



Jim Chapman

Good morning, everyone. Welcome to ExxonMobil's second-quarter 2025 earnings call. I'm Jim Chapman, Vice President, Treasurer and Investor Relations.

This quarter's presentation and prerecorded remarks are available on the Investors section of our website. They are meant to accompany the second-quarter earnings press release, which is posted in the same location.

Cautionary statement

FORWARD-LOOKING STATEMENTS. Statements of future events, conditions, expectations, plans, future earnings power, potential addressable markets, 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, ammonia, lithium, direct air capture, Proxima™ 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 rule-making 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 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 heritage 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, 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 and store CO₂, produce hydrogen and ammonia, produce lower-emission fuels, produce lithium, produce Proxima™ systems, 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 or imbalances 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 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; 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 law, regulations, and policies affecting our business including with respect to the environment, taxes, tariffs, and trade sanctions; 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; decisions to invest in future reserves; reservoir performance, including variability and timing factors applicable to unconventional projects and the success of new unconventional technologies, and the ability of new technologies to improve recovery relative to competitors; the level, outcome, and timing of exploration and development projects and decisions to invest in future resources; timely completion of construction projects, and commencement of start-up operations, including reliance on third-party suppliers and service providers; war, civil unrest, attacks against the company or industry, realignment of global trade and supply chain networks, and other political or security disturbances; expropriations, seizures, and capacity, insurance, export, import, or shipping limitations by foreign governments or international embargoes; 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 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.

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 28.

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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.

Baytown Complex, Texas

Our transformed business and competitive advantages increase shareholder value

Earnings of \$7.1B underpinned by **advantaged portfolio, execution excellence, and unmatched cost discipline**

Delivering on plans for key projects to enhance product mix and **drive improved profitability:** Singapore Resid Upgrade, Fawley Hydrofiner, and Strathcona Renewable Diesel

Progressing new businesses: on track to triple Proxima™ resin capacity; announced 7th CCS agreement, now totaling ~10 Mta¹; began flowing CO₂ for our first third-party CCS project²

Sharing success with shareholders: >\$9B of shareholder distributions; industry-leading balance sheet capacity³

See supplemental information for footnotes and definitions.

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In a dynamic world, our transformed business and the competitive advantages we've built enable us to grow shareholder value through the cycles of our business. While others focus on catching up, we focus on extending our lead, putting our unique competitive advantages to work, and betting on our people's ability to deliver what others can't. We have the industry's best opportunity set, which drives low cost-of-supply and profitable growth, enabling us to excel in any market.

Looking at the second quarter, we earned \$7.1 billion supported by our investments in high-return, advantaged opportunities. We continue to lead in cost discipline as we further cut structural costs out of our business. Since 2019, we've delivered \$13.5 billion in structural cost savings. Our delivered savings and targeted plans are each ahead of all the other IOCs combined.

