstream earnings to grow significantly by 2030 on a constant price basis. The biggest drivers are the volume and mix improvements, and the structural cost reductions, as I mentioned earlier.

By continuing to grow our advantaged assets, we drive improvements to volume and mix. Advantaged assets are those with lower cost-of-supply, lower emissions intensity, and higher returns. They include the Permian, Guyana, and our LNG portfolio. Production from these assets has more than doubled since 2019 and now represents more than half of our Upstream volumes. By 2030, that will grow to more than 60%.

If you want to learn more about these “advantaged assets”, we’ve included links to short videos about them at the bottom of this slide.

Within five years, we will be producing some of the highest volumes in the company’s history. Even more important, we’ll be producing the highest value. Our profit per barrel is going to continue to improve as we improve our mix, and most importantly, reduce our costs.

PREPARED REMARKS



Product Solutions: diversified, high-value businesses

Compounding the benefits of integration across value chains, manufacturing and supplying products that meet society's evolving needs

Product Solutions: The world's largest fuels, chemicals, and lubricants business; ExxonMobil leverages integrated capabilities and technologies, processing oil and gas as well as other raw materials to create value-added products and solutions for everyday uses, such as fuels, lubricants, plastics, fertilizers, detergents, paints, and more

Energy Products	Chemical Products	Specialty Products
Conventional and lower-emissions fuels for personal and commercial transportation, produced from crude oil and renewable feedstocks	Polymers and other chemicals that can help meet society's growing demand for everyday products across multiple industries, such as packaging, automotive, and consumer goods	Lubricants and other high-value products for industrial, commercial, and infrastructure markets
ExxonMobil has leveraged its scale and technology to become the largest non-state-owned refiner in the world, with >50% of its refining capacity located in North America	ExxonMobil is the world's leading producer of polyethylene, with >60% of its chemical capacity located in the U.S., and an enhanced portfolio of high-value products	ExxonMobil owns world-class brands, such as Mobil 1™ – one of the world's leading synthetic motor oils, and utilizes its proprietary technology to develop highly innovative products and solutions

See supplemental information for definitions.

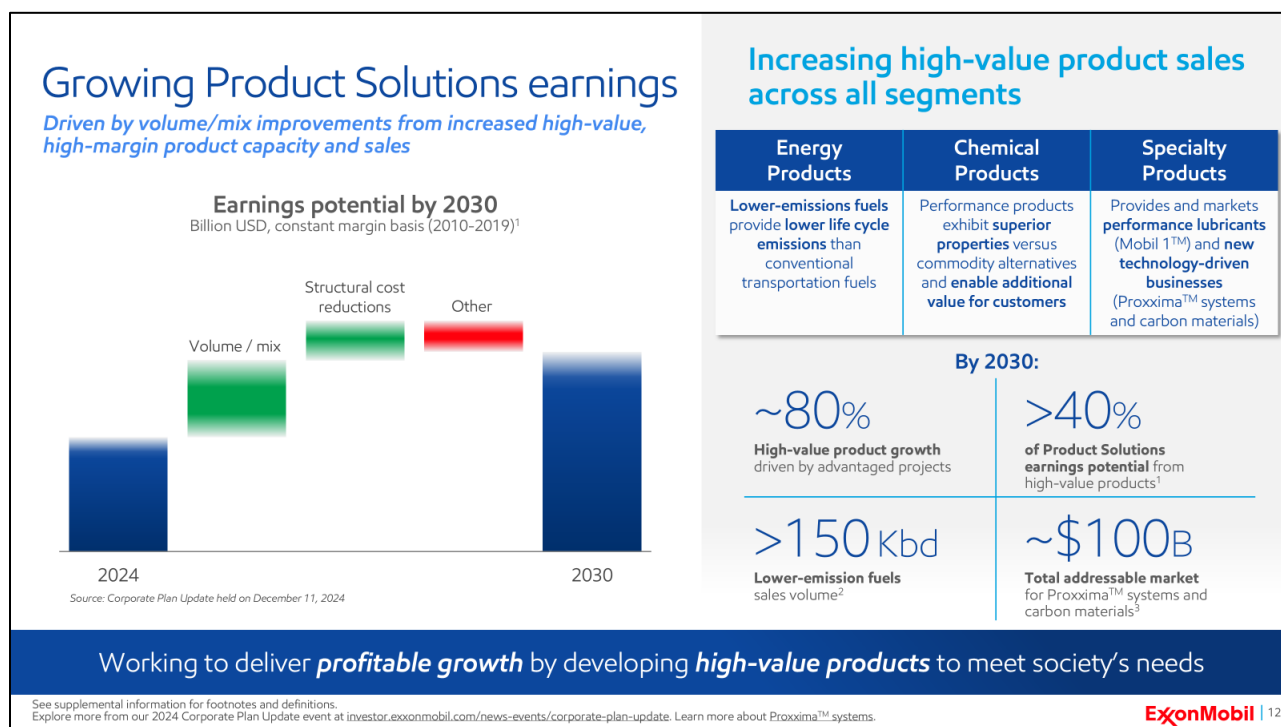
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Let's turn to our downstream and chemical activities, all within what we call Product Solutions.

