

2016 Analyst Meeting

New York Stock Exchange

March 2, 2016



ExxonMobil

Energy lives here™

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; 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 2015 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 "Frequently Used Terms" posted on the *Investors* section of our website. The Financial and Operating Review on our website also shows ExxonMobil's net interest in specific projects.

The term "project" as used in this presentation can refer to a variety of different activities and does not necessarily have the same meaning as in any government payment transparency reports.

Agenda

9am	Welcome	Jeff Woodbury, Vice President, Investor Relations and Secretary
	Key Messages.....	Rex Tillerson, Chairman and CEO
	Creating Value Through the Cycle	
	Strategic Overview	
	Energy Outlook	
	Differentiated Performance	
	Forward Plans	
	Unlocking Upstream Value	
	Downstream & Chemical: Growing the Advantage	
	Break	
11am	Q&A	Management Committee
12pm	Meeting Concludes	

Key Messages



ExxonMobil

Key Messages

- Relentless focus on business fundamentals
- Resilient integrated business model through the commodity price cycle
- Disciplined and paced investment approach focused on creating value
- Commitment to reliable and growing dividend

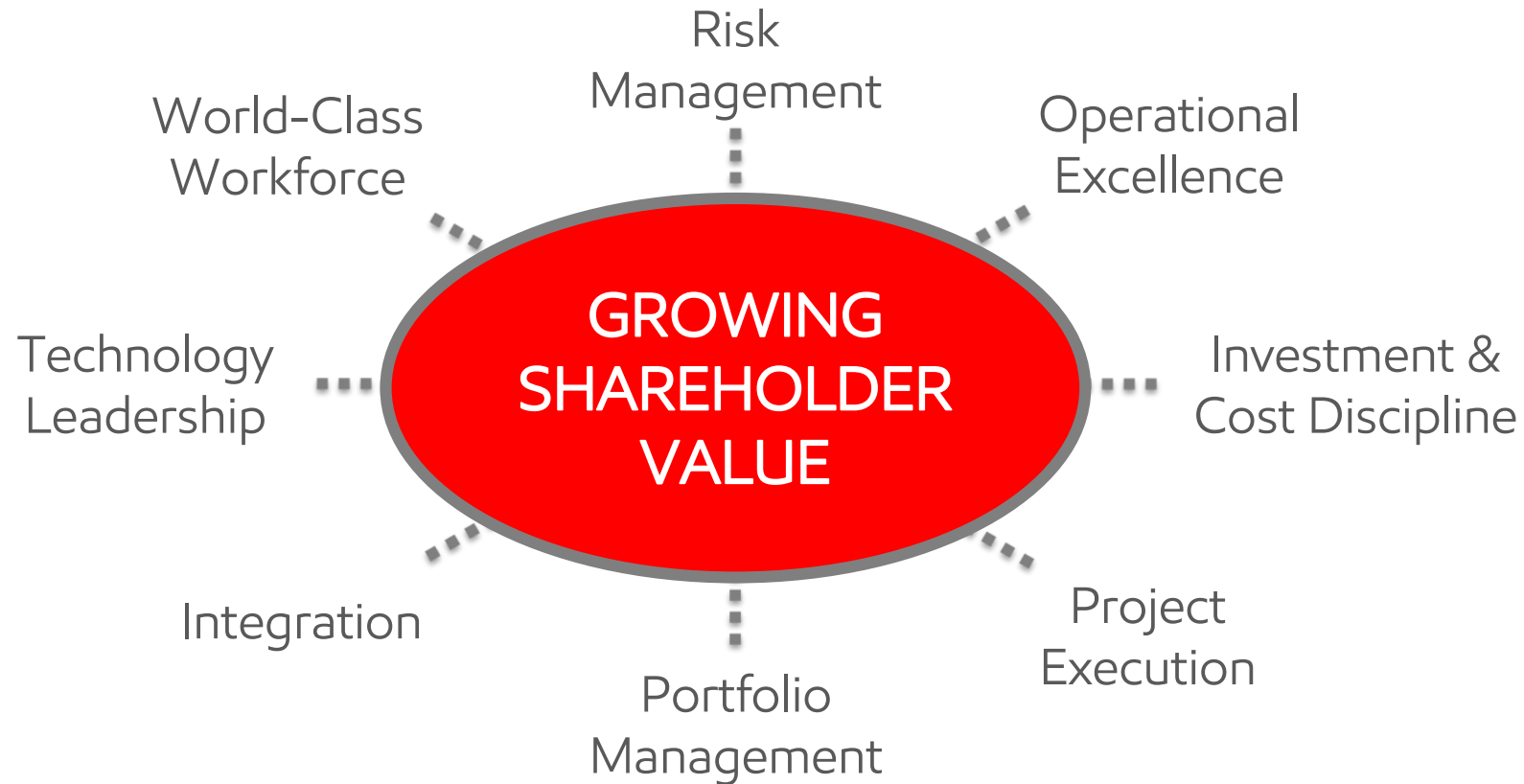
Creating Value Through the Cycle

Strategic Overview



ExxonMobil Strategy

Provide industry leadership to meet the world's energy needs



Delivering on commitments – Differentiated performance

Business Environment

Continued emphasis on fundamentals throughout the cycle

Brent

\$/Barrel



Source: Bloomberg.

- Operational integrity
- Maximizing reliability
- Lowering cost structure & increasing efficiency
- Leveraging integrated model
- Investments based on longer-term view
- Project execution

Operations Integrity

Risk management is at the core of our business



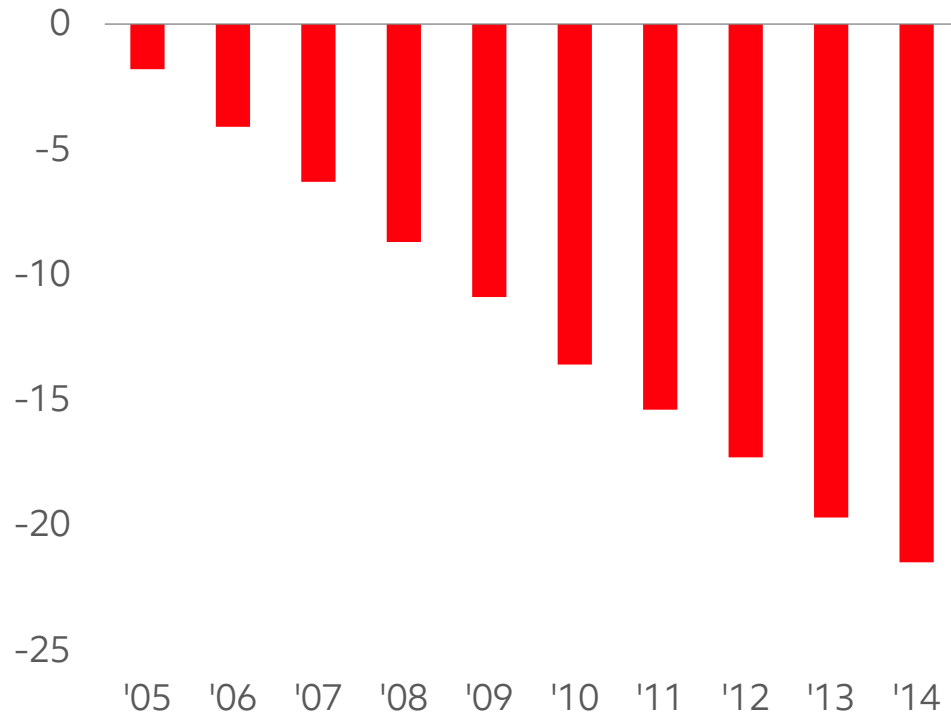
- Operations Integrity Management System
- Proven approach, rigorously applied
- Focus on risk assessment and management
- Emphasis on personnel and process safety
- Minimizing environmental impact

Environmental Protection

Protect Tomorrow. Today.

Greenhouse Gas Reductions from XOM Actions*

Net Equity, CO₂-equivalent emissions, millions of metric tons



* Cumulative since 2005; 2015 data available on May 25, 2016.

- Mitigating impact from our operations
- Developing technology and products that lower greenhouse gases across the value chain
- 5.5 GW gross cogeneration capacity
- Advancing study of climate science
- Engaging on climate change policy

Business Integration

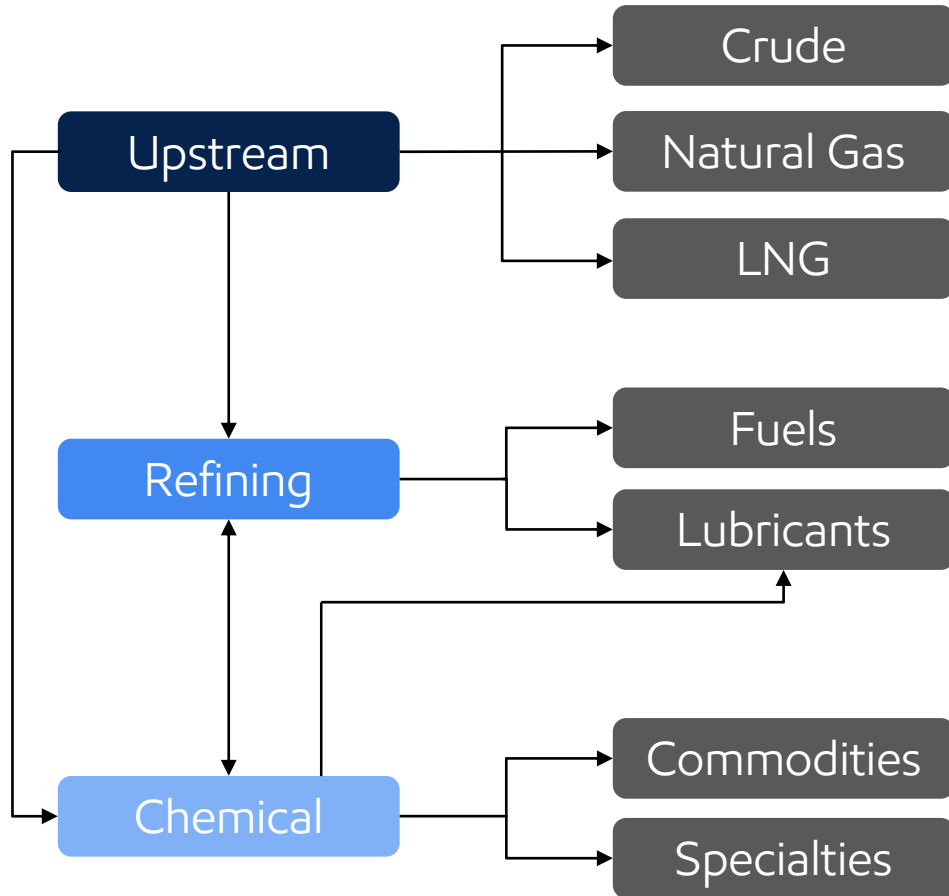
Delivers industry-leading returns through the business cycle



- Understanding of full value chain leads to resilient investments and operations
- Diverse asset base provides optionality
- Capture upside across entire value chain
- Structural advantage underpins financial strength

Value Chain Management

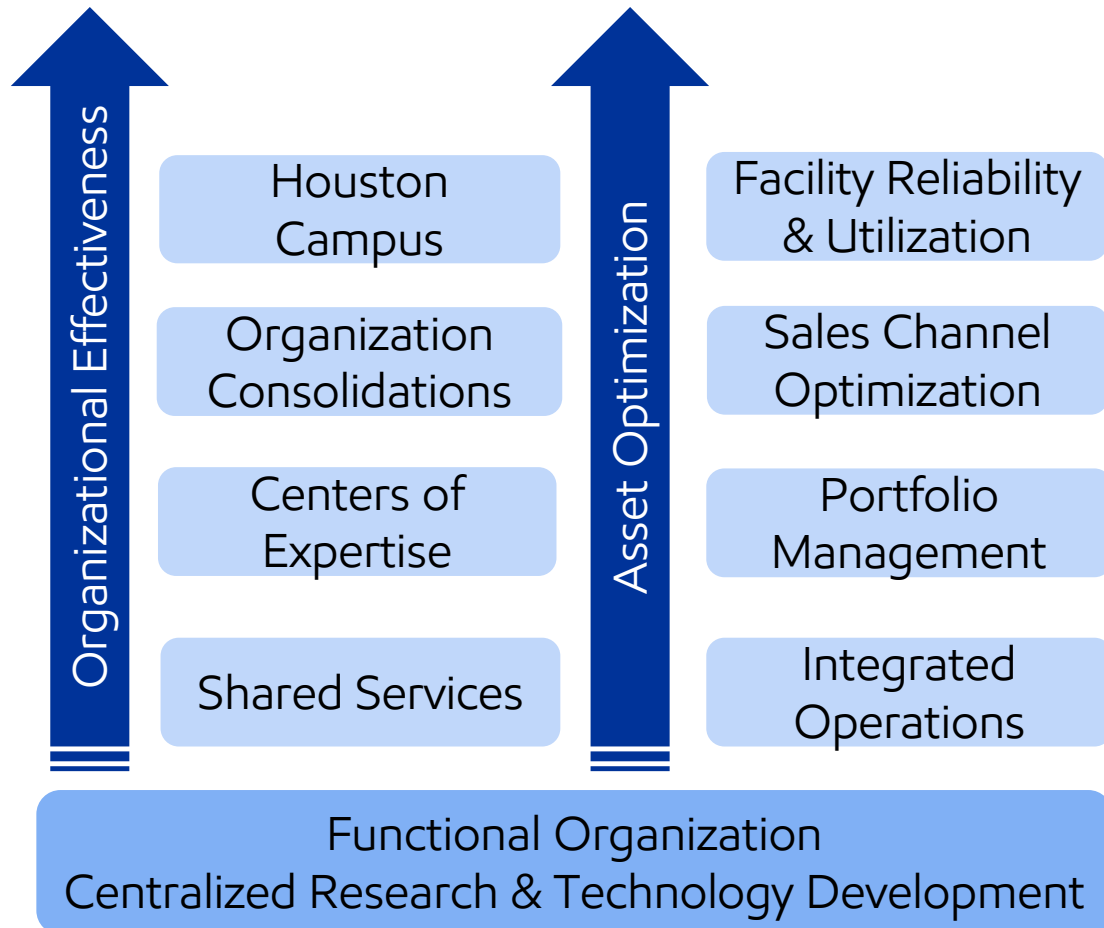
Capturing the highest value for every molecule



- Integrated market view optimizes business value
- Global Supply organization provides insights to achieve best value for upstream production
- 80% of refining capacity integrated with chemical and lubes manufacturing
- Selective investments maximize returns across the value chain

