



# To Our Shareholders 2 Financial & Operating Summary The Outlook for Energy Delivering Profitable Growth 8 **Global Operations** 28 30 Upstream Downstream 32 Chemical 34 Corporate Citizenship 36 Financial Information 39 Frequently Used Terms 44 Directors, Officers, and Affiliated Companies 46 **Investor Information** 48 **General Information** 49

COVER PHOTO: ExxonMobil continues to demonstrate its expertise in all aspects of the liquefied natural gas (LNG) value chain through the development of the Papua New Guinea LNG project. The project is expected to start up in 2014 and produce 6.9 million tonnes of LNG per year to meet growing global demand.

Statements of future events or conditions in this report, including projections, targets, expectations, estimates, and business plans, are forward-looking statements. Actual future results, including demand growth and energy mix; capacity growth; the impact of new technologies; capital expenditures; project plans, dates, costs, and capacities; resource additions, production rates, and resource recoveries; efficiency gains; cost savings; product sales; and financial results could differ materially due to, for example, changes in oil and gas prices or other market conditions affecting the oil and gas industry; reservoir performance; timely completion of development projects; war and other political or security disturbances; changes in law or government regulation; the actions of competitors and customers; unexpected technological developments; general economic conditions, including the occurrence and duration of economic recessions; the outcome of commercial negotiations; unforeseen technical difficulties; unanticipated operational disruptions; and other factors discussed in this report and in Item 1A of ExxonMobil's most recent Form 10-K.

Definitions of certain financial and operating measures and other terms used in this report are contained in the section titled "Frequently Used Terms" on pages 44 and 45. In the case of financial measures, the definitions also include information required by SEC Regulation G.

"Factors Affecting Future Results" and "Frequently Used Terms" are also available on the "investors" section of our website.

Prior years' data have been reclassified in certain cases to conform to the 2013 presentation basis.

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

Energy is essential to life.

Energy powers our global economy, brings people and nations together, and drives progress and advancement throughout the world.

In the decades ahead, energy needs will grow as economies expand, trade increases, and hundreds of millions of people work to attain higher standards of living.

The world will need energy to provide warmth and protection at home.

Energy lives here™

Hospitals and clinics will need energy to power advanced equipment

and store lifesaving medicines. Workers and families will need energy to fuel transportation to and from their jobs and to visit loved ones, wherever they live. Business and industry will need energy for agriculture, manufacturing, and communication. The world will need energy to light schools and universities to help students learn, aspire, and acquire the knowledge to achieve their dreams.

The need for energy is shared by every nation because energy flows through every product and enables every human endeavor.

Our ongoing challenge at ExxonMobil is to find safe, efficient, and responsible ways to bring affordable energy to dynamic global markets. Our success is built on long-term planning, disciplined investment, new leading-edge technologies, unmatched risk management, and operational excellence.

With this ongoing challenge comes unparalleled opportunity, as we work to deliver profitable growth, through innovation and technology, while maximizing value for our shareholders.



# To Our Shareholders

We maintain our steadfast commitment to generate long-term shareholder value by helping to supply the world's growing demand for energy. As you will read in the following pages, we achieved strong financial and operating results in 2013 and continued to advance a unique and balanced set of profitable growth opportunities across our businesses. Our success is underpinned by our strong safety performance, unwavering ethical behavior, good corporate citizenship, operational excellence, and technology leadership. Our efforts are helping to generate prosperity and improve living conditions for people around the world by providing safe, reliable, and affordable energy.

Our Corporation achieved strong operating and financial performance this year despite global economic challenges and uncertainty. Earnings were lower in 2013, in line with industry conditions, while our leadership position within the industry continues in many key areas. In particular, a sustained focus on safety and the collective commitment of our employees and contractors around the world resulted in improved overall safety performance versus 2012. We also have maintained our relentless focus on operational excellence and risk management. We delivered earnings of \$32.6 billion and a return on capital employed of 17 percent, which continues to lead our peer group and reflects the strength of our investment discipline, balanced portfolio, and integrated business model. Robust operating cash flow enabled us to

fund \$42.5 billion in capital and exploration expenditures to advance large, new projects and bring energy to world markets, while distributing \$25.9 billion to shareholders in the form of dividends and share purchases to reduce shares outstanding. Over the last five years, ExxonMobil distributed \$131 billion to our shareholders, while dividends per share have increased by 59 percent, including an 11-percent increase in the second quarter of 2013.