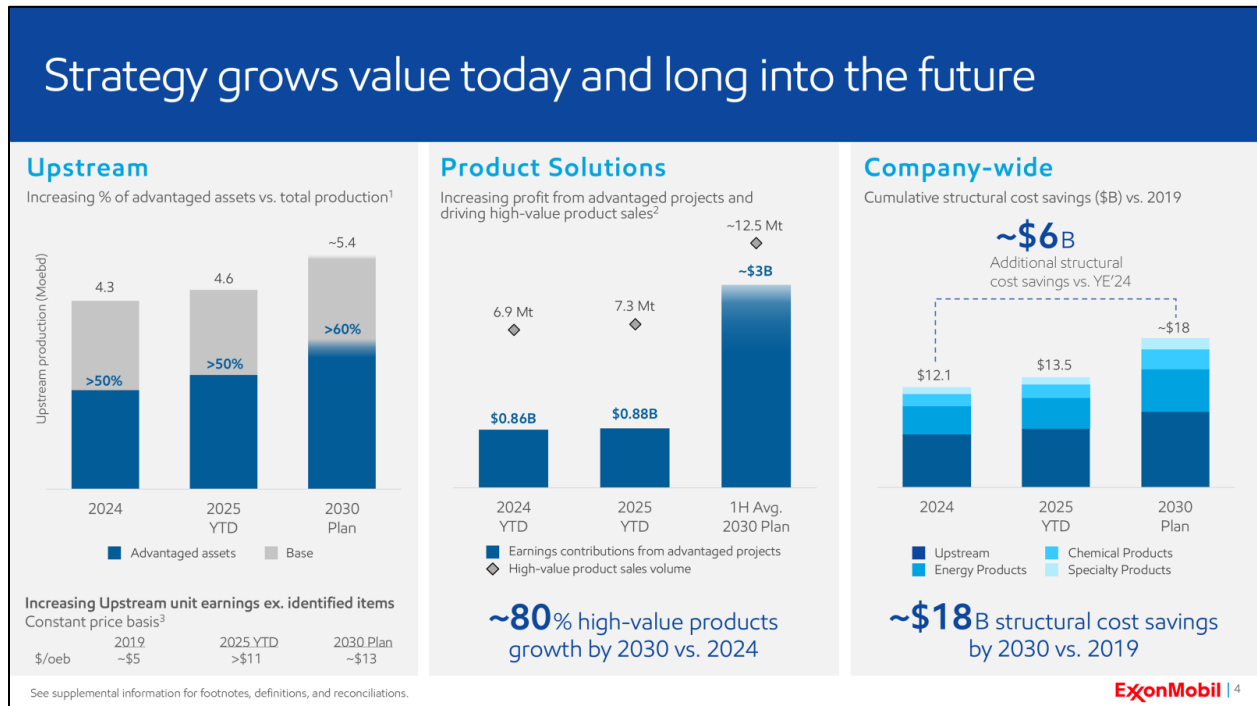
Our excellence in execution has allowed us to commence start-up activities on more than half of our 10 key projects for the year.

We continue to invest in resilient, advantaged opportunities in both our traditional and new lower-emissions businesses.

Investing in lower emissions has never meant accepting lower returns. Our low carbon investments must generate competitive returns in our portfolio to move forward. A combination of customer demand and policy support needs to come together to support robust economics for us to move forward with new low carbon projects. And in some cases, more time will be required for technology breakthroughs to ensure low cost of supply.

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This disciplined approach to investment enables us to deliver for shareholders year after year, through market cycles – just as we did this quarter, distributing more than \$9 billion in cash to our shareholders. And our industry-leading balance sheet means we are confident in our ability to continue investing in high-return opportunities to extend our leading track record long into the future.



The key drivers to grow long-term shareholder value are clear: more profitable barrels, more high-value products, and lower costs.

In our Upstream business, more than 50% of our production comes from high-return, advantaged assets. This quarter, we achieved record production in the Permian and are on track to meet our plan for this year. By 2030, more than 60% of our production volumes are expected to come from the Permian, Guyana, and LNG.

May was both the 10-year anniversary of our first Guyana discovery and also the arrival of our fourth floating production, storage and offloading facility (or FPSO). Start-up of the Yellowtail development, our largest to date, is anticipated next week, and four more FPSOs are planned by the end of 2030, increasing our gross production capacity to 1.7 million oil-equivalent barrels per day. Our organization continues to set new standards in executing a major deepwater development at industry leading pace and cost, benefiting our shareholders and the people of Guyana.

In Product Solutions, we're quickly growing the contribution from high-value products through our advantaged project start-ups which in the first half of 2025 helped deliver record high-value product sales.

By 2030, we expect the volumes from our high-value products to almost double to about 25 million tons per annum and drive more than 40% of Product Solutions' earnings.

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Finally, we remain on track to achieve our target of \$18 billion in structural cost savings by the end of the decade. We're already more than two-thirds of the way there and we have a track record of beating our internal targets with a rich set of additional cost-saving opportunities from new technologies we couldn't even imagine before.



Our Global Projects organization’s deep capabilities have been on full display in 2025, as we have already completed or have begun start-up for more than half of our 10 key projects, and we’re on track for the remaining four. Last quarter, we highlighted start-up activities at the China Chemical Complex as well as our second advanced recycling unit at our Baytown Complex in Texas. This quarter’s highlights include projects in Singapore, the United Kingdom, and Canada that deliver incremental earnings by improving our product mix.

In Singapore, our Resid Upgrade project encompasses cutting edge, new-to-the-world technologies that demonstrate ExxonMobil’s truly differentiated capabilities. This project transforms bottom-of-the-barrel molecules, like tar, into higher-value products. We convert 80 thousand barrels per day of fuel oil into 70 thousand barrels per day of higher-value distillates and performance lubes basestocks. Historically, these higher-value products have commanded a premium in the marketplace, translating to a potential earnings uplift of approximately \$20 per barrel. You can see how mix improvements can be such a powerful driver of earnings growth.