Long-Term Efficiency Capture

Dynamic approach to organizational effectiveness and asset optimization

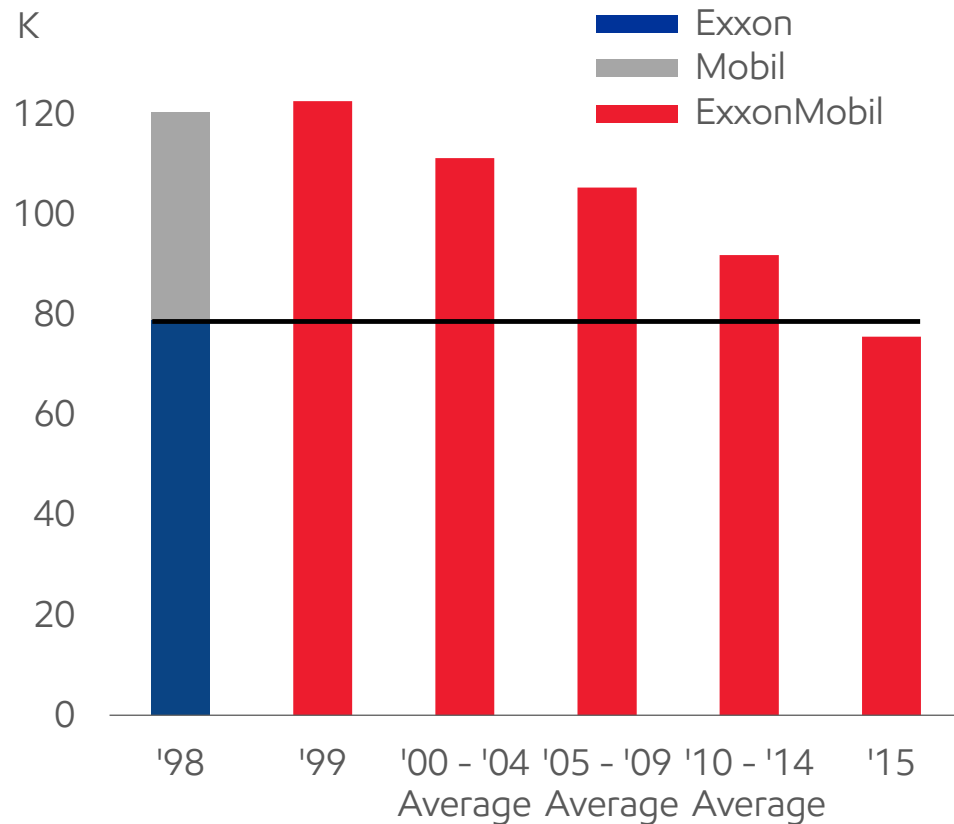


- Integrated learning organization
- Common best practices
- Culture of continuous improvement
- Houston campus promotes collaboration, innovation, and synergies
- Highgraded capital employed base

Staffing Efficiency

Currently 38% leaner since Exxon and Mobil merger

Total Employees*



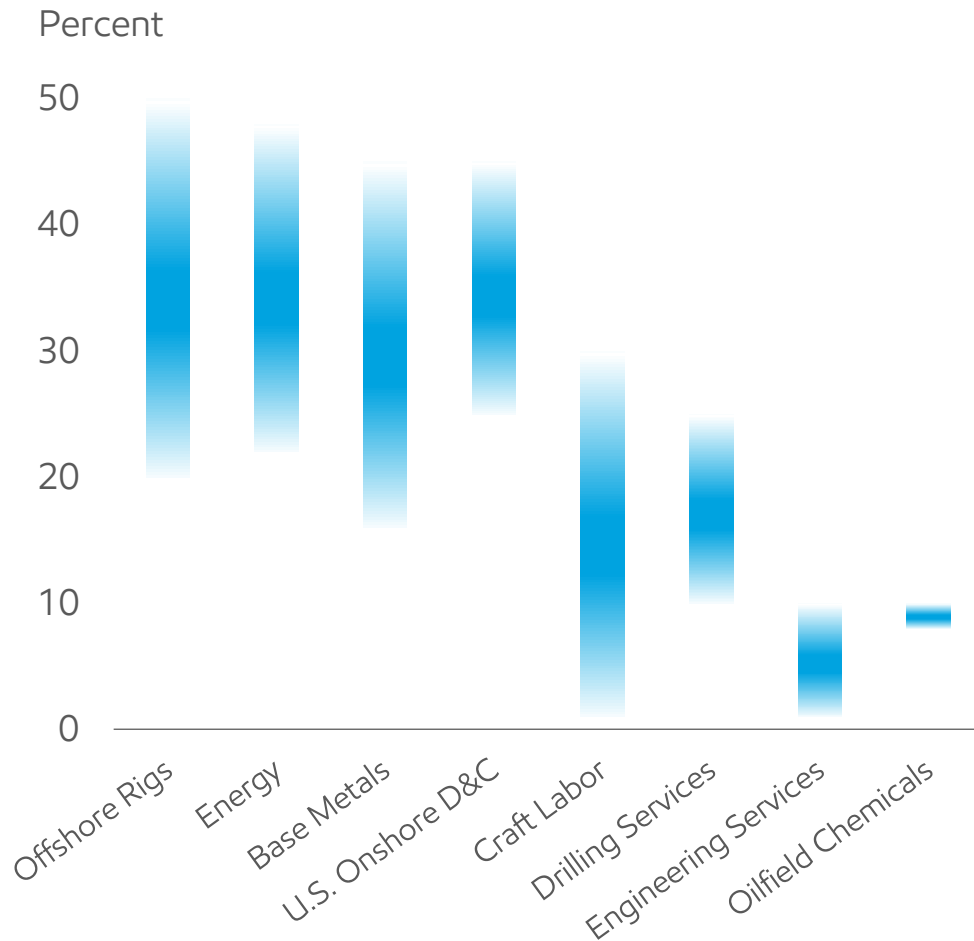
* Includes regular employees, full-time company-owned retail station employees, and the acquisition of XTO in 2010.

- Manage long-term staffing effectively
- Capturing efficiencies while supporting business growth
- Increasing productivity
- Deploying technology
- Harmonizing processes and practices

Cost Leadership

Benefiting from ongoing efficiencies and cost deflation

2015 Market Cost Savings



- Procurement organization capturing lowest life cycle costs
- \$11.5B net reduction in capital and cash operating costs
- Leading Upstream unit costs; 9% lower in 2015
- Refining unit cash costs 15% lower than industry average*
- Reducing project costs and improving returns

* Source: Solomon Associates.

Asset Management

Upgrading portfolio to maximize shareholder value

Divestment / restructuring activities in last 10 years

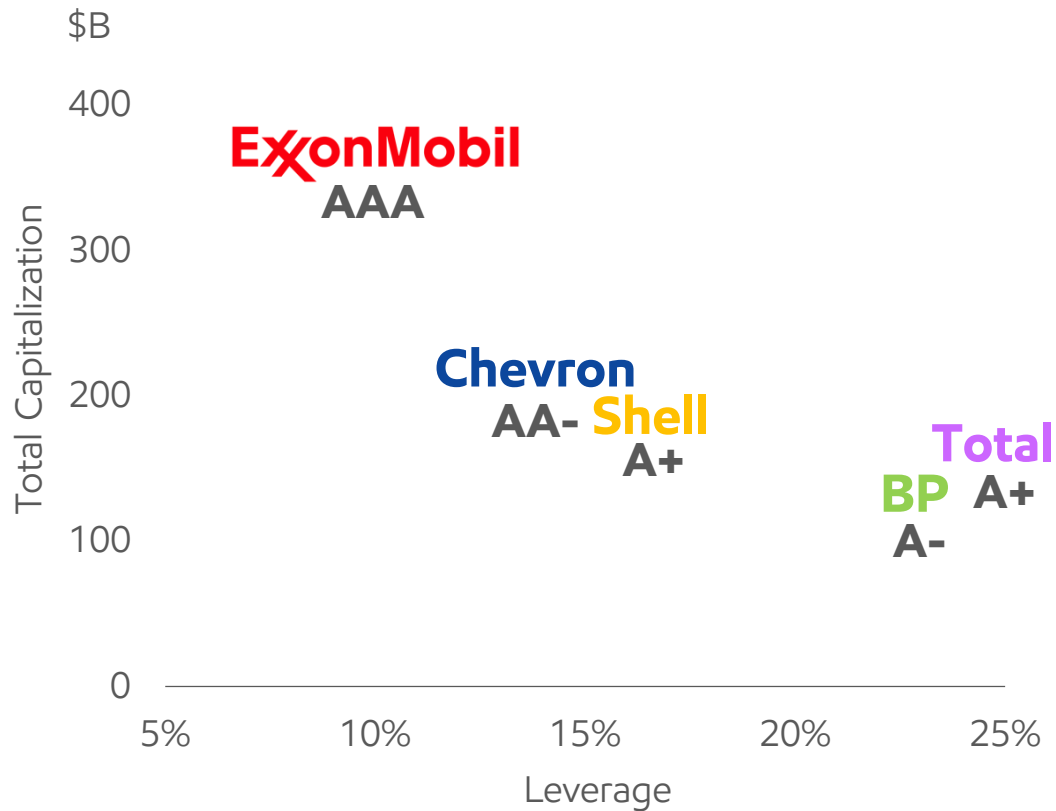
Proceeds from Asset Sales	\$46B
• Upstream: \$24B	
• Downstream, Chemical, & Corporate: \$22B	
Upstream Production	300 KOEBD
Chemical Capacity	2.3 MTA
Refining Capacity	1.4 MBD
Retail Service Stations	17,000

- Highgrading capital employed base
- Business simplification
- Continuous portfolio assessment
- Divest end-of-life, non-strategic assets
- Acquisitions compete with existing portfolio
- Value-based decisions

Financial Flexibility

Capacity to execute business strategy through the cycle

Total Capitalization, Leverage, and Credit Rating*



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

* Standard & Poor's credit ratings as of 3/1/16, financial data as of 12/31/2015. 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)"

Energy Outlook

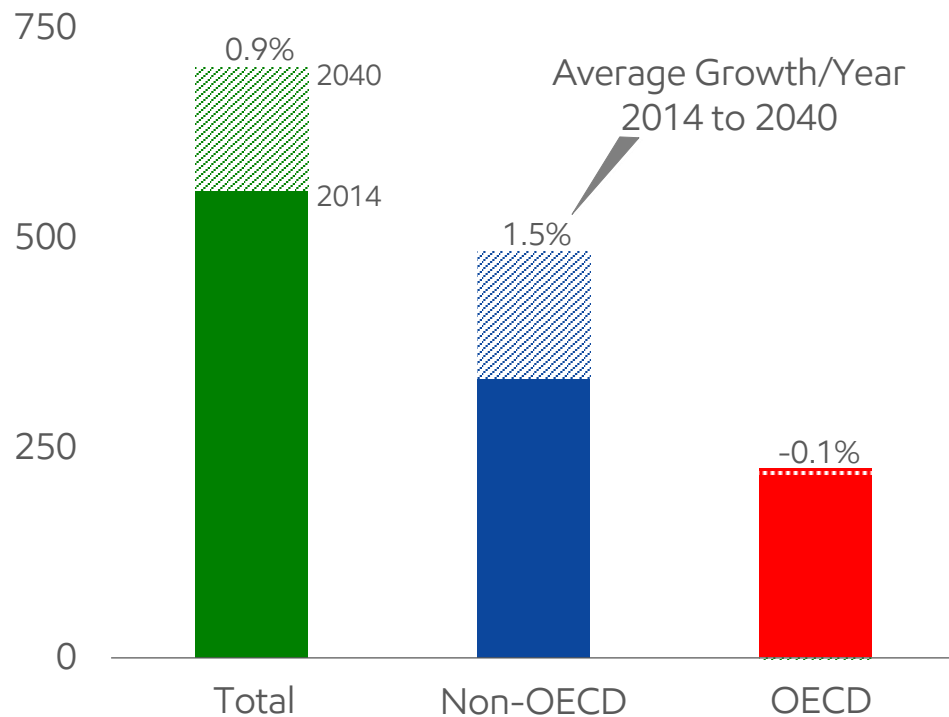


Growth Led by Developing Economies

Global energy demand expected to grow about 25% by 2040

Global Energy Demand

Quadrillion BTUs



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

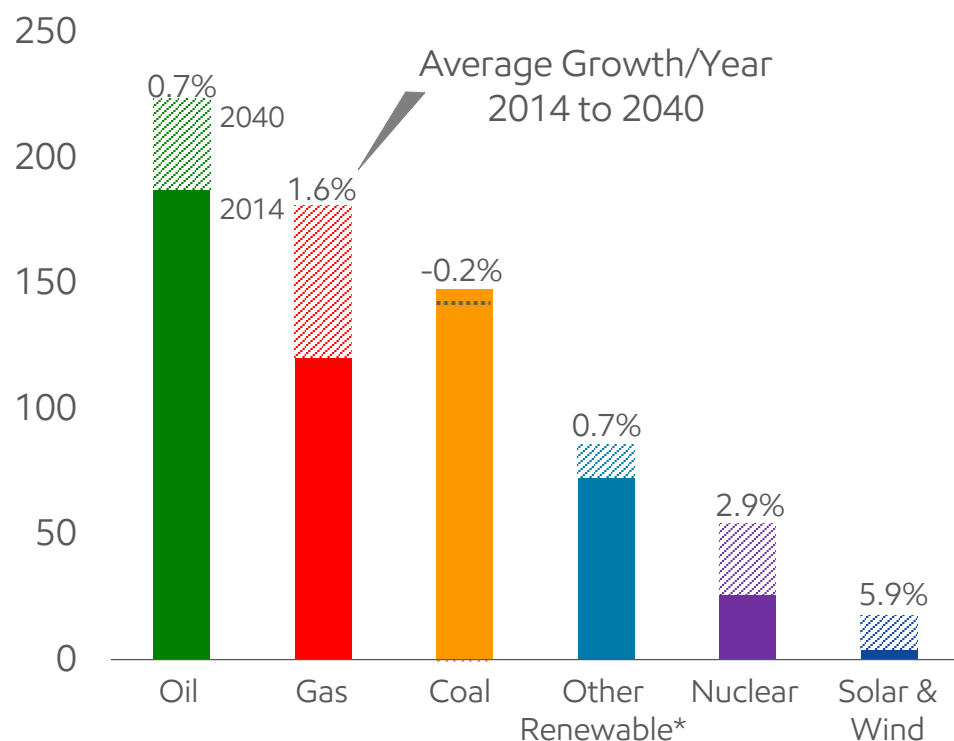
Source: ExxonMobil 2016 Outlook for Energy: A View to 2040.

Energy Demand to 2040

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

Global Energy Demand

Quadrillion BTUs



Source: ExxonMobil 2016 *Outlook for Energy: A View to 2040*.