We delivered earnings of \$32.6 billion and a return on capital employed of 17 percent, which continues to lead our peer group and reflects the strength of our investment discipline, balanced portfolio, and integrated business model.

In the Upstream, we have an industry-leading global resource base of more than 90 billion oil-equivalent barrels. In 2013, we continued to build our diverse, global portfolio by adding 6.6 billion oil-equivalent barrels. We also replaced 103 percent of our proved reserves, the 20th consecutive year our company has replaced more than 100 percent of our production. We continue to develop this resource base through safe and reliable execution of our major projects. We started up six major projects in 2013 with gross facility capacity of more than 930 thousand oil-equivalent barrels per day, highlighted by the Kearl Initial Development in Canada. In addition, we continue to ramp up liquids production in North America through increased drilling activity in liquids-rich U.S. plays such as the Bakken, Permian, and Woodford Ardmore. Going forward, we are working to start up an additional 21 major projects by 2017, including Papua New Guinea Liquefied Natural Gas in 2014 and the Kearl Expansion project in 2015. We anticipate all of these projects will deliver 1 million net oil-equivalent barrels per day of production volumes by 2017. The new production we are bringing online from our major projects and other activities positions us to achieve profitable growth as our liquids and liquids-linked gas volumes as a percentage of total volumes are projected to increase to nearly 70 percent in 2017.

Our successful exploration program continues to yield discoveries and new acreage additions that contribute to our large, global hydrocarbon resource base. Exploration discoveries in 2013 totaled 1.5 billion oil-equivalent barrels including finds in Australia, Canada, Tanzania, and the United States. In Tanzania, we are partnering with Statoil to explore and develop offshore fields that are estimated to hold as much as 20 trillion cubic feet of natural gas in place. We also continue to progress international unconventional resource opportunities in Argentina, Colombia, and West Siberia in Russia. We have begun preparations with Rosneft to begin drilling our first exploration well in the Kara Sea during 2014 in the Russian Arctic. Our technological leadership and arctic operating expertise will enable us to manage the harsh, challenging conditions to explore this highly-prospective region. In the largely untapped, high-potential northern Black Sea, we expect to progress exploration programs in Romania and Russia during the next several years.

In the Downstream, ExxonMobil is the world's largest refiner. Our world-class refining assets are geographically diverse and highly integrated with chemicals and lubes manufacturing facilities. We are making targeted investments to strengthen the portfolio and increase production of high-value products, such as ultra-low sulfur diesel, jet fuel, and

lubricants, to meet growing consumer demand. We also continue ongoing investments to improve feedstock flexibility and energy efficiency, which in turn improves business profitability.

ExxonMobil is also one of the world's largest chemical companies and manufactures a unique mix of commodity and specialty chemical products. We are strengthening our commodity business by making strategic investments that capture advantaged feedstocks, deploy lower-cost processes, and increase premium product sales. A good example is the recently completed Singapore Chemical Expansion project. This expansion builds on a large, integrated platform with advanced feedstock capability, and produces premium products to meet the demands of growing Asian economies. Another example is in Saudi Arabia, where ExxonMobil is partnering with Saudi Basic Industries Corporation to develop a specialty elastomers plant to serve growth markets in the Middle East and Asia. In the United States, we are progressing plans to construct a new world-scale ethane cracker and associated premium polymer capacity at our Gulf Coast facilities.

The advanced technologies that enable us to find, develop, and produce energy sources, as well as manufacture transportation fuels and chemical products, are rooted in an ongoing commitment to research. With the ingenuity of our 18,000 scientists and engineers, and \$1 billion annual investment in research and development, ExxonMobil is dedicated to pioneering the science and technology of energy.

The methods the company employs to attain results are as important as the results themselves.

We remain committed to being a responsible corporate citizen providing energy and products the world over to support economic improvement and enable social progress. Our own estimates of long-range energy demand suggest oil and natural gas will remain essential and growing sources of energy in the coming decades, even as societies address the risks associated with rising greenhouse gas emissions. We expect natural gas usage to grow faster than any other fuel type, and be a significant factor in helping reduce energy-related carbon dioxide emissions. Working with valued partners throughout our communities, we also support programs that target health issues such as malaria eradication, enhance math and science education, and develop economic opportunities for women.