In the UK, the Fawley Hydrofiner project upgrades high-sulfur, lower-value distillates to produce an additional 37 thousand barrels per day of ultra-low sulfur diesel for the UK market. Low-sulfur diesel is in high demand and, based on the historical premium over the high-sulfur distillates we produced before, drives a potential earnings uplift of roughly \$10 per barrel.

And finally, the Strathcona renewable diesel project has the highest capacity of renewable diesel production in Canada, at 20 thousand barrels per day. We’re ramping this unit up in line with third-party hydrogen supplies. This project combines many advantages: integration with

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our existing refinery, locally-sourced feedstock, advantaged logistics, and proprietary technology. Over the past five years, as an indication of the earnings uplift of this project, lower-value feedstock that has been upgraded to renewable diesel has generated a premium of about \$30 per barrel in Canada, including policy incentives.

Product Solutions is well on its way to achieving earnings growth of about \$8 billion from 2024 to 2030 at constant margins, with about half of that coming from advantaged projects like these. Our 2025 start-ups will drive more than \$3 billion of earnings in 2026, at constant prices and margins.... And our Product Solutions start-ups represent more than \$1 billion of that. This takes Product Solutions a quarter of the way to its advantaged projects earnings target in just the first year of the plan.

These projects are the most recent examples of how our push into higher-value products will drive earnings and profitability long into the future.

Using technology advantage to grow new businesses and enter profitable, high-growth markets

| | |
|--|--|
|  <p>Proxima™ thermoset resins</p> | <ul style="list-style-type: none"> Demonstrated product benefits in multiple markets: automotive, construction, coatings Working with strategic partners to build out value chain and accelerate customer adoption On track to increase production by 25 Kta this year, more than tripling current capacity |
|  <p>Carbon materials</p> | <ul style="list-style-type: none"> Early feedback from testing with original equipment manufacturers confirming step-out performance Large pilot plant start-up planned for 1Q26 to accelerate customer qualifications |
|  <p>Lower-emissions fuels</p> | <ul style="list-style-type: none"> Continuing to pursue profitable growth where it is supported by policies and market adoption Started up Canada's largest renewable diesel facility at Strathcona, 20 Kbd capacity¹ |
|  <p>Advanced recycling</p> | <ul style="list-style-type: none"> Started up second advanced recycling unit in Baytown, TX, doubled advanced recycling capacity Surpassed 100M lbs of plastic processed across two units since starting operations in late 2022 |
|  <p>Carbon capture & storage</p> | <ul style="list-style-type: none"> Announced 7th third-party CCS agreement, increasing total contracted CO₂ offtake up to ~10 Mta² Started up CF Industries' CCS project³ – our first third-party CCS contract announced in 2022 |

See supplemental information for footnotes and definitions.

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Obviously, technology is at the heart of the shift to higher-value products, and it also underpins growth in our new businesses.

When we look to 2030 and beyond, we have an unmatched opportunity set enabled by ongoing innovation.

This year, we've continued to make great strides to further prove out and build these various businesses – laying the foundation for the future.

As we've shared before, Proxima™ thermoset resins have significant potential in the automotive, construction, and the coatings markets, among others. They're lighter, stronger, and more durable than alternatives, with of half the GHG emissions of traditional thermoset resins¹. These are benefits we don't just talk about, but that we are actively proving out with our customers across multiple industries every day. Recently, we signed an MOU with a leading building materials and construction company based in the Middle East to manufacture and distribute Proxima™-based rebar. With the significant growth in building and infrastructure across that region, this collaboration represents an important step in scaling up the development of lightweight Proxima™ materials for the construction industry. We're in the process of increasing production capacity for Proxima™ resins by 25 thousand tons per year,

¹ ExxonMobil estimate calculated based on volumetric displacement of epoxy resin on a cradle-to-gate basis. Source: Comparative Carbon Footprint of Product - ExxonMobil's Proxima™ Resin System to Alternative Resin Systems, June 2023, prepared by Sphera Solutions, Inc. for ExxonMobil Technology and Engineering Company. The study was confirmed to be conducted according to and in compliance with ISO 14067:2018 by an independent third-party critical review panel.