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

- 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 demand expected to triple
- Demand outlook reflects an increasingly stringent GHG / CO₂ policy environment

Key Perspectives

Outlook guides our business strategy and investment plans

- Affordable energy solutions are essential to advance global prosperity
- Diverse energy supplies are required to meet demand growth
- Technology advancements expand energy options and minimize environmental footprint
- Resource access and substantial investments are necessary to meet demand
- Free trade and sound, predictable government policies and processes are vital

Creating Value Through the Cycle

Differentiated Performance



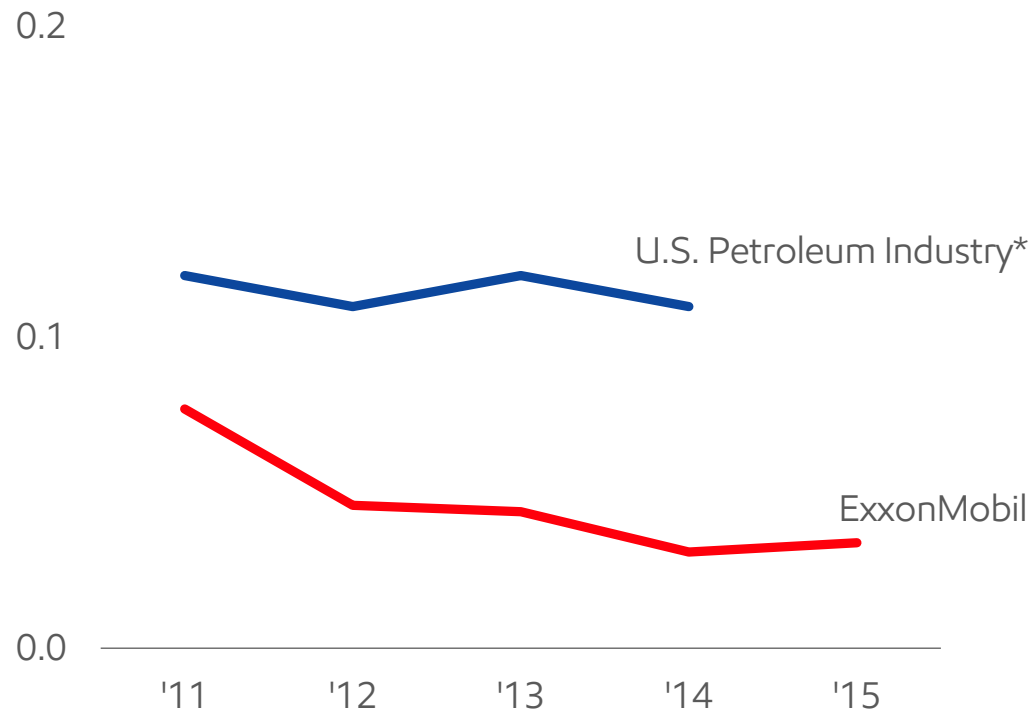
ExxonMobil

2015 Results

Results demonstrate strength of integrated business

Workforce Lost-Time Incident Rate

Employee and Contractor Incidents per 200K hours



* Source: American Petroleum Institute. 2015 Industry data not available.

■ Leading safety performance

■ Earnings \$16.2B

■ ROCE 7.9%

■ Cash flow from operations and asset sales \$32.7B

■ Capex \$31.1B

■ Shareholder distributions** \$15.1B

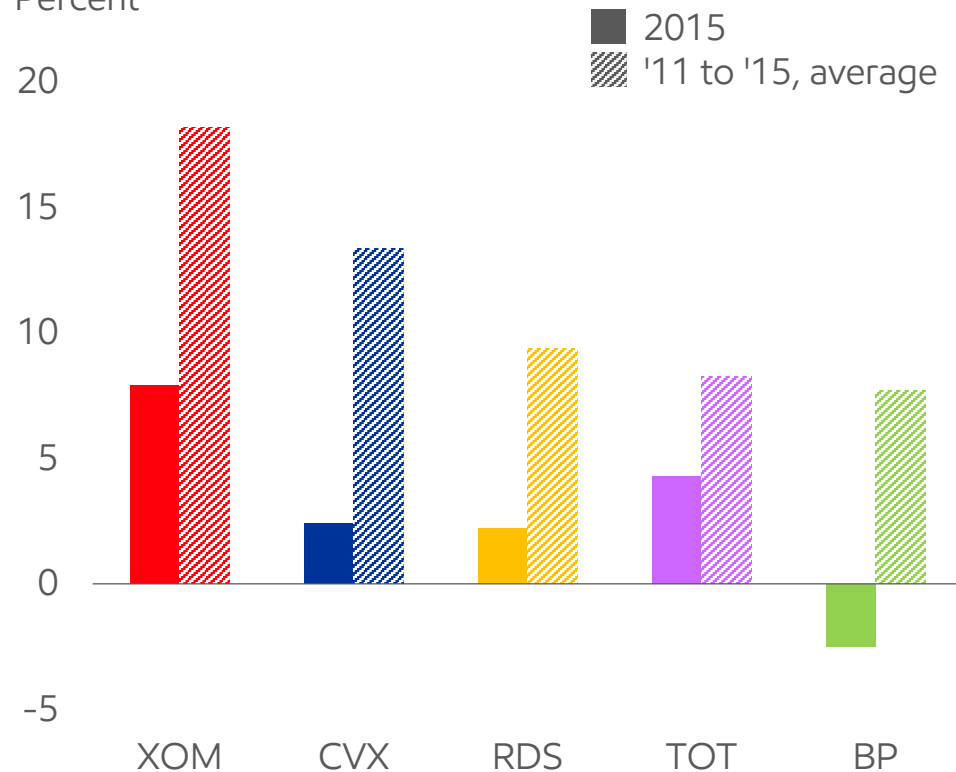
** Includes dividends and share purchases to reduce shares outstanding.

Return on Capital Employed

Proven business model continues to deliver ROCE leadership

Return on Average Capital Employed*

Percent



■ ROCE of 7.9% in 2015

■ Strength of integrated portfolio, project management, and technology application

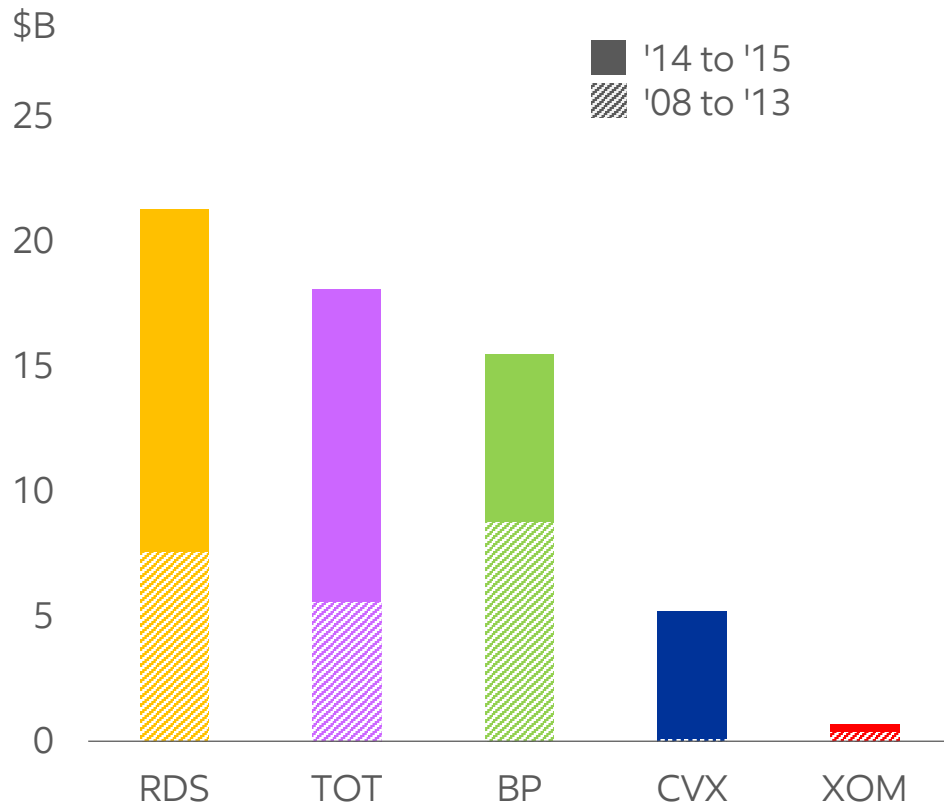
■ Efficient capital employed base enhanced by new investments

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

Portfolio Quality

Investment discipline underpins industry-leading returns

Asset Impairments, After Tax*



- Portfolio durable across a wide range of commodity prices
- Selectively investing in best opportunities
- Effective project execution with lowest installed capital costs
- Optimized operations create long-term value

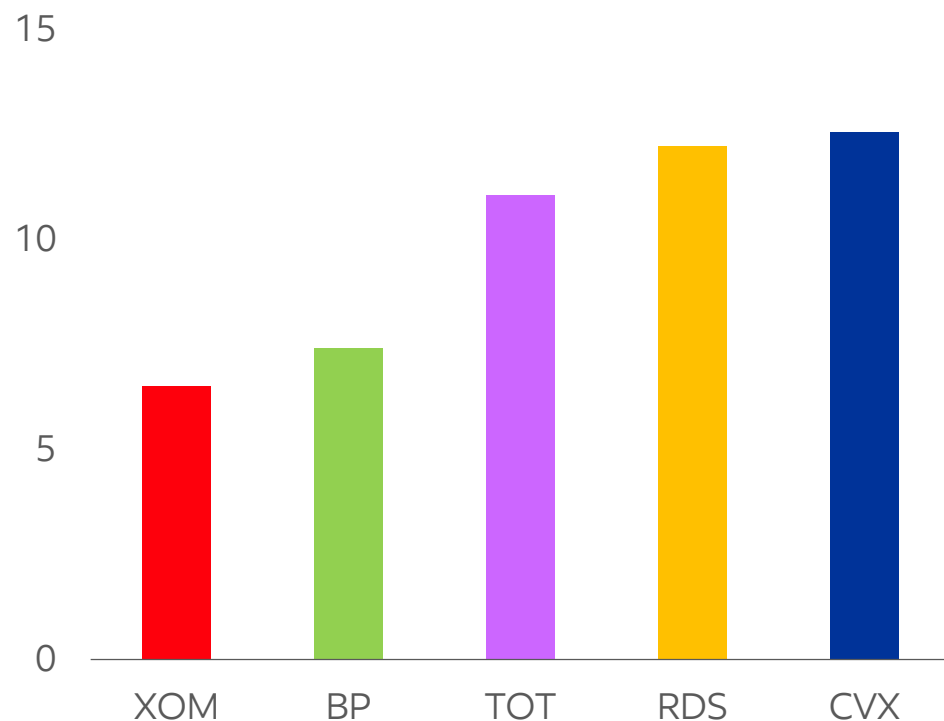
* Competitor data estimated on a consistent basis with ExxonMobil and based on public information.

Upstream Capital Efficiency

Capital efficiency underpins long-term financial performance

Average Capital Employed per Barrel of Proved Reserves*

\$/OEB



■ High-quality, efficient capital base

■ Disciplined investment approach

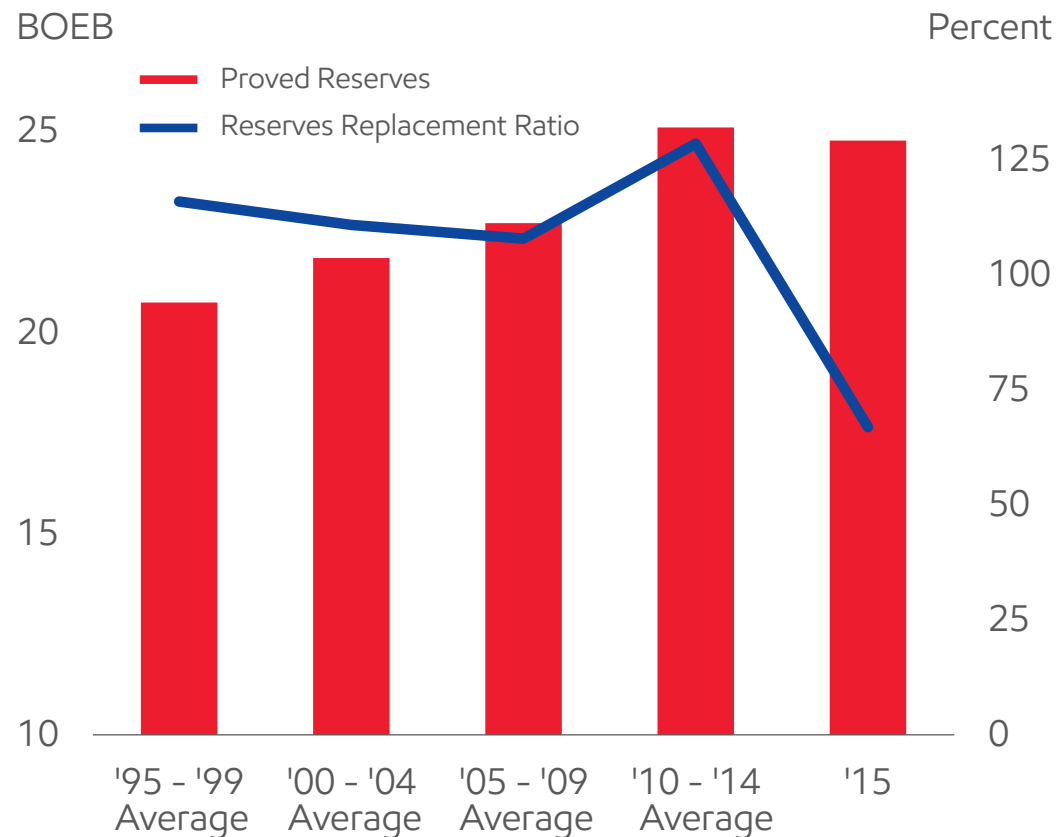
■ 73% of proved reserves are developed

* 2014 Competitor data estimated on a consistent basis with ExxonMobil and based on public information. 2014 data shown, 2015 data not available for all competitors.