Essential to our success are the talented men and women of ExxonMobil and their dedication to the highest integrity and commitment to ethical behavior. From the way we design and operate our facilities, to how we engage our business partners, governments, and stakeholders, our commitment to integrity pervades everything we do. We maintain an unwavering focus on safety and environmental responsibility.

Thank you for your investment in ExxonMobil. I appreciate the confidence investors have in our company, employees, and ability to deliver long-term shareholder value by supplying the world's energy needs. As you read this year's *Summary Annual Report*, you will see your investment dollars at work to help bring energy and greater prosperity to people, societies, and the world, and to discover the energy breakthroughs of tomorrow.

Rep W. Tillen

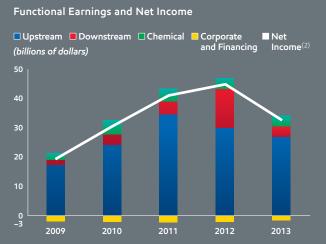
Rex W. Tillerson, Chairman and CEO

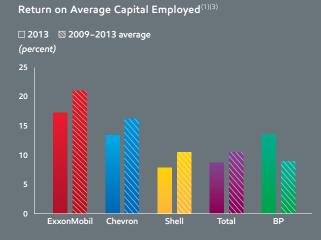
# 2013: Financial & Operating Summary

We achieved strong financial and operating results in 2013, highlighted by our continued ability to generate strong cash flows that enable industry-leading shareholder distributions. We maintain a long-term perspective on our business with a relentless focus on operational excellence and disciplined investing through the business cycle. We continue to progress a unique and balanced set of profitable growth opportunities, which position us well to deliver long-term shareholder value.

# **RESULTS & HIGHLIGHTS**

- Strong safety, environmental, and operations performance supported by effective risk management
- Earnings of \$32.6 billion and an industry-leading return on average capital employed<sup>(1)</sup> of 17 percent
- Total shareholder distributions<sup>(1)</sup> of \$25.9 billion
- Dividends per share increased 11 percent in the second quarter of 2013, the 31st consecutive year of dividend-per-share increases
- Proved oil and gas reserves<sup>(1)</sup> additions of 1.6 billion oil-equivalent barrels, replacing more than 100 percent of production for the 20th consecutive year
- · Started up six major Upstream projects with gross facility capacity of more than 930 thousand oil-equivalent barrels per day, highlighted by the Kearl Initial Development project
- Started up the Singapore Chemical Expansion project, more than doubling steam-cracking capacity at the site and significantly increasing premium and specialties capacity
- Advanced construction and began commissioning activities at the Papua New Guinea Liquefied Natural Gas project
- Progressed and expanded the Strategic Cooperation Agreement with Rosneft to include seven additional licenses of exploration acreage in the Russian Arctic
- Commissioned a new diesel hydrotreater in Singapore to increase ultra-low sulfur diesel production capacity





- (2) Net income attributable to ExxonMobil.
  (3) Competitor data estimated on a consistent basis with ExxonMobil and based on public information.





# FINANCIAL HIGHLIGHTS

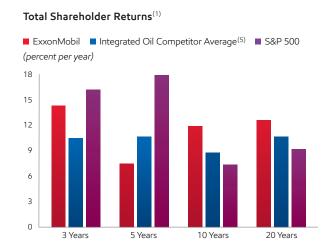
Total	32,580	191,575	17.2	42,489
Corporate and Financing	(1,538)	(6,489)	N.A.	13
Chemical	3,828	20,665	18.5	1,832
Downstream	3,449	24,430	14.1	2,413
Upstream	26,841	152,969	17.5	38,231
(millions of dollars, unless noted)	Earnings After Income Taxes	Average Capital Employed <sup>(1)</sup>	Return on Average Capital Employed (%) <sup>(1)</sup>	Capital and Exploration Expenditures <sup>(1)</sup>

# **OPERATING HIGHLIGHTS**

Dividend Growth Since 1984(3)

Liquids production (net, thousands of barrels per day)	2,202
Natural gas production available for sale (net, millions of cubic feet per day)	11,836
Oil-equivalent production <sup>(2)</sup> (net, thousands of oil-equivalent barrels per day)	4,175
Refinery throughput (thousands of barrels per day)	4,585
Petroleum product sales (thousands of barrels per day)	5,887
Chemical prime product sales <sup>(1)</sup> (thousands of tonnes)	24,063

# ■ ExxonMobil ■ S&P 500 ■ Consumer Price Index<sup>(4)</sup> (dollars per share) 2.50 2.00 1.50 1.00



- (1) See Frequently Used Terms on pages 44 and 45.
- (2) Natural gas converted to oil-equivalent at 6 million cubic feet per 1 thousand barrels.
- (3) S&P and CPI indexed to 1984 Exxon dividend.