In 2022, we combined our downstream and chemical businesses to form the world's largest fuels, chemicals, and lubricants company. It consists of three reporting segments: Energy Products, which is essentially our refining business; Chemical Products, which makes petrochemicals found in products you use every day such as food packaging; and Specialty Products, which includes our lubricants business under our leading Mobil 1 brand.

Across these segments, we deliver high-value products that meet the evolving needs of society.

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Like the Upstream, we expect Product Solutions' earnings to grow significantly by 2030 on a constant margin basis. In each segment, we expect to sell more high-value, high-margin products and deliver more structural cost savings.

We also expect growing contributions from new businesses like Proxxima™ systems and carbon materials. The opportunity here is huge. We can grow beyond our traditional fuels and chemicals business into new higher-growth, higher-margin markets that are more insulated from commodity price fluctuations.

To learn more about these new businesses, like Proxxima™ systems, you can explore links included, again, at the bottom of this page.

PREPARED REMARKS



Low Carbon Solutions: unlocking opportunities

Solving complex challenges at a global scale to meet the growing demand for energy and products that support modern life, while reducing environmental impacts

Low Carbon Solutions: Leadership for a lower-carbon future; leveraging ExxonMobil's unmatched combination of our technical capabilities and scale to accelerate greenhouse gas emission reductions for customers and in our own businesses

Carbon Capture and Storage (CCS)	Hydrogen	Lithium	Strong CCS and hydrogen infrastructure position <ul style="list-style-type: none"> • Strategically located in U.S. Gulf Coast alongside significant industrial CO₂ emissions sources and storage sites • Largest owned and operated CO₂ pipeline network in the United States • End-to-end integration of assets, technologies, and capabilities across low-carbon value chains • Enables profitable growth through opportunities such as supplying high-reliability, low-carbon intensity power to meet growing demand from data centers
<p>A means of capturing carbon dioxide (CO₂) emissions from industrial processes or power plants, transporting it, and then permanently storing it deep underground, preventing it from entering the atmosphere</p> <p>Leveraging our core competencies and unmatched integration to develop the world's first large-scale, end-to-end CCS system¹</p>	<p>A fuel that produces zero CO₂ emissions when combusted, and can be used to reduce emissions in hard-to-decarbonize sectors, including steel manufacturing and heavy-duty trucking</p> <p>Utilizing our competitive advantages to develop the world's largest low-carbon hydrogen production facility</p>	<p>A metal that is widely used in industrial applications, including batteries, glass, ceramics, and refrigeration</p> <p>Building upon existing technologies and applying our expertise to produce this critical mineral more efficiently and with fewer environmental impacts²</p>	

Growing Low Carbon Solutions earnings to ~\$1B by 2030³

Explore more from our 2024 Corporate Plan Update event at investor.exxonmobil.com/news-events/corporate-plan-update. See supplemental information for footnotes.

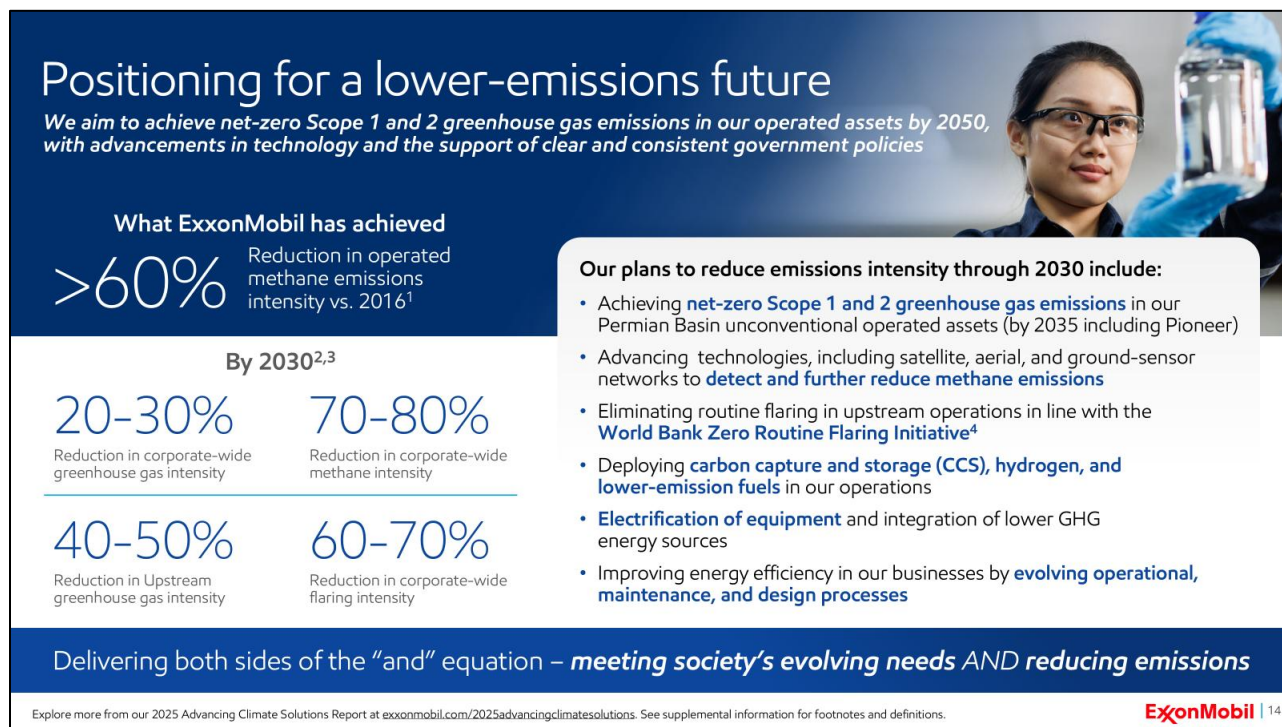
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In Low Carbon Solutions, we offer ways to help other industries decarbonize. We're investing in areas where we have clear competitive advantages and can deliver strong returns.