Reserves Replacement

Successful record of long-term proved reserves additions

Proved Reserves / Replacement*



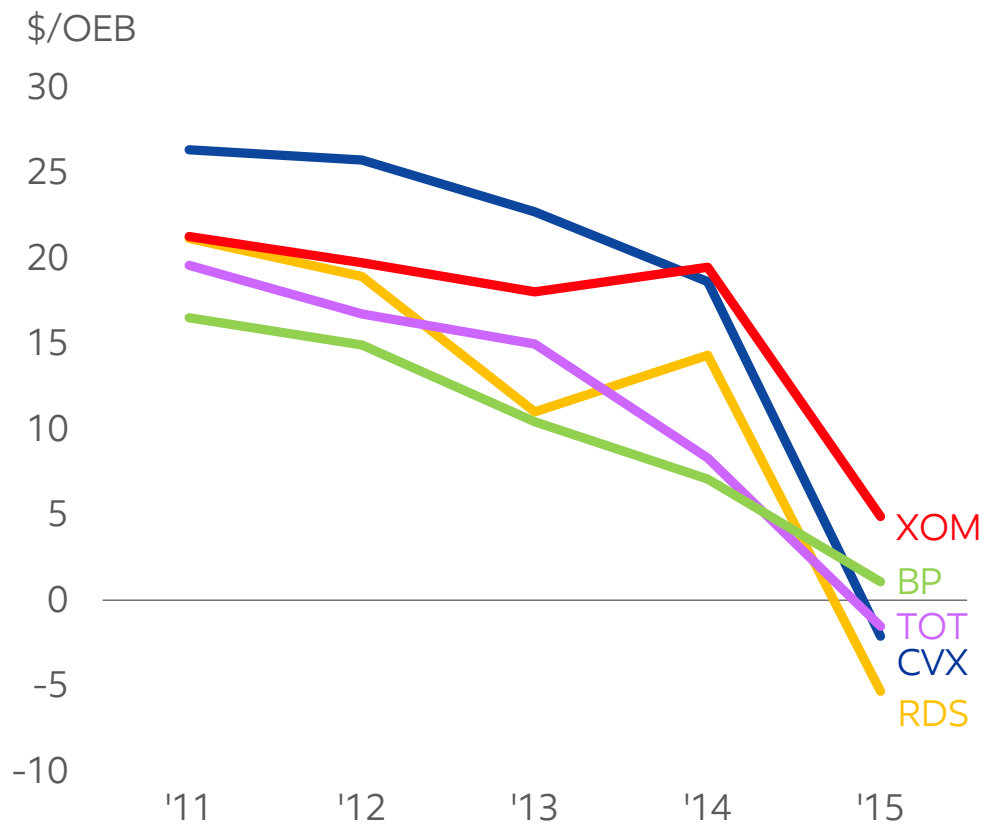
- 91 BOEB resource base; 25 BOEB proved
- Long reserve life of 16 years; leads competition
- 2015 proved reserves replacement 67%; liquids replacement 219%
- Value focused; paced progression of quality resource base
- Rigorous reserves evaluation process and reporting integrity

* Prior to 2009, proved reserves were determined using the price and cost assumptions we used in managing the business, not the historical prices used in SEC definitions. Beginning in 2009, proved reserves are based on current SEC definitions. Oil sands and equity company reserves are included for all periods.

Upstream Earnings per Barrel

Leading profitability reflects portfolio quality and continuous improvements

Earnings per Barrel*



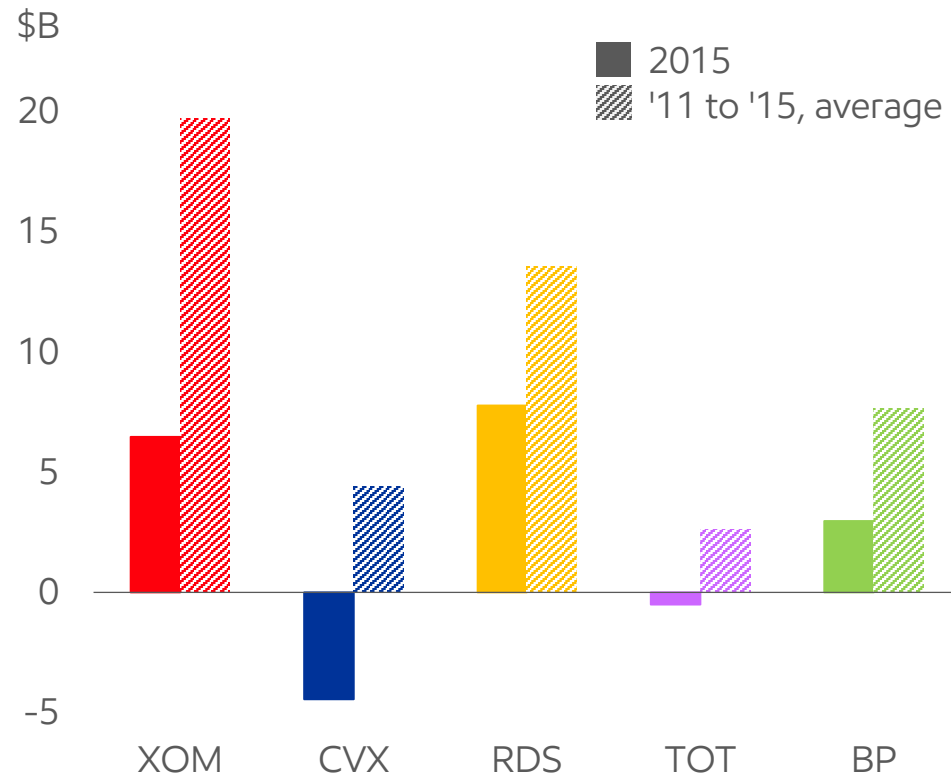
- Disciplined and consistent approach over the long term
- Improving production mix
- Highgrading portfolio
- Capturing cost savings
- Securing enhanced fiscals

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

Free Cash Flow

Integrated business performance and disciplined capital allocation

Free Cash Flow*



Proceeds from '15 Asset Sales	2.4	5.7	5.0	6.0	2.8
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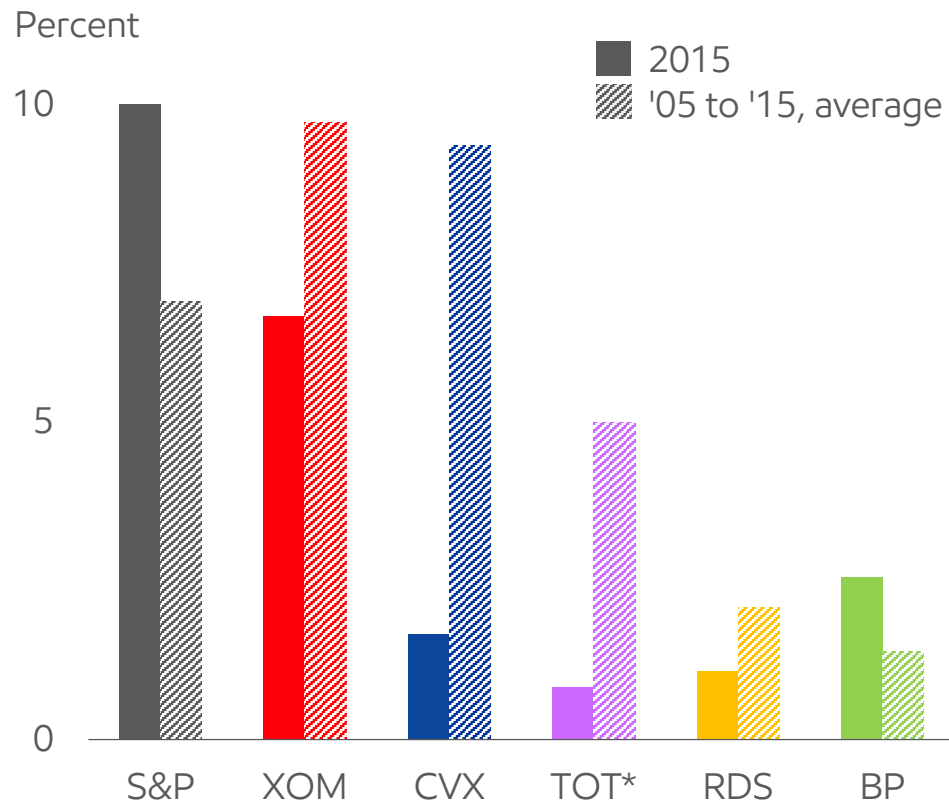
- 2015 free cash flow \$6.5B
- Pay reliable and growing dividend
- Invest in attractive business opportunities
- Share buy-back program tapered
- Industry-leading shareholder distributions

* Competitor data estimated on a consistent basis with ExxonMobil and based on public information. BP excludes impacts of GOM spill, TNK-BP divestment, and 2013 Rosneft investment.

Reliable and Growing Dividends

Long-term dividend growth rate exceeds S&P 500 and competitors

Annual Dividend Growth Rate



- 33rd consecutive year of dividend-per-share increases
- Annual dividends up 10% per year over the last 10 years
- 2015 Dividends \$2.88 per share, up 6.7%
- Quarterly dividend \$0.73 per share

Source: Bloomberg.

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

Share Reductions

Share purchases efficiently return cash to shareholders

Shares Outstanding

Millions of Shares



- \$3B of share purchases in 2015
- Buy-back program tapered
- Since the Exxon and Mobil merger
 - Reduced shares outstanding by 40%
 - Returned \$357B to shareholders, including dividends

* XTO Energy Inc. acquisition occurred 2Q10.

Creating Value Through the Cycle

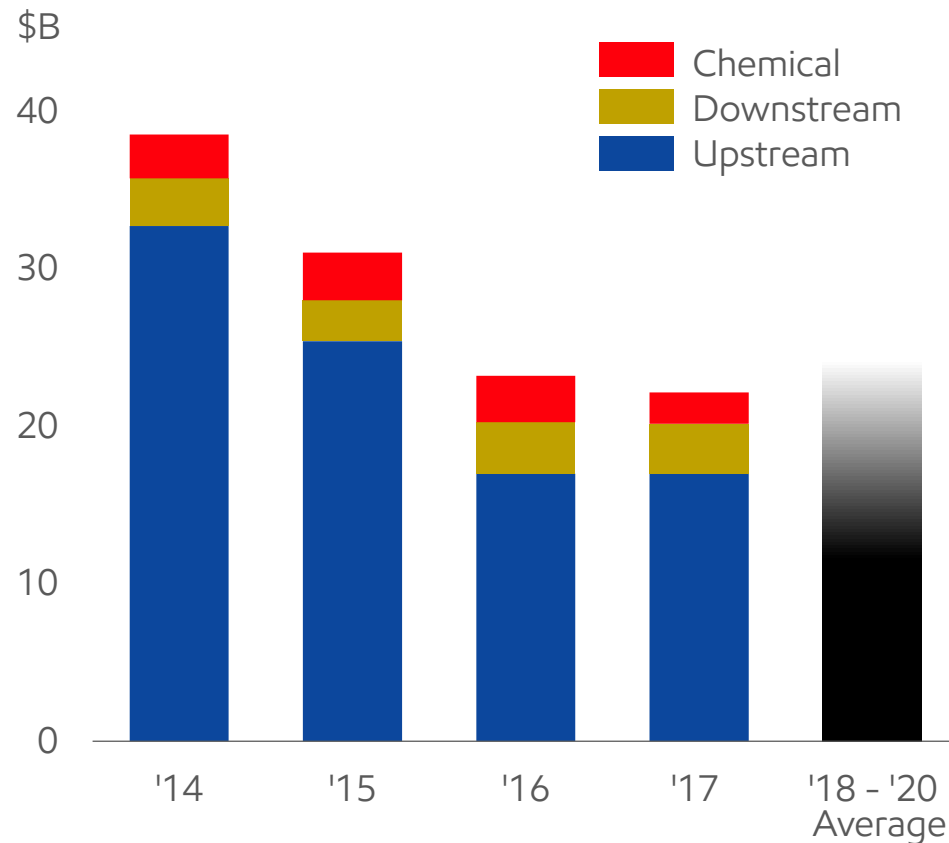
Forward Plans



Investment Plan

Disciplined and paced investment approach focused on creating value

Capex by Business Line



■ 2015 Capex \$31.1B

■ 2016 Capex \$23.2B, down 25%

■ Selectively advancing investment portfolio

■ Continued emphasis on project execution and capital efficiency

■ Optimizing designs and enhancing fiscals

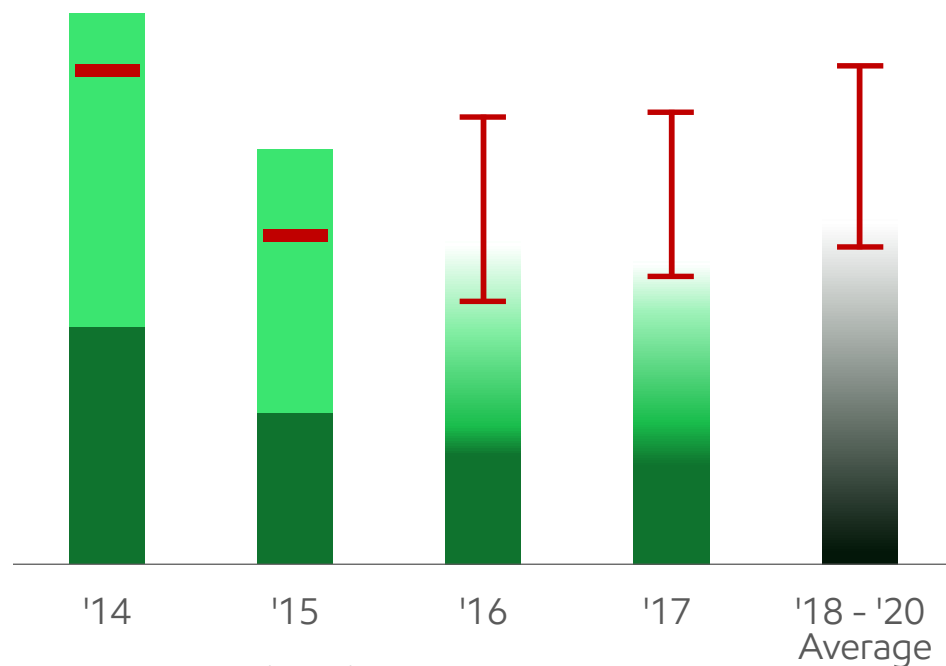
■ Flexible opportunity set

Prudent Cash Management

Cash flow from operations and asset sales funds distributions and investments

Cash Flow, Net Investments, and Distributions

- Cash Flow from Operations & Asset Sales*
- Net Investments**
- Shareholder Distributions***



- Growing cash flow through the decade
- Ability to cover distributions and investments
- Maintain financial flexibility to pursue attractive opportunities
- Capacity for dividend growth
- Share buy-back program flexible

* Presentation basis \$40 to \$80 Brent.

** Net investments include PP&E adds, investments, and advances. PP&E adds include capex less exploration costs charged to expense and equity company capex.

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

Deliverables

Creating long-term shareholder value

ROCE

Achieve industry-leading returns

Integration

Maximize value chain benefit capture, improving mix

Capital Discipline

Selectively invest in attractive opportunities; maintain flexibility

Upstream Volumes

4.0 to 4.2 MOEBD through 2020*

Cash Flow

Growth from investments, reduced spending, and self-help

Shareholder Distributions

Reliable and growing dividend, share buy-back program flexible

* Production outlook excludes impact from future divestments and OPEC quota effects. Based on \$40 to \$80 Brent.