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which will more than triple our current capacity. This is another critical step for scaling this new business.

Another new business that is taking us into higher-growth, higher-margin markets is our carbon materials venture. In this area, we see strong market demand for innovative battery anode materials, which is why we've developed an advanced coke as a feedstock for next-generation graphite that provides superior energy storage performance.

With our proprietary technology, we can ultimately produce at scale our battery anode materials, which have the potential to improve EV battery range by 30%, as well as enable faster charging and longer battery life. We have been working with both cell manufacturers and auto OEMs, whose testing to date validates the unique benefits of this product. In the near-term, we plan to start up a large pilot facility to further enable product testing and to broaden customer engagement.

In Energy Products, we aim to supply more than 150 thousand barrels per day of higher-value, lower-emissions fuels by 2030 and the start-up of the Strathcona Renewable Diesel unit is a key milestone in achieving this.

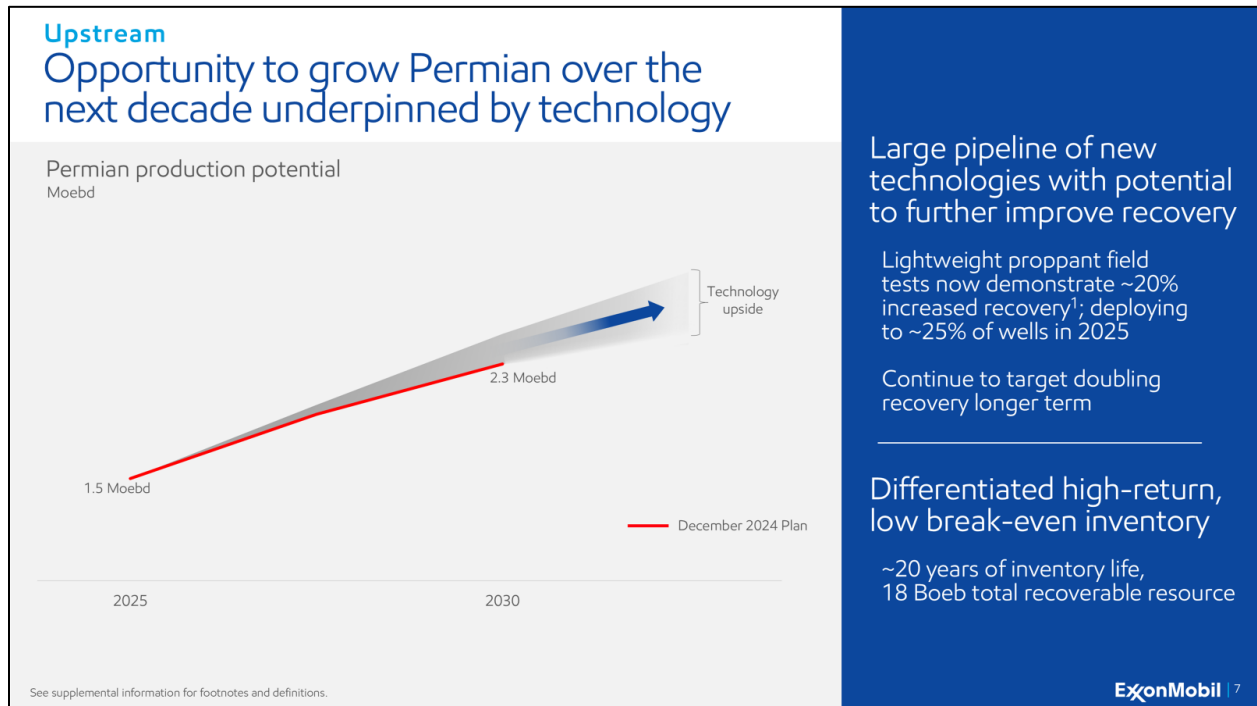
We are scaling up advanced recycling. We now have two facilities in operation that prevent hard-to-recycle plastic waste from being buried or burned. During the second quarter, we surpassed 100 million pounds of plastic waste processed in our facilities, since starting operations in late 2022. When our third unit comes online later this year, our processing capacity will be roughly 250 million pounds per year, a quarter of the way to our ambition of 1 billion pounds per year.