We've been managing and transforming hydrocarbon molecules for over a hundred years. That core competency equips us to capture, transport, and store carbon dioxide... to produce hydrogen ... and to extract lithium out of brine.

We're scaling up these businesses and expect Low Carbon Solutions to grow earnings to about \$1 billion by 2030.

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And while the Low Carbon Solutions business will help us reduce emissions for third-party customers... we’re also making great progress in reducing our own emissions. So, some numbers:

We’ve reduced methane intensity by more than 60% from our 2016 levels at our operated sites.

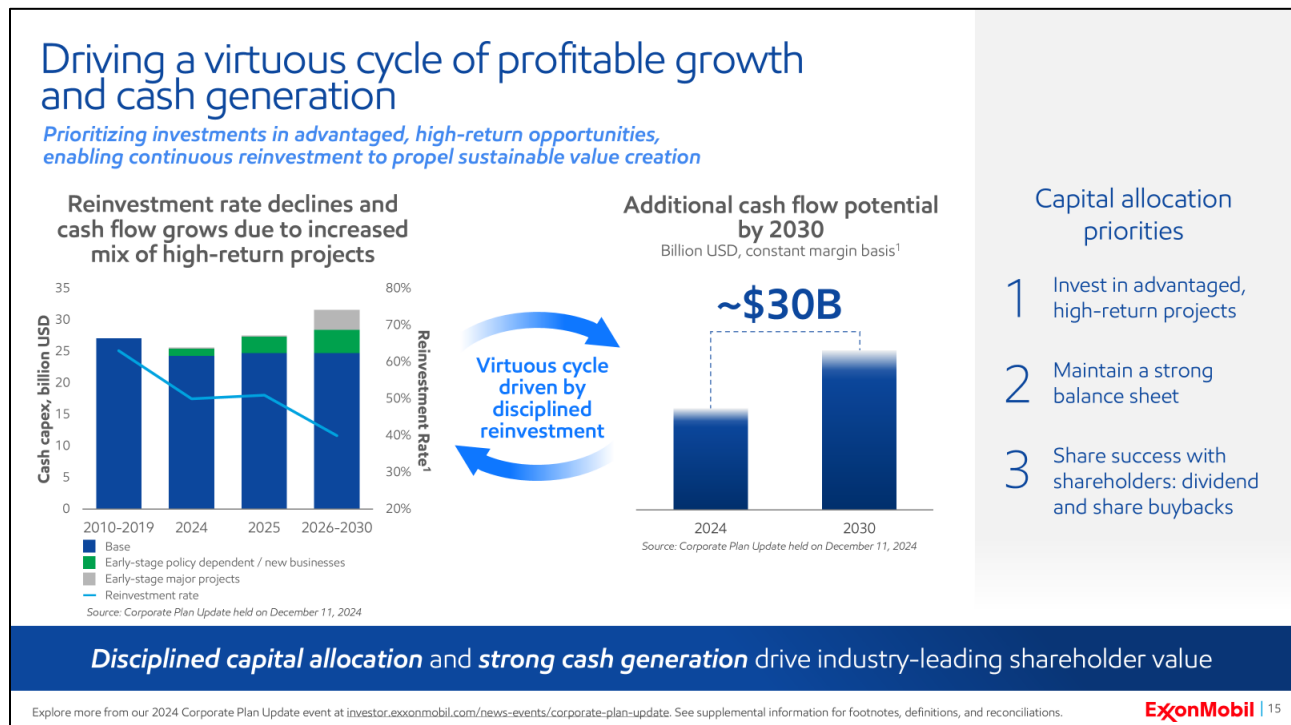
We’ve eliminated *all* routine flaring in our operated unconventional assets in the Permian Basin.