Unlocking Upstream Value

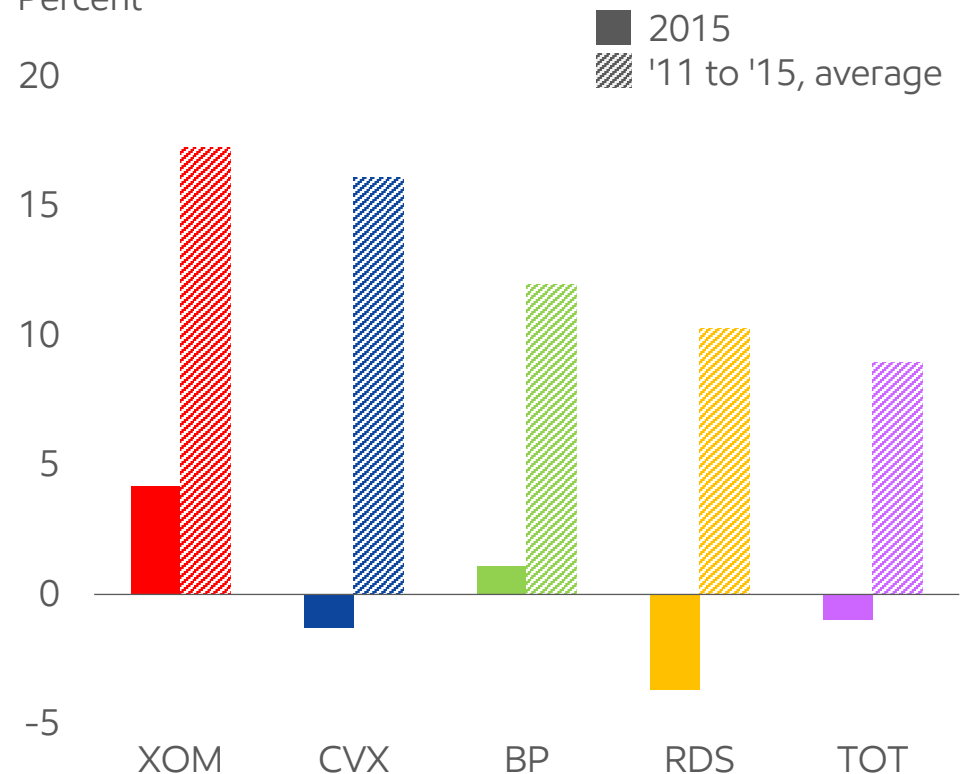


Competitive Upstream Business

Leading returns on capital employed

Upstream ROCE*

Percent



- High-quality, diverse asset portfolio
- Develop and deploy advanced technology
- Operational and commercial excellence
- Culture of continuous improvement and innovation
- Maximizing resource value

* Competitor data estimated on a consistent basis with ExxonMobil and based on public information. BP excludes impacts of GOM spill.

Upstream Strategy

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

Strategy

Objective

Differentiated Capabilities

Reliable Production

**Maximize value of
installed capacity**

- Lower operating costs
- Production optimization

Efficient Development

**Convert resources into
highly profitable assets**

- Investment selectivity
- Exceptional project execution

Quality Resource Base

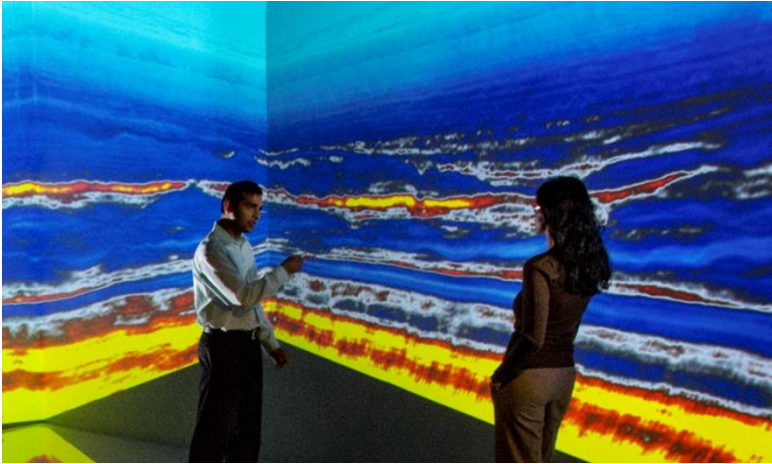
**Capture attractive
resource opportunities**

- Broad resource expertise
- Preferred partner

Operational Integrity – Technology Leadership

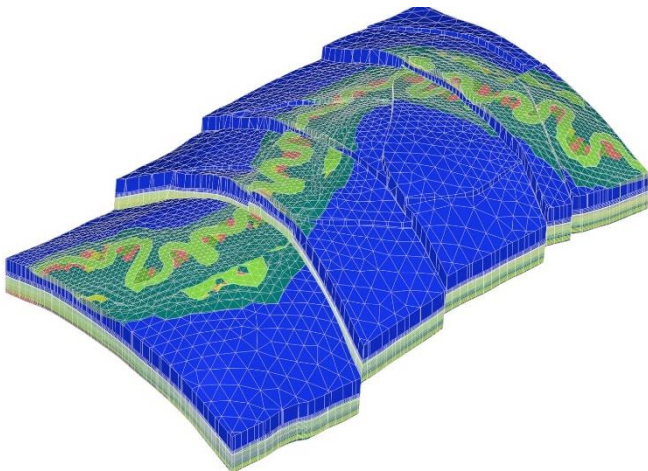
Technology Leadership

Applying technology to create value



Full Wavefield
Inversion

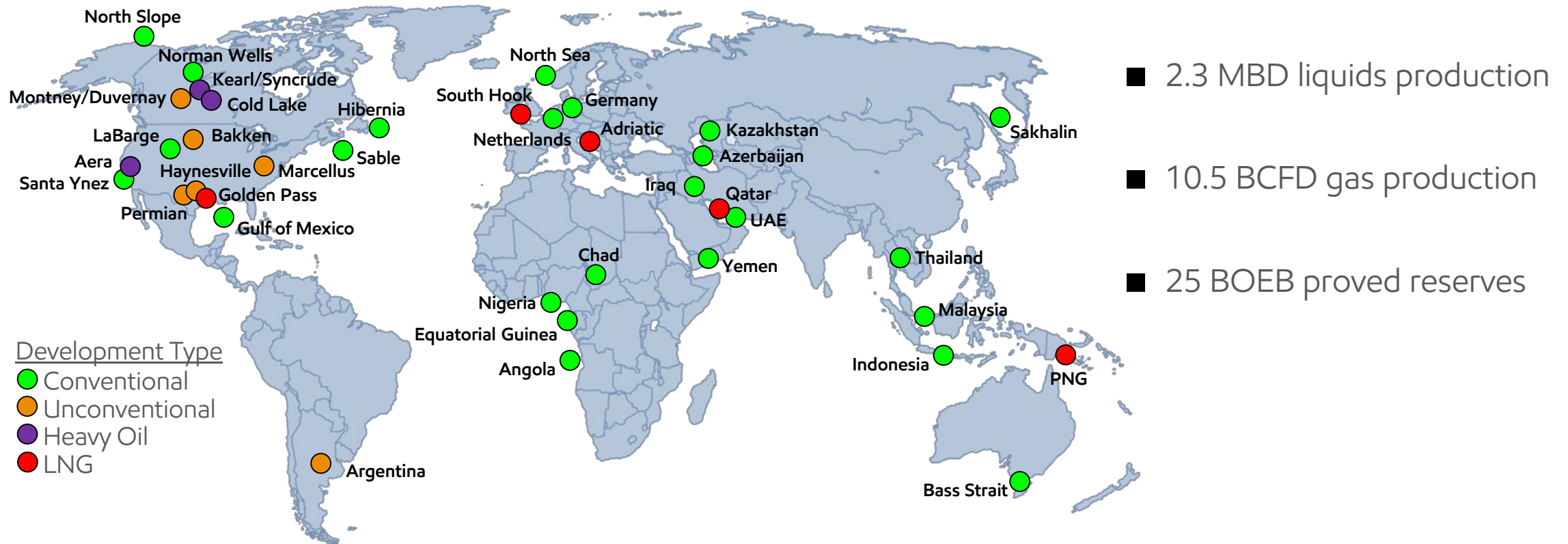
- Next generation seismic imaging
- Advanced reservoir modeling
- Digital surveillance technology
- Lower drilling and completion costs
- Increasing recovery



Reservoir
Simulation
Model

Production Base

Enhancing profitability from assets in 24 countries

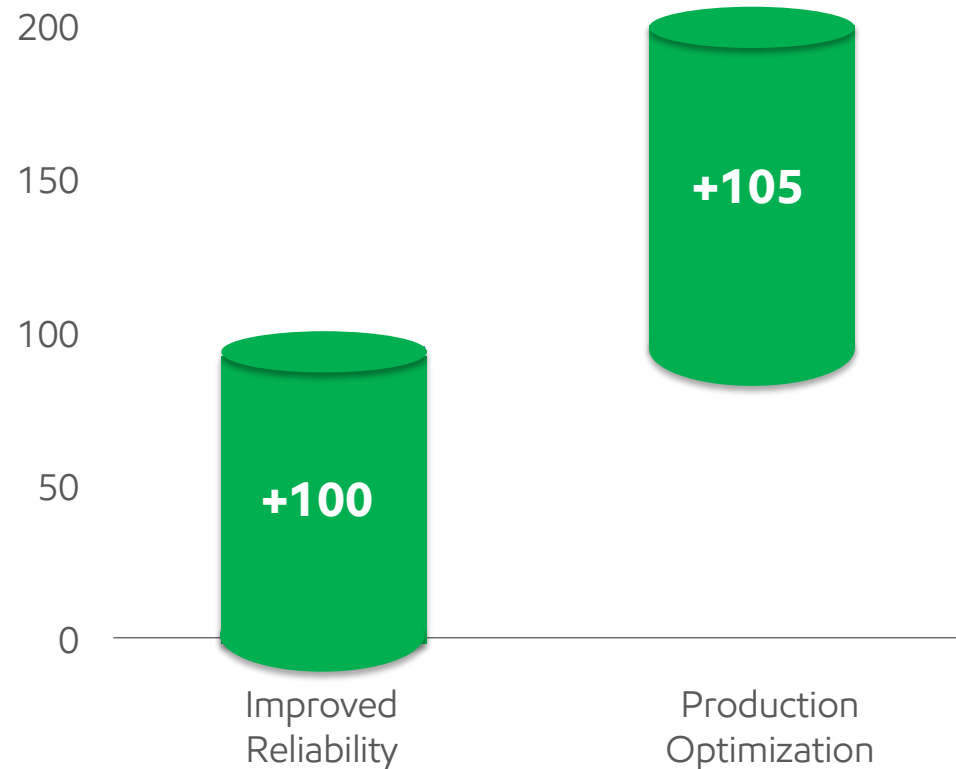


Asset Reliability and Optimization

Maximizing value of installed capacity

Incremental production added since 2011

KOEBD



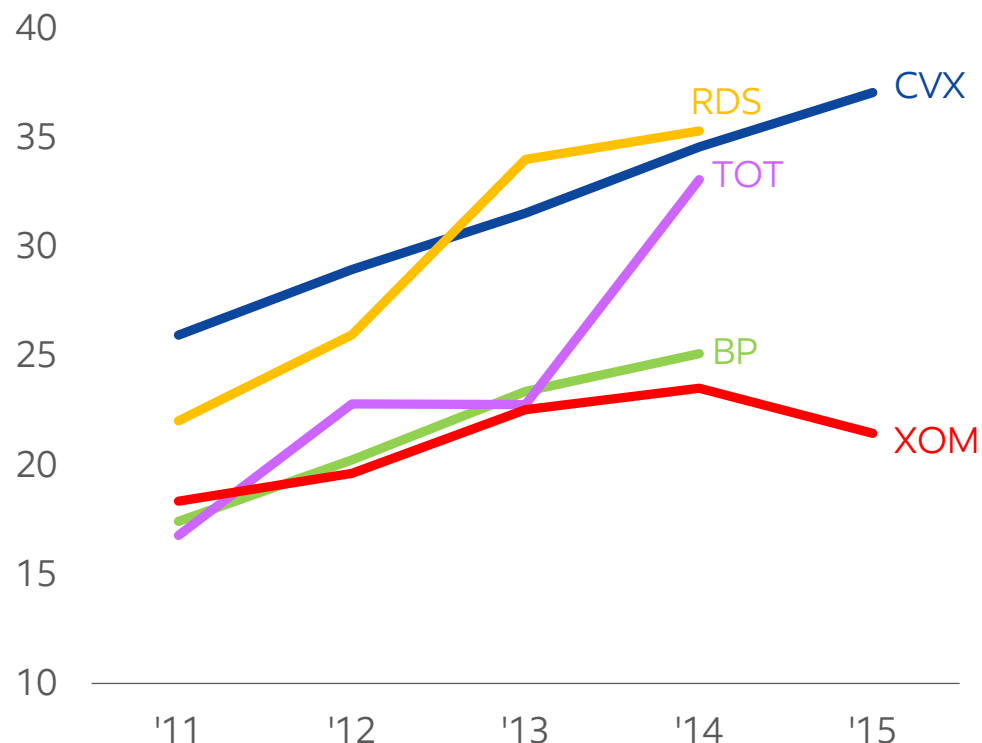
- Sustained reliability improvement
- Enhancing base production
- Improving ultimate recovery
- Volume uplift equivalent to multiple major projects
- Lowest cost incremental barrel, most profitable to produce

Cost Management

Managing cost to improve unit profitability

Cost per Barrel*

\$/OEB



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

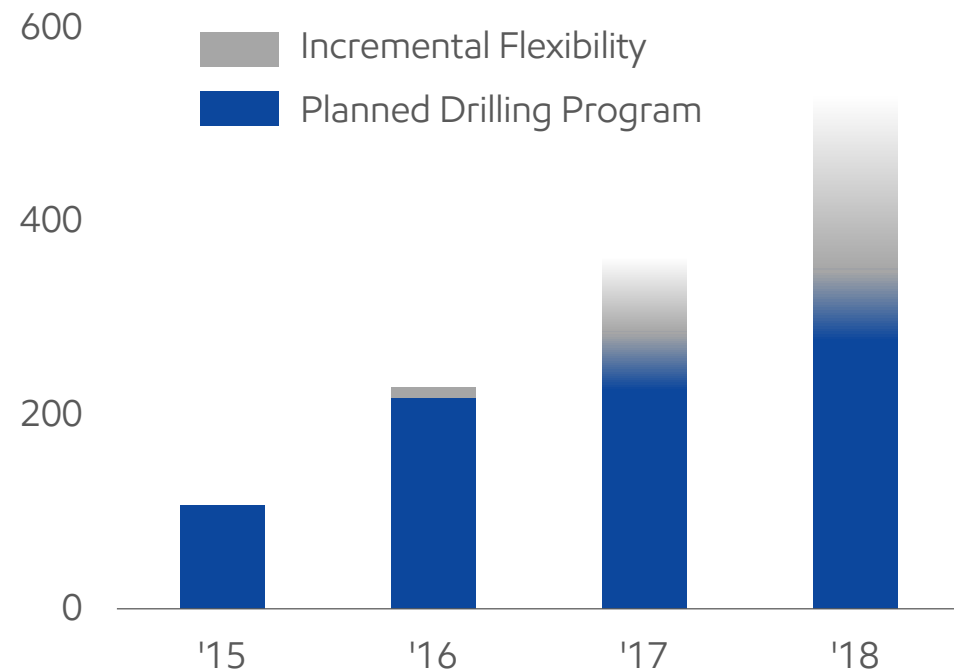
* Cost defined as production costs excluding taxes plus exploration expenses and depreciation & depletion costs (per 10-K, 20-F). BP, RDS, and TOT 2015 data not available.