Finally, we continue making important strides in our carbon capture and storage (or CCS) business. Not long ago, in 2022, we announced our first CCS contract with CF Industries. Less than three years later, we have seven contracts totaling roughly 10 MTA in place and have now begun flowing CO₂ for that first, landmark project. This consistent progress is underpinned by our world-scale, end-to-end system capable of capturing, transporting, and storing carbon emissions – a key differentiator for our low carbon business.

ExxonMobil has a long-standing commitment to the development of proprietary technology.

This competitive advantage, which enables innovation across all of our businesses, wouldn't be possible without the dedication, rigor, and scientific and engineering capability of our people.

Technology is at the heart of everything that we do and, as a core capability, is helping to lay the foundation for profitable growth long into the future.



In addition to new products, we continue to play a leading role in meeting the world’s growing need for oil and gas.

We had record second quarter production of 1.6 million oil-equivalent barrels per day in the Permian and are leading the industry in our plan to grow Permian production to 2.3 million oil-equivalent barrels per day by 2030.

More than ever, we’re leveraging technology to increase production, improve efficiency, and offset natural decline.

Our Permian target remains to double resource recovery, for an industry that sits at just 6 to 8% today. We have a deep and increasing portfolio of new technologies that we have been developing for many years. Some are already being deployed, while more are on the way including our 4th generation cube development

Our patented lightweight proppant is a current example: we transformed a low-value refinery byproduct into a valuable product that has demonstrated significant improvement in resource recovery rates. While we are still early in deployment, current field tests show an increase in recovery of up to 20%, higher than the 15% observed in last year’s trials.

Deploying these innovative technologies to the largest low-cost inventory in the Permian Basin is key to our long-term growth trajectory. While others talk about reaching peak production in the near-term, we see growth continuing into the next decade.

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| 2Q25 Financial results | | |
|---|--|---|
| Execution of strategy delivering industry-leading results ¹ | | |
| <p>GAAP earnings</p> <p>\$7.1_B</p> <p>Leading IOCs</p> | <p>Cash flow from operations</p> <p>\$11.5_B</p> <p>Leading IOCs</p> | <p>Net debt-to-capital</p> <p>8%</p> <p>Debt-to-capital 13%; Industry-leading balance sheet capacity</p> |
| <p>Cash capex</p> <p>\$6.3_B</p> <p>On-track for full year reinvestment rate of ~50%</p> | <p>Shareholder distributions</p> <p>\$9.2_B</p> <p>Including \$5.0B of share buybacks; Leading IOCs</p> | <p>5-year total shareholder return CAGR</p> <p>25%</p> <p>Leading IOCs</p> |
| <p><small>See supplemental information for footnotes, definitions, and reconciliations.</small></p> <p style="text-align: right;">ExxonMobil 8</p> | | |

Turning to the second quarter results, we delivered another strong quarter of both earnings and cash flow.