We’re on our way to reducing Upstream emissions intensity by more than 40% by 2030

... and corporate-wide, we’ve reduced total operated greenhouse gas emissions intensity by more than 15%.

This is – again – part of how we deliver on both sides of the “and” equation – producing the energy and products society needs AND reducing emissions.

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Within the energy sector, you hear a lot about “capital discipline.” For us, that doesn’t mean investing less. It means investing in the right things.

Our capital allocation priorities are clear and consistent:

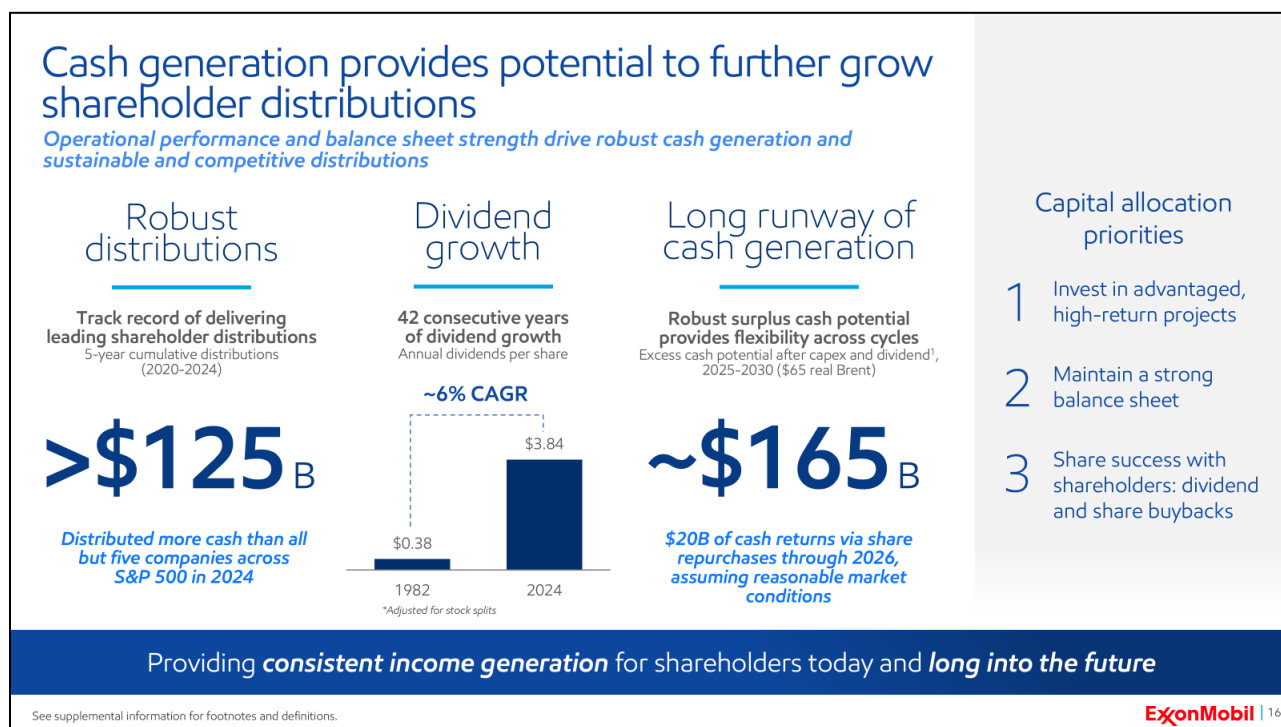
- First - invest in advantaged opportunities to drive long-term earnings and cash flow growth.
- Then - maintain a strong balance sheet to manage across commodity cycles
- And finally – share success with our shareholders including by delivering a sustainable, competitive, and growing dividend and by returning excess cash via share buybacks

Investing in accretive growth always comes first.

We are always looking for new opportunities, but we’re only going to fund those that are truly advantaged. We aren’t interested in growth for its own sake. Our capital opportunities must offer high returns and be robust across commodity cycles. The additional cash flows we plan to generate by 2030 are only possible because we invest in the right projects, with the right discipline, and with the best execution.

It's a virtuous cycle. Invest in profitable growth. Drive higher cash flow. Reward investors. Repeat.

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Some things don't change: Cash is king. We distributed \$125 billion of cash to shareholders in dividends and buybacks over the five year period ending December 2024, again far more than any other IOC.

And by continuing to invest in profitable growth, by 2030, we can generate \$165 billion dollars of surplus cash at the same constant prices and margins.