Flexible Drilling and Work Programs

Positioned to adjust activity in response to market conditions

Drilling and Work Program Volume Additions,
EM Net Interest

KOEBD



- Progressing profitable short-cycle opportunities
- Leverage existing infrastructure
- Low-cost production uplift
- High-quality, diverse drilling inventory
- Capability to add 200+ KOEBD by 2018

U.S. Unconventional Portfolio

Unlocking value of a 15+ BOEB resource base

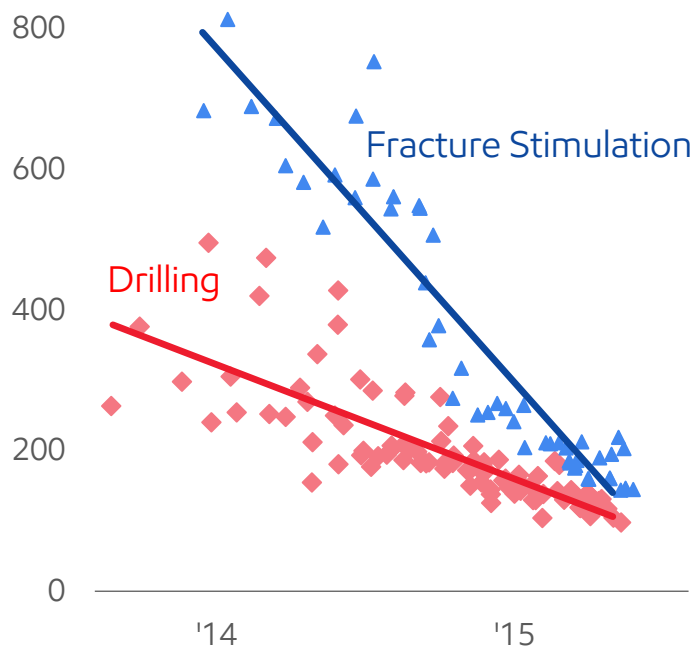


- Near-term focus on Permian and Bakken liquids plays
 - 2.1 million net acres
 - 220 KOEBD current net production
 - Low development and operating costs
- Enhancing position through trades and farm-ins
- Operating position enables development flexibility

Enhancing U.S. Unconventional Profitability

Reducing cost and increasing productivity

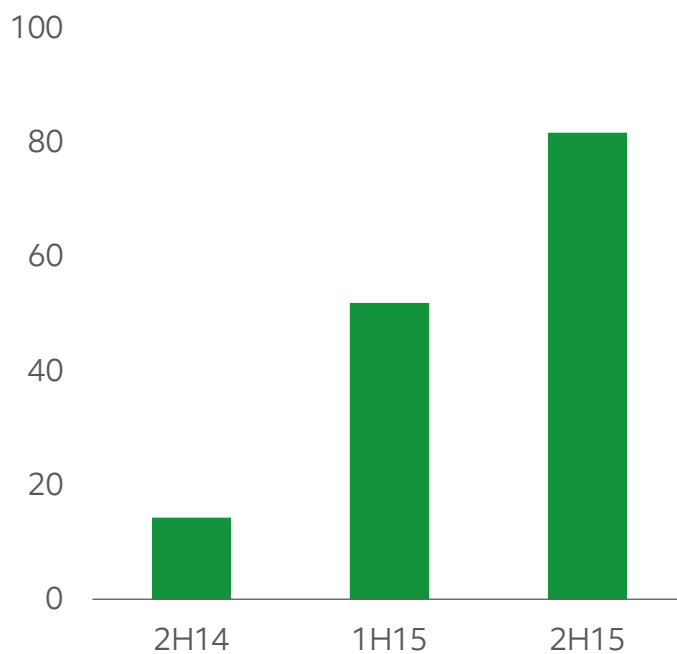
Permian* Drilling & Stimulation Costs
\$/Foot



- Accelerating learning curve benefits
- Capturing market savings

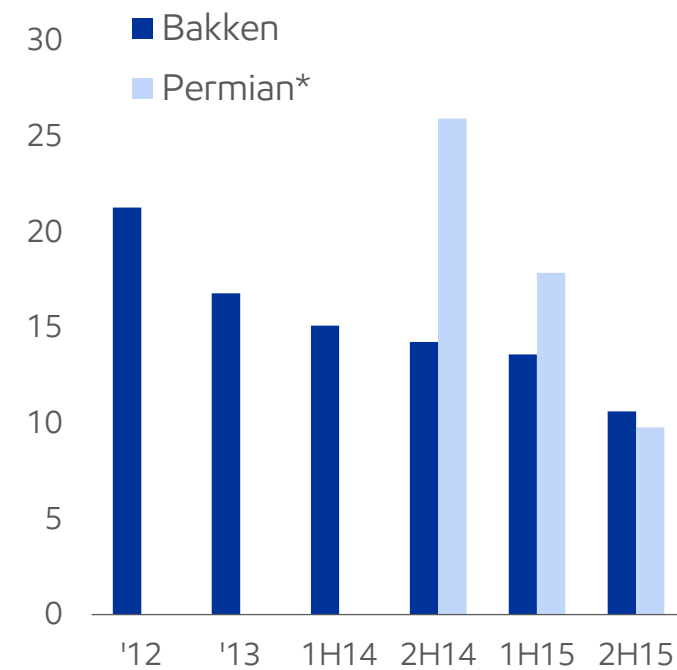
* Data specific to Wolfcamp formation.

Permian* Per Well Recovery
Percent Improvement since 1H14



- Extending lateral length
- Optimizing completion design

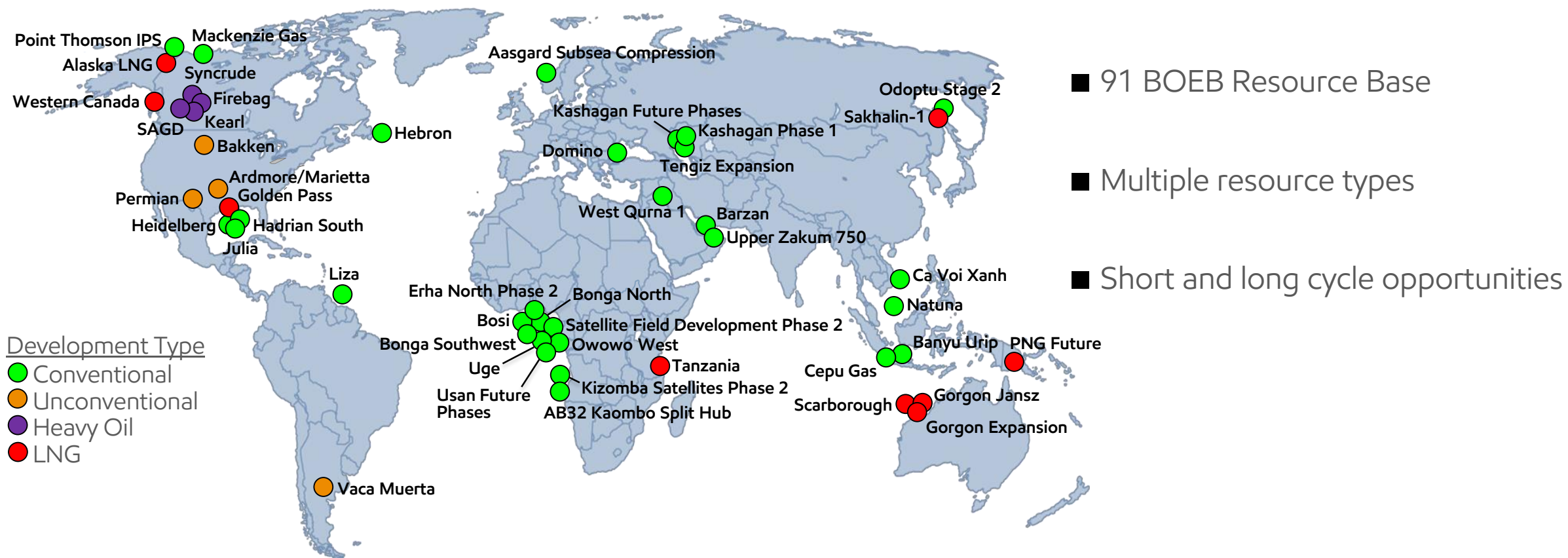
Development Cost
\$/OEB



- Decreasing development cost
- Operating cost below \$10/OEB

Diverse Portfolio for Value Growth

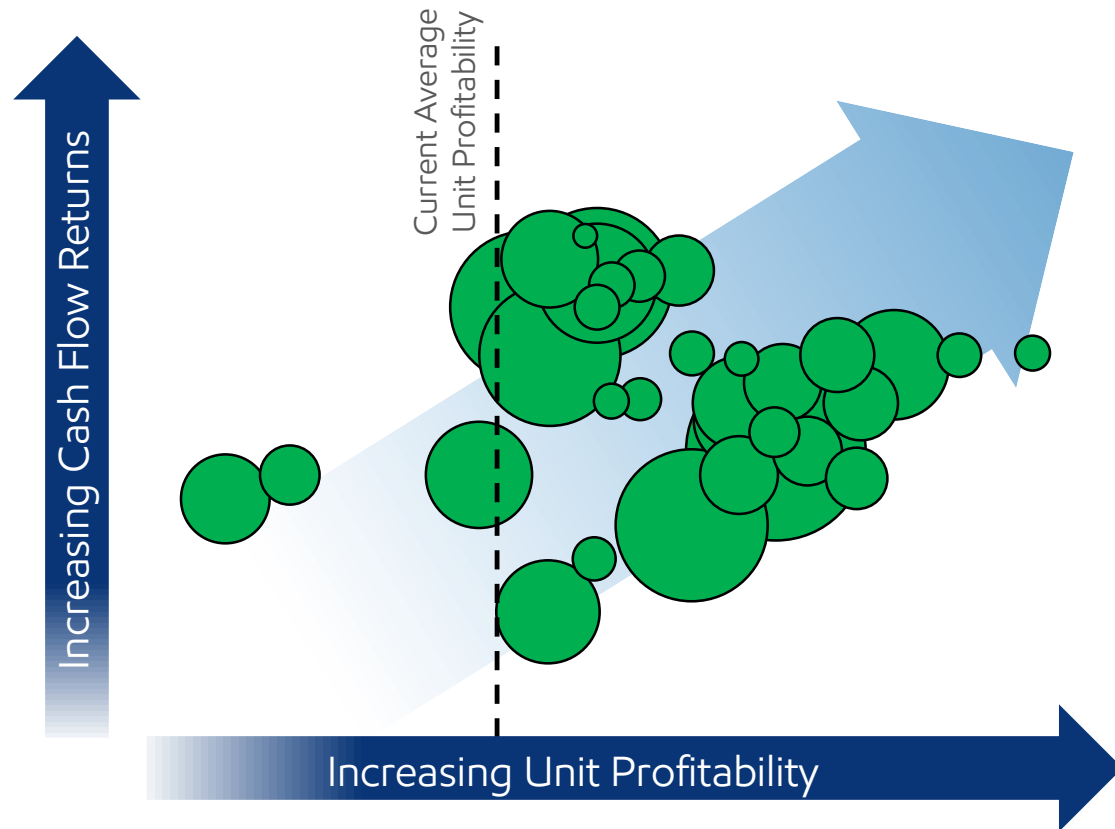
Portfolio of 100 projects enables selective and paced investing



Balanced Development Portfolio

Increasing returns and profitability through disciplined investing

- Relative Size of Resource
- Projects



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

Development Optimization

Efficient fit-for-purpose designs across resource types



Arkutun-Dagi GBS



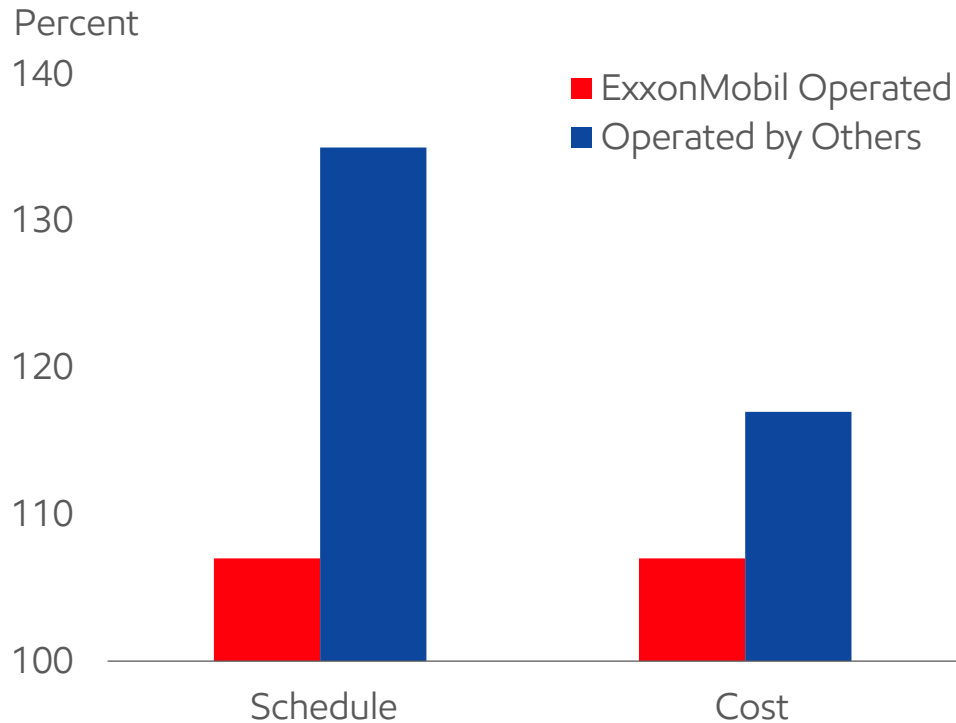
Hebron GBS

- Industry-leading project management expertise
- Development planning mitigates investment risks
- Project phasing captures learning curve benefits
- Innovative techniques and technologies
- Cost-effective developments leveraging existing infrastructure

Differentiated advantage in project management and meeting commitments

Project Performance

Actual vs. Planned, '11 to '15 Average



- 22 Major project start-ups since 2012
- Added more than 940 KOEBD of working interest production capacity
- 6 Start-ups in 2015
- On track to start up 10 additional projects by year-end 2017