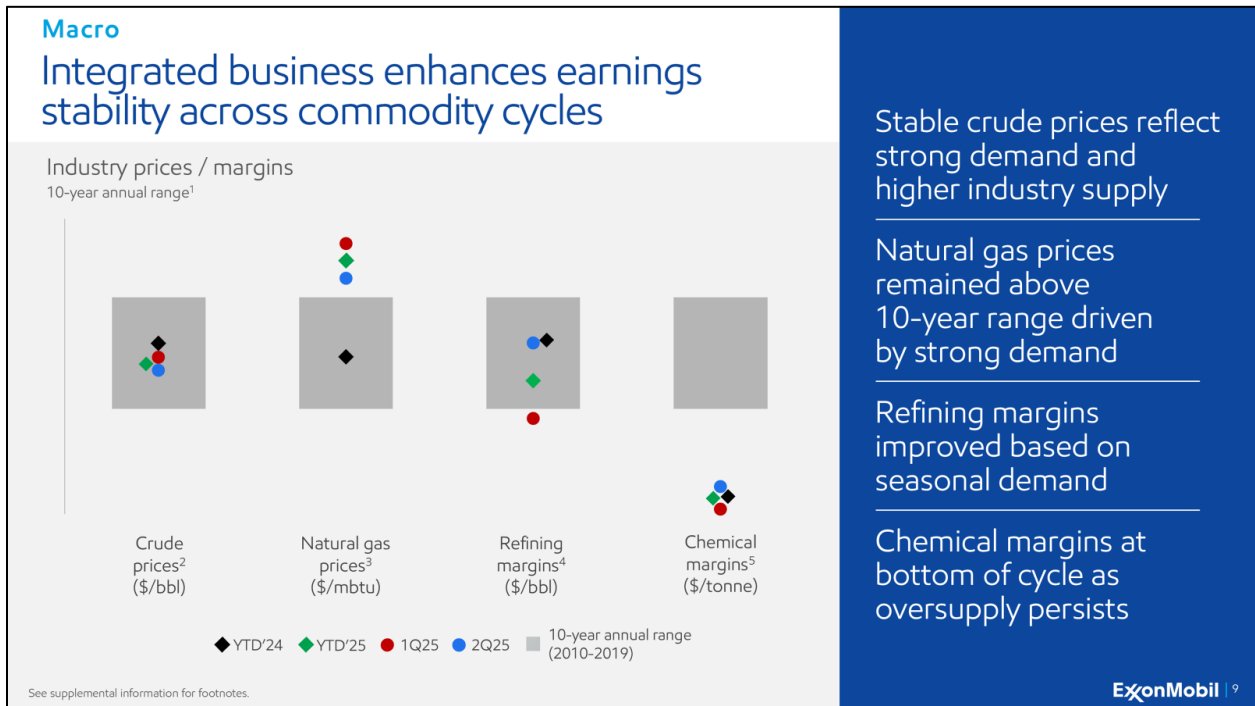
We announced earnings of \$7.1 billion, which led the industry and generated cash flow from operations of \$11.5 billion.

We have a net debt-to-capital ratio of just 8%, giving us the strongest balance sheet among the IOCs.

Our cash capex was \$6.3 billion for the quarter – and we’re on track for a full year reinvestment rate of about 50%, 10 percentage points lower than our pre-COVID average.

Our total second quarter distributions of \$9.2 billion led the industry and included \$5.0 billion in share buybacks. We’ve now bought back about 40% of the shares we issued to complete our transformational Pioneer acquisition in May of last year. We remain on track for \$20 billion of share repurchases this year, consistent with prior guidance and, as always, assuming reasonable market conditions persist.

Over the past 5 years our total shareholder returns have averaged 25%, again outpacing the industry.



Part of our success stems from our integrated business model, which helps sustain our earnings across commodity cycles and lowers earnings and cash flow volatility when compared to other energy peers.

Let's look at the macro environment in the second quarter...

Crude prices didn't move far from the midpoint of the 10-year range, supported by strong demand, which helped to offset increased OPEC supply.

For natural gas, robust global demand kept prices above the 10-year range.

Industry refining margins were back to mid-cycle in the second quarter driven by strong summer driving season demand, with industry chemical margins remaining at bottom-of-cycle.

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YTD'25 vs. YTD'24

Transformed business continues to deliver strong results

| | UPSTREAM | ENERGY PROD | CHEMICAL PROD | SPECIALTY PROD | CORP & FIN | TOTAL |
|--|----------|-------------|---------------|----------------|------------|--------|
| YTD'24 GAAP Earnings / (Loss) | \$12.7 | \$2.3 | \$1.6 | \$1.5 | (\$0.7) | \$17.5 |
| YTD'24 Earnings / (Loss) ex. Ident. items (non-GAAP) | \$12.7 | \$2.3 | \$1.6 | \$1.5 | (\$0.7) | \$17.5 |
| Price / margin | (2.5) | (1.1) | (0.8) | 0.1 | - | (4.3) |
| Advantaged volume growth | 1.1 | 0.0 | 0.0 | 0.0 | - | 1.1 |
| Base volume | (0.3) | 0.1 | (0.1) | (0.0) | - | (0.2) |
| Structural cost savings | 0.6 | 0.3 | 0.1 | 0.1 | - | 1.1 |
| Expenses | (0.4) | 0.0 | (0.3) | (0.1) | - | (0.8) |
| Other | 0.5 | 0.2 | 0.0 | (0.1) | (0.9) | (0.3) |
| Timing effects | 0.4 | 0.3 | - | - | - | 0.7 |
| YTD'25 Earnings / (Loss) ex. Ident. items (non-GAAP) | \$12.2 | \$2.2 | \$0.6 | \$1.4 | (\$1.6) | \$14.8 |
| YTD'25 GAAP Earnings / (Loss) | \$12.2 | \$2.2 | \$0.6 | \$1.4 | (\$1.6) | \$14.8 |

Billions of dollars unless specified otherwise.
Due to rounding, numbers may not add.
See supplemental information for definitions.