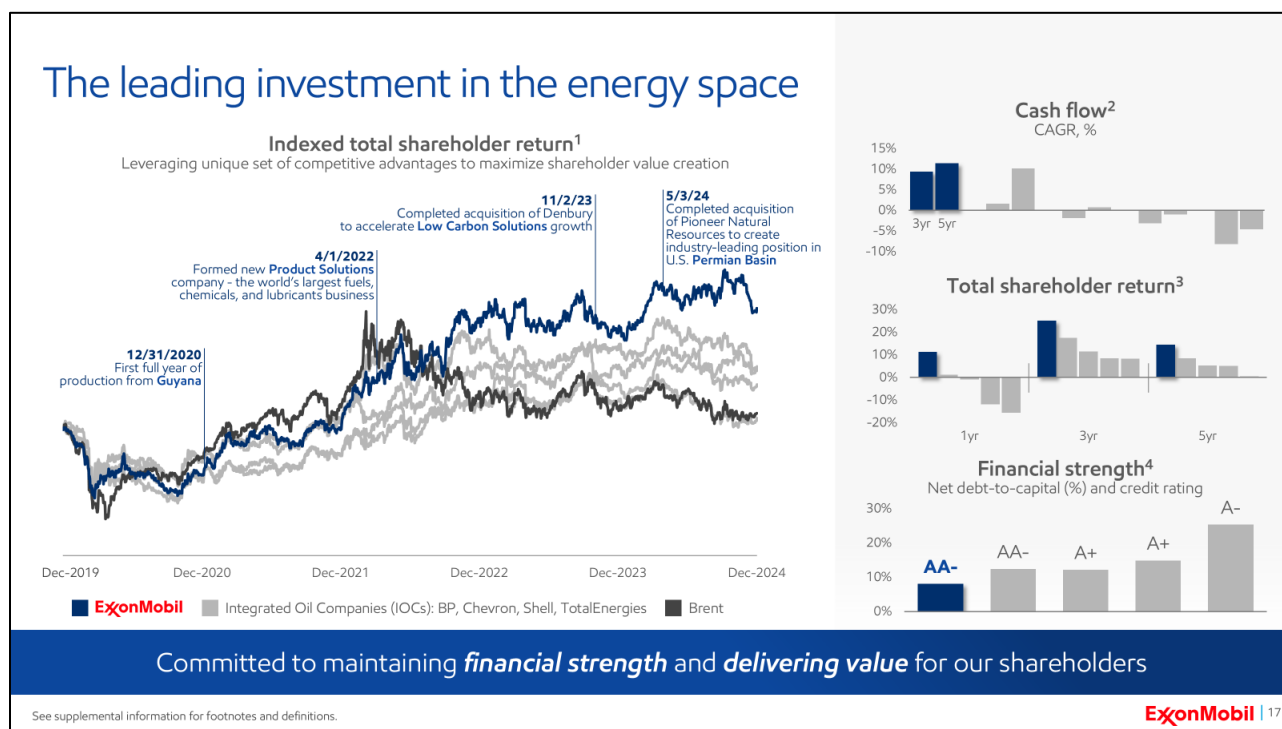
Surplus cash is what's available *after* we fund our capital investment and our current dividend. It's a powerful engine that drives capital return and higher shareholder value.

Of the \$125 billion dollars we've returned over the last five years, \$76 billion of that was in the form of dividends. We know how important the dividend is, especially to our retail shareholders. We're committed to maintaining a sustainable, competitive, and growing dividend long into the future.

For all of 2024, ExxonMobil was the second highest dividend payer in the S&P 500. And for each of the past 42 years, we've had higher annual dividends per share. Only 4% of the companies in the S&P 500 can make that claim.

For the remainder of our distributions – the share buybacks – our goals are clear: return capital to shareholders in a way that is predictable yet flexible and cost effective.

PREPARED REMARKS



Compared to our traditional competition, our record of outperformance is putting us in a different league.