2015 Major Projects

Added 300 KOEBD of working interest capacity



Deep Water
Erha North Phase 2 /
Kizomba Satellites Phase 2

Leveraging existing
infrastructure



Heavy Oil
Kearl Expansion

Phased capacity
expansion



Conventional
Banyu Urip

Greenfield project
execution

2016-2017 Major Projects

10 Projects adding 450 KOEBD of working interest capacity



LNG
Gorgon Jansz



Deep Water
Julia Phase 1



Conventional
Kashagan Phase 1



Arctic
Hebron



Sub-Arctic
Odoptu Stage 2



Conventional
Upper Zakum 750

Sakhalin Odoptu Stage 2

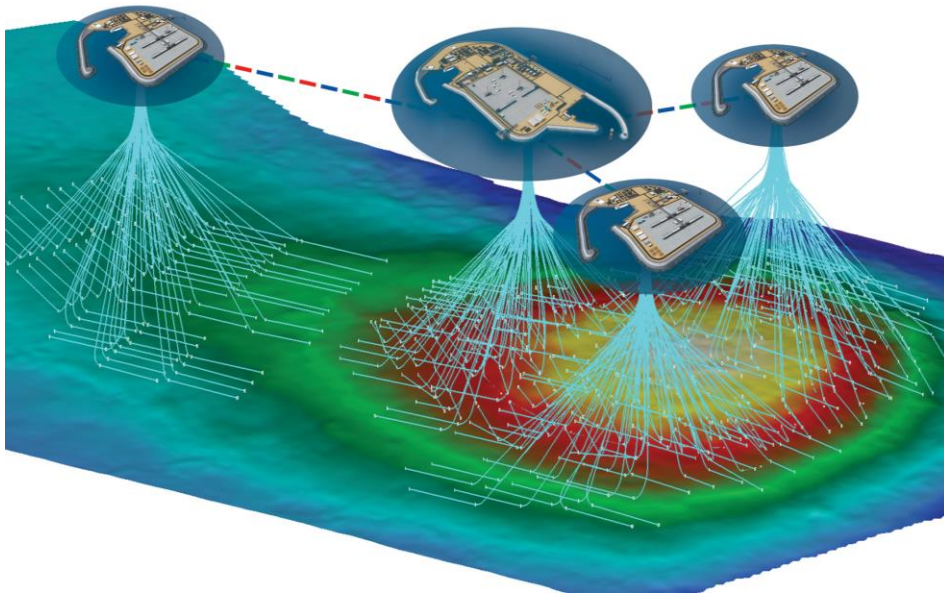
Applying high-impact technology to maximize recovery



- 55 KBD gross production capacity
- 290 Million barrel oil development
- World-class, extended-reach wells and intelligent completions
- Early gas injection delivering increased volumes
- Module fabrication and civil works in progress

Upper Zakum

Unlocking resource value through innovation and expertise



- Cost-efficient island development concept
- Currently producing 660 KBD gross
- Long plateau, 750 KBD gross production
- Evaluating additional expansion to 1 MBD

2018+ Development Opportunities

Advancing next-generation projects across resource types

Potential net production: 1.4 to 2.4 MOEBD

Unconventional

Net Resource: 6 BOEB
Peak: 600 to 1,000 KOEBD



50K+ U.S. drill well inventory

Conventional / Deep Water

3 BOEB
300 to 500 KOEBD



Offshore West Africa
Tengiz
Guyana
Romania

LNG

3 BOEB
200 to 300 KOEBD



Golden Pass
PNG Future
West Coast Canada
Alaska
Sakhalin
Scarborough

Heavy Oil

7 BOEB
300 to 600 KOEBD



Canada SAGD
Firebag
Syncrude Expansions

2018

2030

ExxonMobil

Diverse Exploration Portfolio

Long-term pursuit of diverse, high-quality resource opportunities



Focused, Paced Exploration Program

Exploring near existing productive assets and new areas with large resource potential



Eastern Canada



Guyana



- Opportunities near existing production assets
- New areas with large resource potential



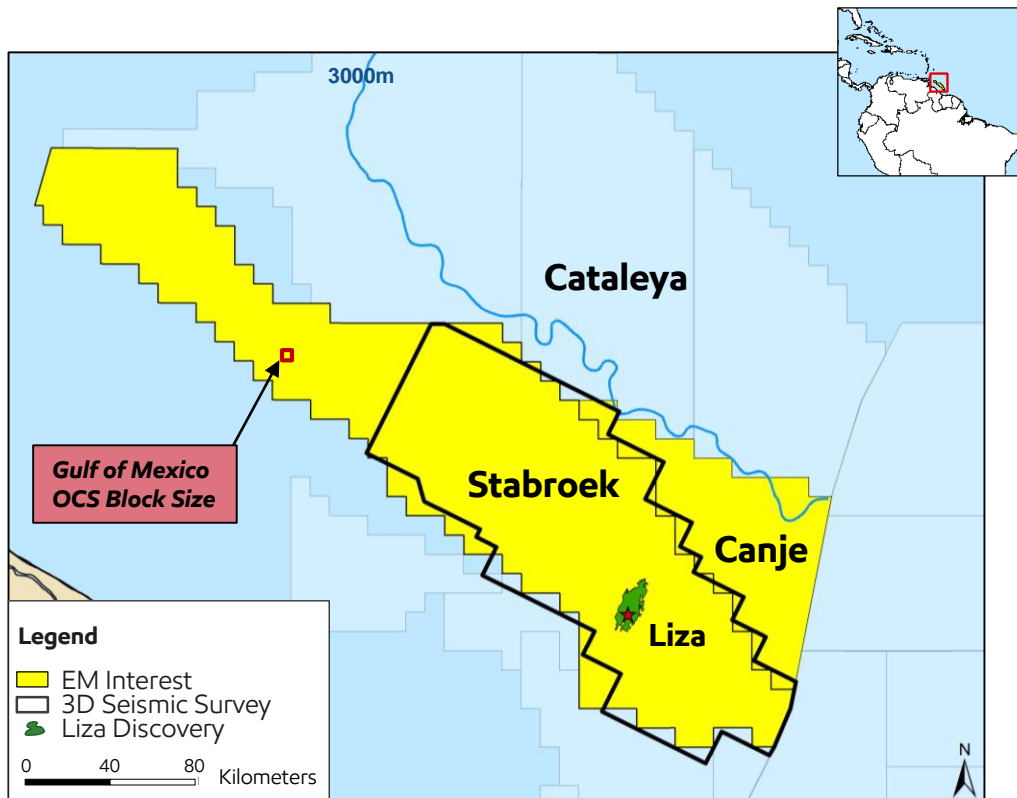
Papua New Guinea



Nigeria / Equatorial Guinea

Guyana Offshore Opportunities

Significant discovery with high resource potential

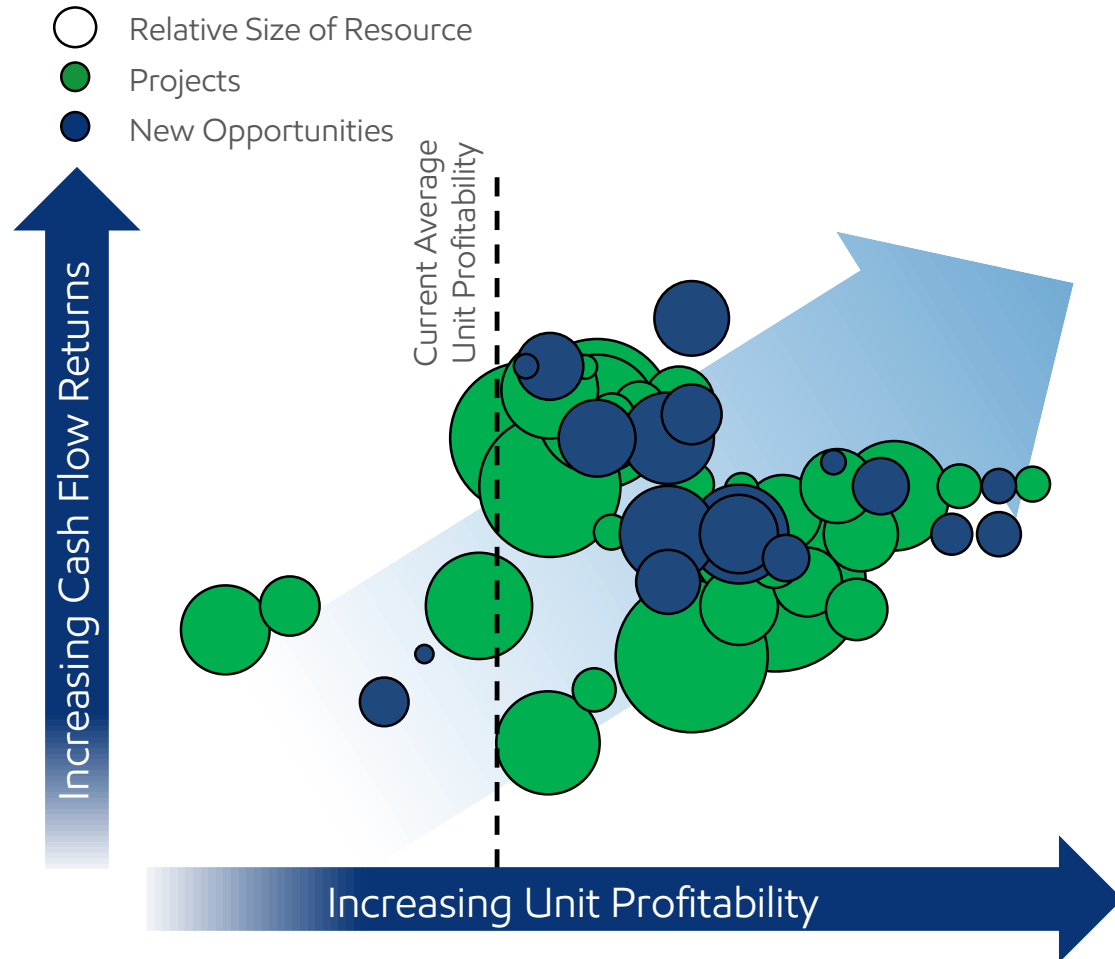


- Extensive acreage position, 8.1M gross acres
- Largest ever ExxonMobil 3D seismic survey
- Multiple exploration wells planned for 2016/17
- Commenced drilling in early February
- Development evaluation activities progressing

Unlocking Upstream Value

Summary

Well positioned to unlock resource value



- Diverse and flexible portfolio
- Pursuing accretive new opportunities
- Applying high-impact technologies
- World-class operational excellence
- Growing cash flow through the cycle

Downstream & Chemical Growing the Advantage



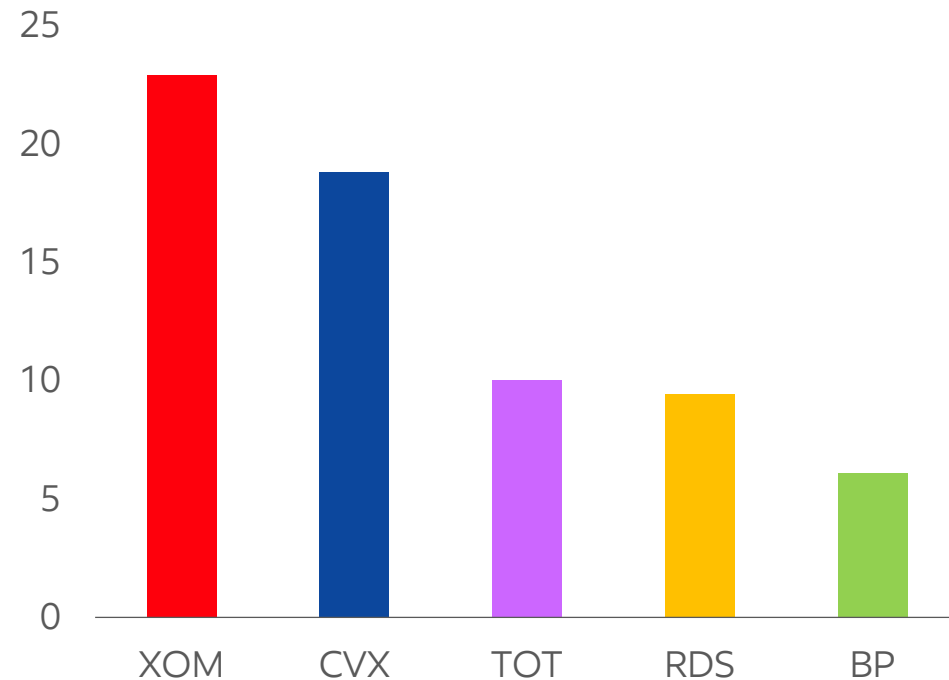
Premier Integrated Businesses

Most profitable Downstream and Chemical businesses in the industry

Downstream and Chemical Combined ROCE*

'11 to '15 Average

Percent



- Leading global refiner and chemical company
- Reliable and efficient operations
- Integrated business optimization
- Technology leadership
- Superior returns across the cycle

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

Downstream and Chemical Strategy

Integrated value chains deliver superior returns across the cycle

Leading Value Chains

Fuels

Lubricants

Chemicals

Strategic Midstream Assets

Pipelines

Terminals

Blend Plants

Integrated Manufacturing Platforms

Refining

Chemical

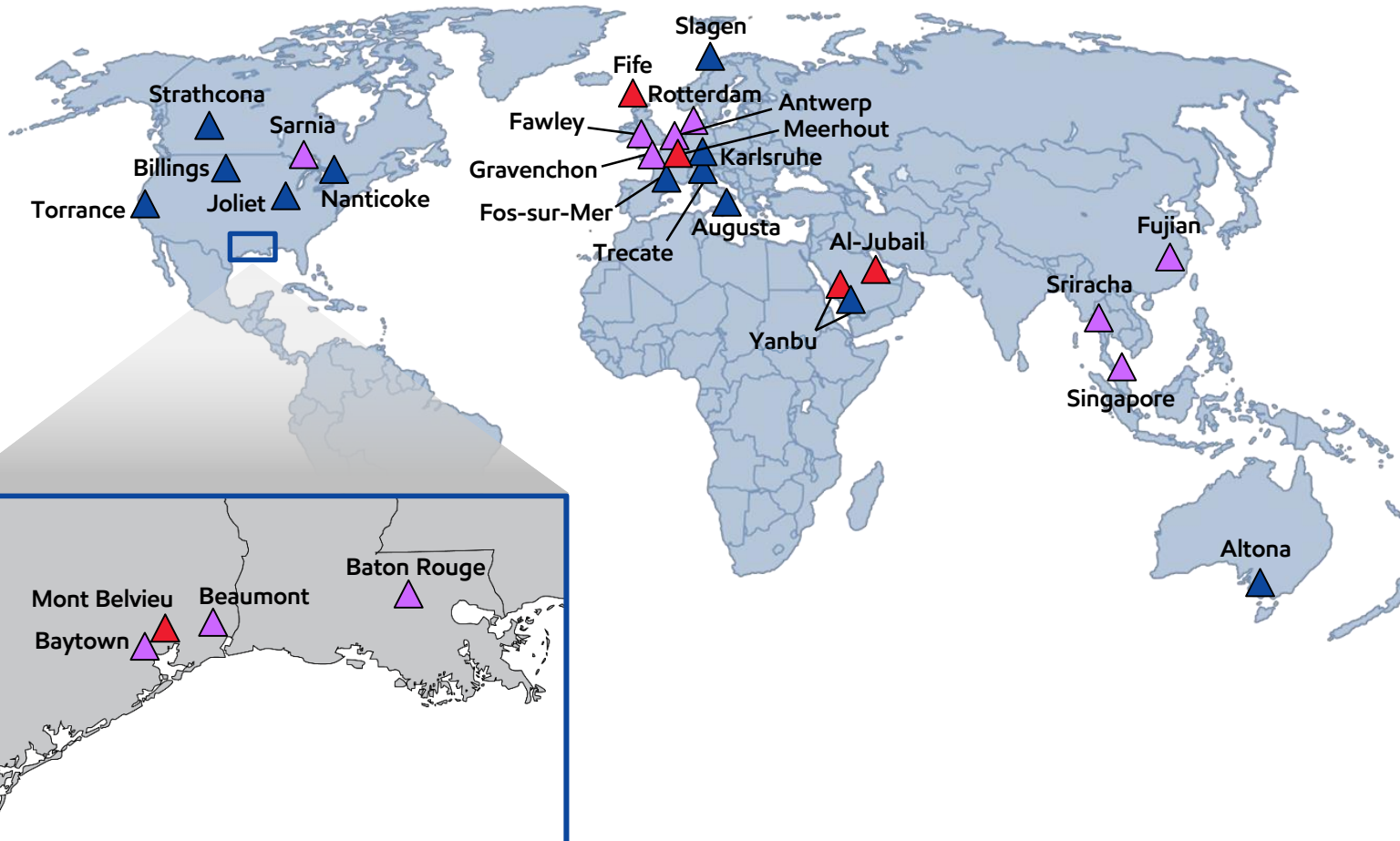
Operational Integrity - Technology Leadership