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Looking at our earnings year-to-date, we continue to deliver strong results. Our earnings were \$14.8 billion, down \$2.7 billion, driven primarily by lower market prices and margins in the period, partially offset by the actions we've taken to drive profitable growth.

Advantaged volume growth and structural cost reductions added \$2.2 billion to earnings from the prior year period. The advantaged volume growth was driven by the Pioneer acquisition and growth in Guyana. The structural cost savings more than offset expenses from higher depreciation from Tengiz and start-up costs from other projects.

Lastly, we had favorable timing effects of \$700 million, primarily driven by the absence of unfavorable timing effects in the first half of 2024.

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2Q25 vs. 1Q25

Transformed business continues to deliver strong results

| | UPSTREAM | ENERGY PROD | CHEMICAL PROD | SPECIALTY PROD | CORP & FIN | TOTAL |
|--|----------|----------------|------------------|-------------------|---------------|-------|
| 1Q25 GAAP Earnings / (Loss) | \$6.8 | \$0.8 | \$0.3 | \$0.7 | (\$0.8) | \$7.7 |
| 1Q25 Earnings / (Loss) ex. Ident. items (non-GAAP) | \$6.8 | \$0.8 | \$0.3 | \$0.7 | (\$0.8) | \$7.7 |
| Price / margin | (1.6) | 0.4 | (0.1) | 0.1 | - | (1.2) |
| Advantaged volume growth | 0.3 | 0.0 | 0.0 | 0.1 | - | 0.4 |
| Base volume | (0.1) | 0.1 | 0.0 | 0.0 | - | 0.1 |
| Structural cost savings | 0.1 | 0.0 | 0.0 | 0.0 | - | 0.1 |
| Expenses | (0.1) | (0.0) | (0.0) | (0.0) | - | (0.2) |
| Other | 0.1 | (0.1) | 0.0 | 0.0 | 0.0 | 0.1 |
| Timing effects | (0.0) | 0.0 | - | - | - | (0.0) |
| 2Q25 Earnings / (Loss) ex. Ident. items (non-GAAP) | \$5.4 | \$1.4 | \$0.3 | \$0.8 | (\$0.8) | \$7.1 |
| 2Q25 GAAP Earnings / (Loss) | \$5.4 | \$1.4 | \$0.3 | \$0.8 | (\$0.8) | \$7.1 |

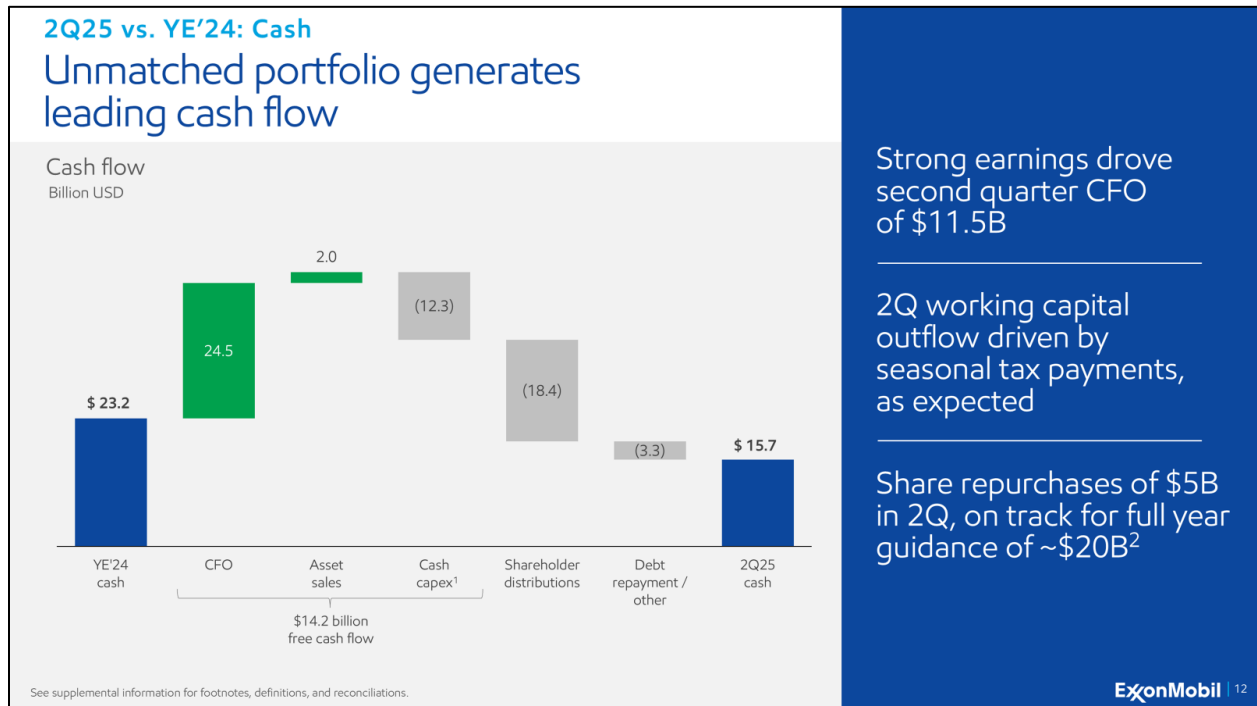
Billions of dollars unless specified otherwise.
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See supplemental information for definitions.