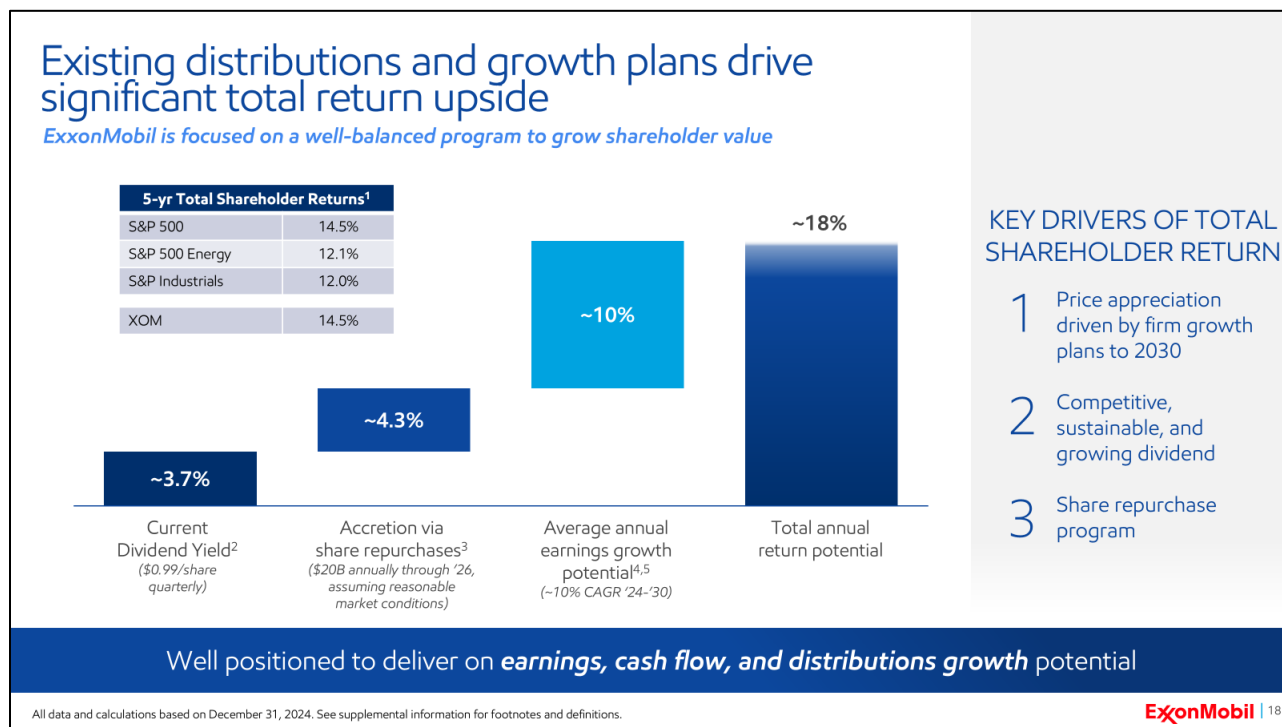
We've grown cash flow at a far faster rate.

We've achieved unmatched financial strength ...

... with the strongest balance sheet as measured by net debt-to-capital, which is critical for investing consistently across the commodity cycles.

Best of all, for our shareholders, as of year-end 2024 we led in total shareholder return (again share price appreciation and dividends) over 1 year, 3 year, and 5 year periods.

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So let's dig in a little more on shareholder returns – what drives them? What are the building blocks of the value-creation power of a share of ExxonMobil stock?

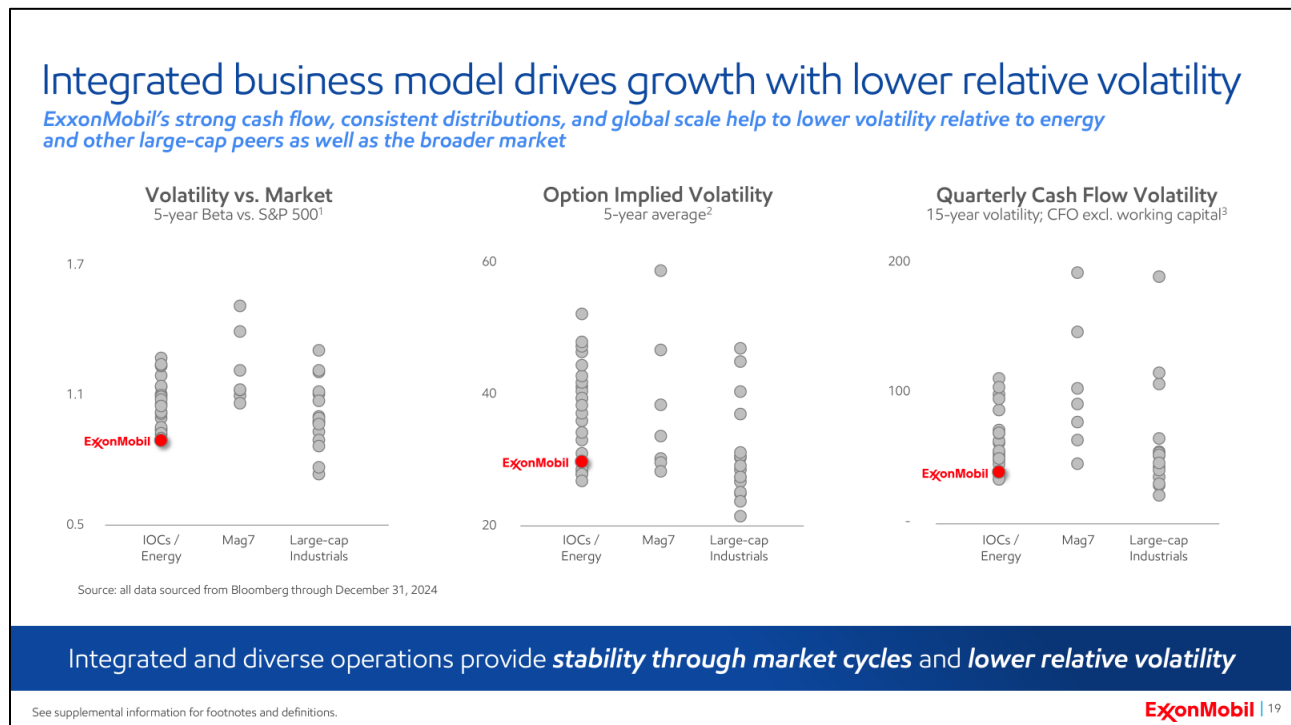
This slide provides a clear look at the drivers of our potential upside:

- Our current annual cash dividend yield;
- The accretion to shareholders represented by our current share repurchase program, sized at a \$20 billion annual pace; and
- The run-rate of our annual earnings growth between now and the end of the decade...

All of which adds up to a high double-digit annual return potential.

That's attractive for *any* industry.

PREPARED REMARKS



Sure... you might say, the potential return is good, but you're in a volatile business that waxes and wanes with commodity prices.

And that's true that we're subject to some commodity price fluctuations, but maybe not as much as you might think. Given our scale, our geographic and product diversity, our integrated profile across upstream, downstream, and chemicals, we're more stable than you might think.

This slide compares ExxonMobil's volatility – measured in various ways, from historical betas, to option-implied volatility levels, to quarterly cash flow volatility – not only to our energy competitors, but also to other large-cap investment options.

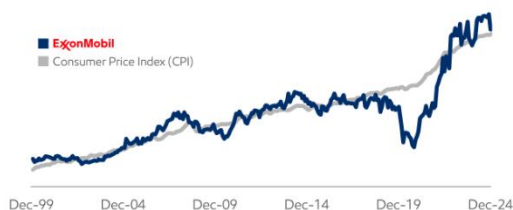
And as you can see, our diversity and our financial strength help reduce our overall volatility relative to others. That's especially true compared to those that are more one-dimensional – reliant on a singular product or business area – or in a less mature industry without a long history of cash flow growth and shareholder distributions.

PREPARED REMARKS

ExxonMobil provides additional portfolio resilience with traditional hedge against inflation

Inflation protection

ExxonMobil TSR vs. Consumer Price Index (CPI)
25-year correlation¹



Positively correlated to inflation

See supplemental information for footnotes and definitions.
Chart not to scale for Jul'21-Oct'23.

Portfolio resilience

ExxonMobil TSR premium vs. S&P 500
During extended periods of high inflation (2000-2024)²



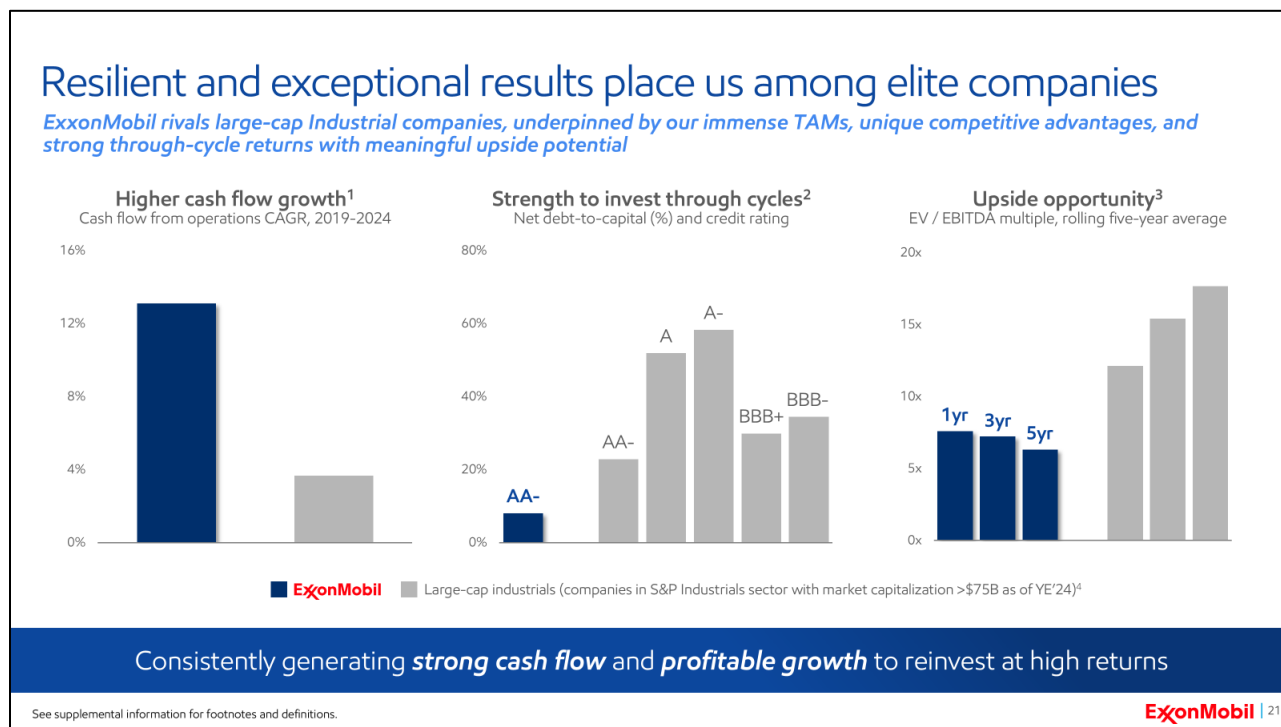
Outperformed the S&P 500 in 4 out of 5 extended periods of high inflation