- Driving operational excellence and efficiencies
- Improving feedstock flexibility
- Growing high-value product yield
- Increasing logistics capabilities
- Optimizing marketing channels

Integrated Manufacturing Platforms

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

▲ Major Refining & Chemical ▲ Major Chemical ▲ Refining



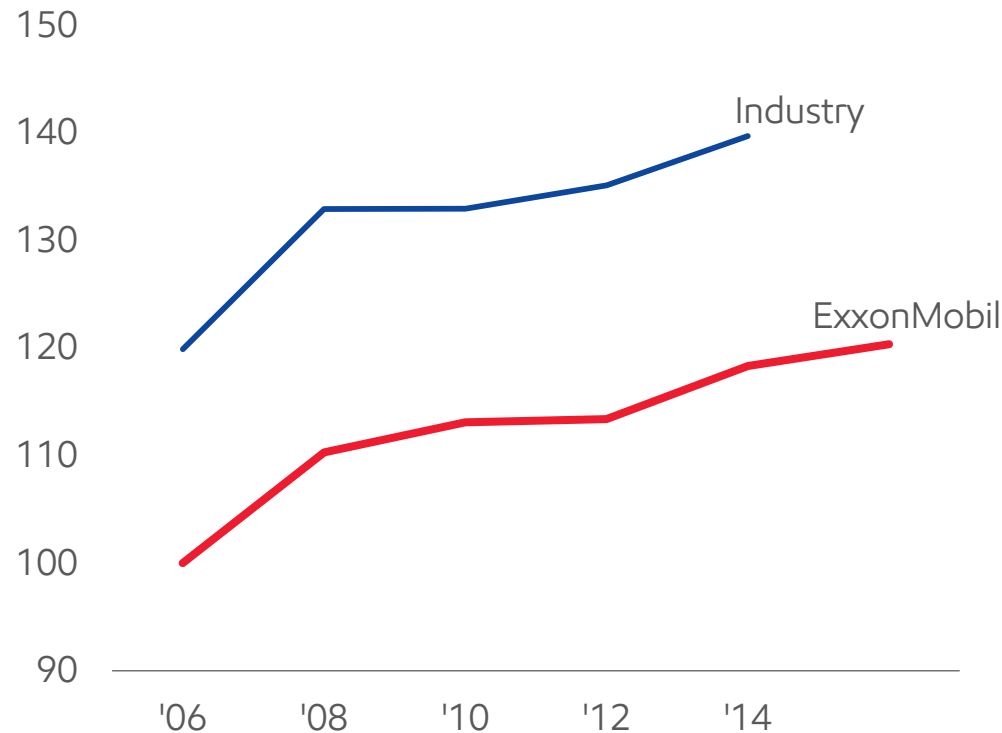
- 5 MBD refining capacity
- 35 MT chemical capacity
- 136 KBD lube basestock refining

Advantaged Downstream Platform

Efficient operations and feedstock flexibility

Refinery Unit Cash Operating Expenses

Unit Cost, Indexed*



Source: Solomon Associates; fuels and lubes refining data available for even years only, 2015 ExxonMobil data estimated.

* Constant foreign exchange rates, energy prices, and 2015 year-end portfolio.

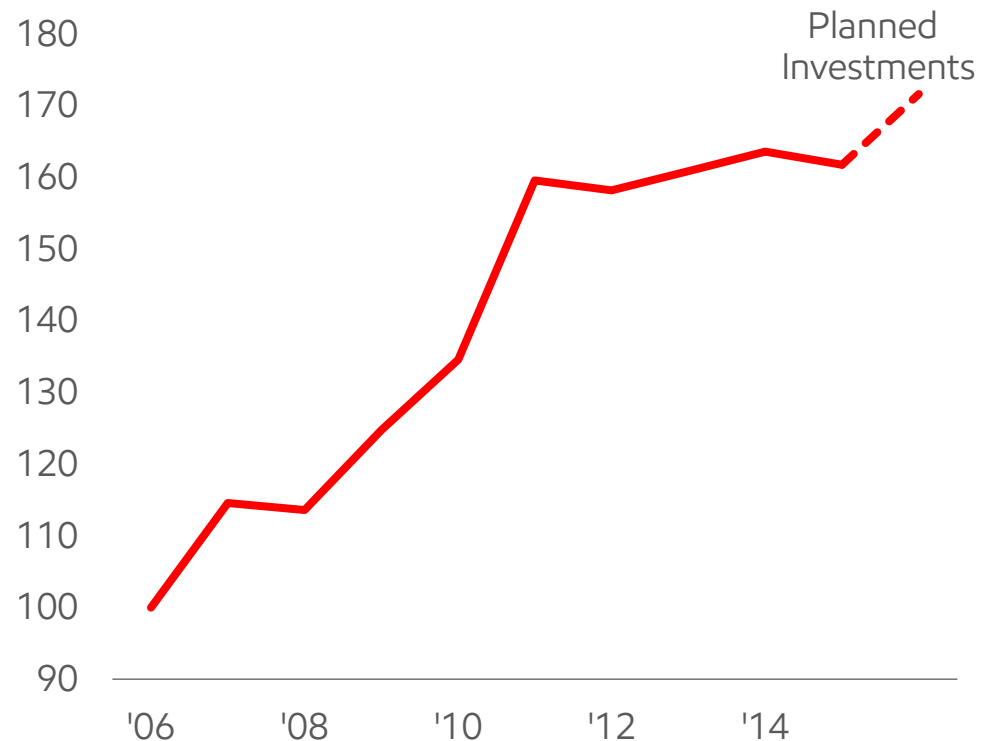
- Refineries 70% larger than industry average
- Industry-leading operating efficiency
- First quartile refining unit cash costs; \$1.5B annual cost savings versus industry average
- Technology enables advantaged crude processing
- Expanding midstream access to capture feed benefits

Higher-Value Refining Products

Increasing premium distillates, lube basestocks, and chemical feedstocks

High-Value Products Growth*

Global Product Yield, Indexed



- Applying proprietary technology
- Doubled premium distillate production since 2006
- Expanded high-performance lube basestocks
- Increased lubricants blending capacity
- Providing advantaged chemical feedstocks

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

Global Fuels and Lubricants Value Chains

Strengthening brand positions and optimizing portfolio

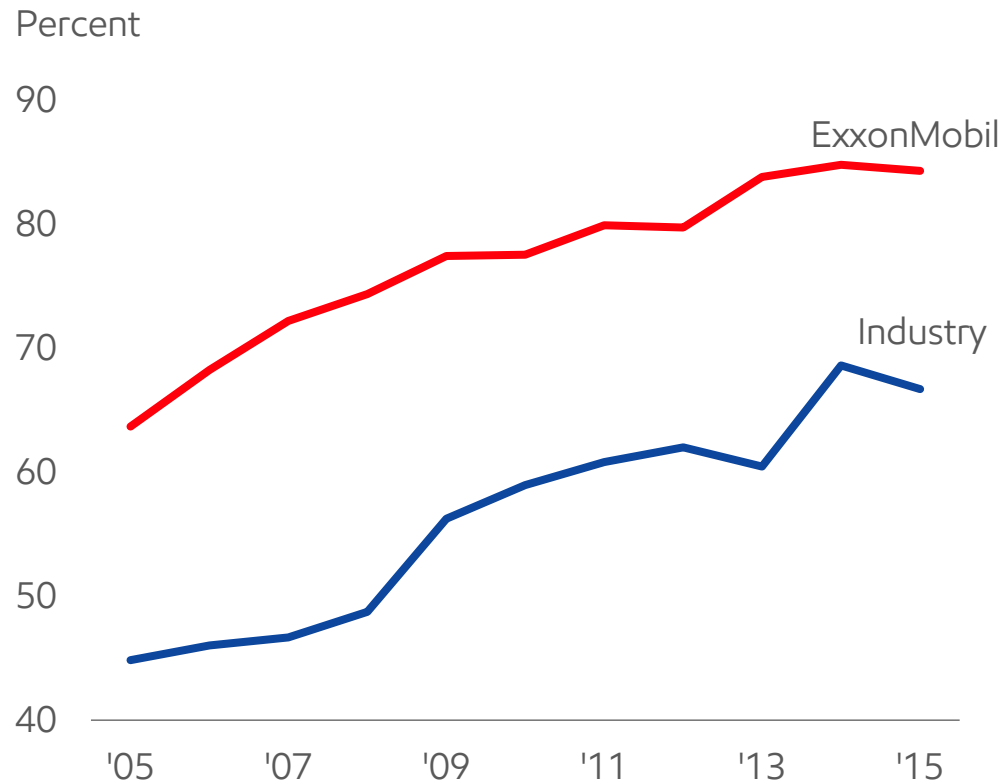


- Higher-value outlet for refining production
- Broad portfolio offering underpinned by quality, reliability, and technology
- Synthetic lubricant sales more than doubled in last decade
- Expanding sales networks and reducing complexity

Advantaged Chemical Platform

Feed-advantaged manufacturing sites

U.S. Ethylene Production from Ethane*



Source: Jacobs Consultancy *The Hodson Report*.

* Includes ethane and ethane equivalents.

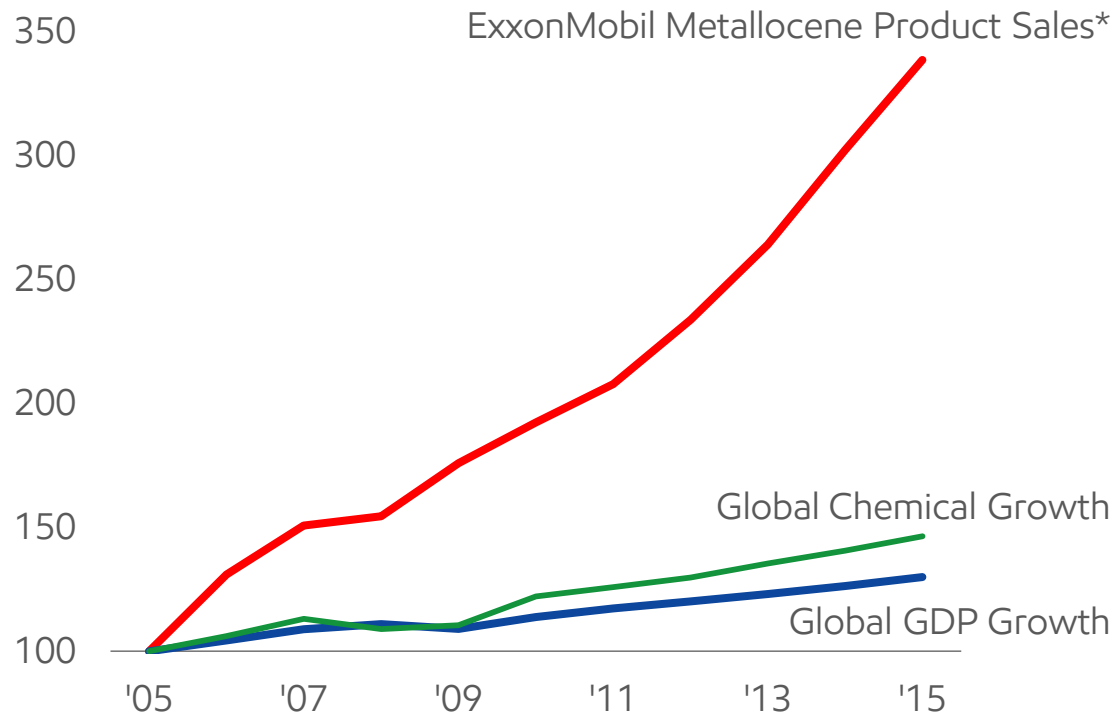
- Global manufacturing highly integrated with refineries
- Flexibility to capture liquids and gas cracking benefits
- Processing nearly 30% more advantaged feed globally than industry average
- Leveraging base commodity capacity to efficiently expand specialty manufacturing

Global Chemical Value Chains

Growing differentiated product portfolio

Metallocene Products Sales Growth

Volume, Indexed



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

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

Increasing Feedstock & Logistics Flexibility

Investments to capture feedstock advantages



Feed processing and logistics improvements

Baton Rouge
2016

Feed flexibility and midstream infrastructure



Crude unit expansion

Beaumont
2017

New capacity for advantaged domestic crudes



Ethylene / polyethylene capacity expansion

Baytown and Mont Belvieu
2017

Premium products from lower-cost ethane

Upgrading Molecule Value

Integrated investments at advantaged sites to highgrade production



Delayed Coker

Antwerp
2017

Upgrading bunker fuel to
premium ultra-low sulfur diesel



Advanced Hydrocracker

Rotterdam
2018

Converting gas oil to advanced
basestocks and distillates



Hydrocarbon Fluids Expansions

Fawley / Singapore
2016

Highgrading refinery streams
into intermediate chemicals

Increasing Higher-Value Products

Selective investments in specialty products



Specialty elastomers facility

Saudi Arabia
2015

Premium synthetic rubbers
and related products



Synthetic lubricant plants

Singapore
2017

Blending *Mobil 1*
in Asia



Specialty polymers facility

Singapore
2017

Premium halobutyl rubber
and adhesives

Summary

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

Closing Comments

- Relentless focus on business fundamentals
- Resilient integrated business model through the commodity price cycle
- Disciplined and paced investment approach focused on creating value
- Commitment to reliable and growing dividend