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Now let's look at our quarterly sequential results.

Second quarter earnings were \$7.1 billion, down \$600 million from the first quarter, mainly on lower crude and gas prices, partly offset by stronger refining margins.

Advantaged and base volumes were up sequentially driven by growth in the Permian and lower scheduled maintenance in Energy Products.



Moving to cash, we generated \$24.5 billion of cash flow from operations in the first half of 2025, leading the industry. As expected, we had a working capital outflow in the second quarter, driven by seasonal tax payments.

Strong operational results, supported by a strong balance sheet, have allowed us to consistently return excess cash to our shareholders. We have distributed more than \$18 billion to shareholders in dividends and share repurchases so far this year.

Our consistent capital allocation priorities reflect the confidence we have in our strategy, the performance of our businesses, and our company's long-term future. With the strongest opportunity set in the business, we are uniquely positioned for industry-leading cash flow growth over the medium and long-term. We're playing the long game: investing today to lead the industry in profitable growth to 2030 and beyond.

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

PRELIMINARY PREPARED REMARKS

| LOOKING AHEAD TO 3Q25 | | |
|---|--|---|
| Upstream | Product Solutions | Corporate |
| Absence of ~\$100M net favorable divestment impacts | Lower scheduled maintenance <hr/> Progressing ramp up of key projects | Corporate & financing expenses expected to be \$0.7B - \$0.9B |

See page 24 for 3Q25 maintenance outlook.

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Looking to the third quarter...

In the Upstream, we had about \$100 million of net favorable divestment-related earnings impacts in the second quarter that we do not expect to repeat in the third.

In Product Solutions, we expect lower scheduled maintenance. For our China Chemical Complex and Singapore Resid Upgrade, ramp-up continues through year-end, with third quarter still below full capacity.

We expect third quarter corporate and financing expenses to be between \$700 and 900 million.

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Port Allen Lubricants Plant,
Louisiana

Proven strategy and competitive advantages drive leading performance

| Leading cost discipline and execution excellence | Leveraging advantages to capitalize on unmatched opportunity set | Delivering profitable growth and creating leading shareholder value |
|--|---|---|
| Global Projects organization delivering industry-leading project portfolio ¹ | Growing Permian production 50% by 2030 at lowest cost in industry ² | >\$3B of 2030 planned earnings growth derisked by 2025 projects ³ |
| Achieved \$13.5B of structural cost savings vs. 2019; \$1.4B YTD | Record high-value product sales , as advantaged projects accelerate growth | >\$18B YTD shareholder distributions , including dividends and share buybacks |

Leading performance and shareholder value based on metrics presented on page 8. See supplemental information for footnotes, definitions, and reconciliations.

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No matter the market, ExxonMobil is positioned to deliver with a proven strategy, unique competitive advantages, strong execution, and extraordinary cost discipline.

We've built the business to deliver long-term profitable growth and leading performance across cycles

Thank you.