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Another way we add resilience to equity portfolios is by providing a hedge to inflation.

During periods of rising prices, ExxonMobil's returns have proved resilient.

PREPARED REMARKS



When you put it all together, ExxonMobil isn't just a great energy company. We're a great company, period.

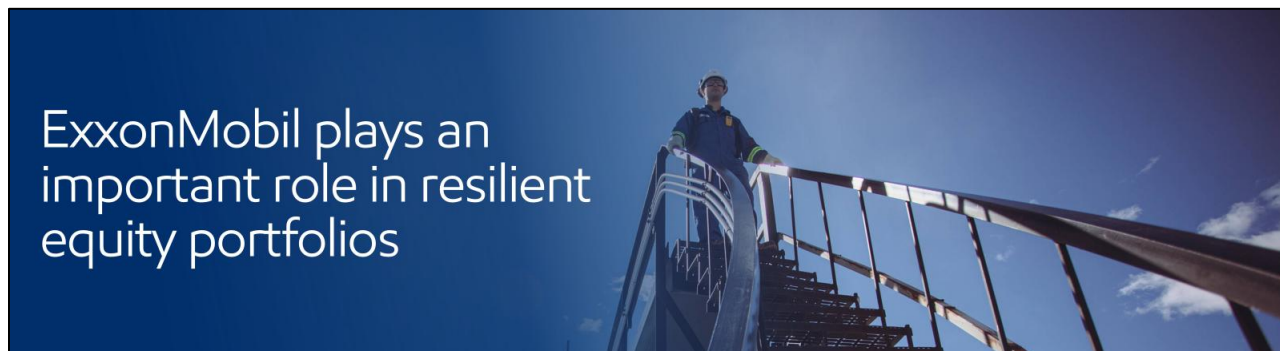
Here, we compare ourselves to diversified, large-cap industrials, which we've defined as every company in the S&P 500 Industrials sector with a market cap above \$75 billion dollars as of year-end 2024.

Over the last five years, we've grown cash from operations nearly 4X as fast.

We have a far stronger balance sheet – in fact, on a Moody's credit rating basis, just three companies in the S&P 500 have a higher credit rating than ours. That's why we can invest through cycles and offer a buffer against price volatility.

Our opportunity set is tremendous... and so is our upside. As the chart on the right illustrates, our valuation has lagged the large-cap industrials, which is another way of saying we have room to grow.

PREPARED REMARKS



ExxonMobil plays an important role in resilient equity portfolios

Growth trajectory	Integration benefits	Inflation protection
Long runway of profitable growth with potential for further growth in shareholder distributions	Diverse portfolio of businesses delivers resilient cash flows with lower volatility versus energy and other large-cap peers	Demonstrated history of strength and resilience during extended periods of high inflation
<i>ExxonMobil plans drive >\$20B earnings growth and ~\$30B cash flow growth by 2030¹</i>	<i>ExxonMobil adds strength and resilience to equity portfolios</i>	<i>ExxonMobil acts as a hedge against inflation</i>

We invite you to visit ExxonMobil's website, where investor information can be found at exxonmobil.com/investor. See supplemental information for footnotes and definitions.

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Our competitive advantages, the organization we've built, the opportunities we're capturing, the performance we're delivering, and the shareholder returns we're generating – it all adds up to what we believe is a compelling investment case.

A share of ExxonMobil offers...cash income today, accretion through buybacks, and visible and resilient growth through exposure to existing and new markets.

ExxonMobil is built to win...now, and long into the future. We can play an important role in any resilient equity portfolio.

We very much appreciate your interest in ExxonMobil, and we encourage you to visit the Investors section of our website to learn more about our company. Please contact our Investor Relations team if you have any questions about investing in ExxonMobil. Thank you.