1984

(4) CPI based on historical yearly average from Bureau of Labor Statistics.

1994

(5) Royal Dutch Shell, BP, Chevron, and Total values are on a consistent basis with ExxonMobil, based on public information.

2013

2004

# The Outlook for Energy: A View to 2040

The need for energy will continue to increase as economies expand, living standards rise, and the world's population grows. Even as global energy needs reach unprecedented levels of scale and complexity, technology is enabling consumers to choose from an increasingly diverse set of energy sources. In order to meet this growing energy demand, free trade opportunities should be supported and none of our energy options should be arbitrarily denied, dismissed, penalized, or promoted.

# **ENERGY DEMAND IS GROWING**

From 2010 to 2040, the world's population is projected to rise from 7 billion to nearly 9 billion, and the global economy will more than double. During that same period, global energy demand is likely to rise by about 35 percent, driven by growth in developing nations. By 2040, nine of the world's 20 most populated cities will be in India and China. Together, these two nations will account for half of the projected growth in global energy demand. Globally, oil is expected to remain the No. 1 fuel type with natural gas surpassing coal as the second-largest fuel source.

Even as prosperity expands, the growth in global demand for energy is slowing down since the world is continuing to become more efficient. The shift is due in part to advances in technology. For example, fuel demand for light-duty vehicles is expected to be relatively flat through 2040 as advanced cars with better fuel economy continue to enter the market.

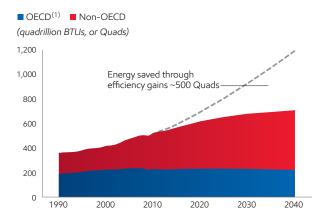
# LIQUID AND NATURAL GAS SUPPLIES CONTINUE TO EXPAND

While conventional crude production will likely decline slightly during the outlook period, this decline is expected to be more than offset by rising production from supply sources enabled by new technologies – including tight oil, deepwater, and oil sands. In fact, by 2040 more than 45 percent of liquids supply will likely come from sources other than conventional crude and condensate production. Tight oil production is expected to grow more rapidly than any other liquid source, to more than 10 times the 2010 level. Natural gas is expected to contribute the biggest growth in energy supplies. Natural gas is affordable, widely available, extremely versatile, and emits up to 60 percent less carbon dioxide than coal when used for power generation. About 65 percent of the growth in natural gas supplies by 2040 is expected from unconventional resources, including those produced from shale and other tight rock formations.

# **ENERGY AND TRADE**

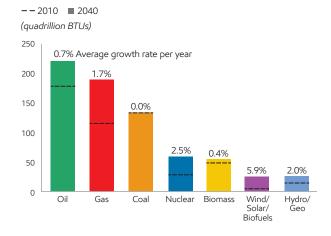
Every economy relies on energy, but energy resources are not evenly distributed around the world. As a result, trading energy is essential to global economic development. As people have learned over time, more opportunities to trade leads to more value, prosperity, and good jobs. North America is expected to shift from being a net energy importer to an exporter by 2025, which will create new opportunities for trade. International trade will play an increasingly important role in meeting global demand for natural gas. The largest shift in net imports is likely to occur in Asia Pacific, where gas imports are expected to rise by more than 300 percent by 2025 and about 500 percent by 2040.

# Developing-Country Needs Drive Energy Growth



Source: ExxonMobil, 2014 The Outlook for Energy: A View to 2040
(1) OECD = Organisation for Economic Co-operation and Development.

# Oil and Gas: Largest Energy Sources in the Future





# HIGH-IMPACT TECHNOLOGIES

Advances in technology have enabled the industry to produce more oil and gas, while reducing the environmental impact of energy production. Technologies are being utilized to enable production from difficult environments, like arctic and deepwater, and to "unlock" oil and gas production from tight rock formations.

For example, the Arctic is the world's largest frontier for undiscovered resources in one of the most challenging operating environments. With its remote location, harsh weather, and dynamic ice cover, new technology solutions range from the use of extended-reach drilling, ice-resistant platforms, iceberg surveillance research, and computerized models to simulate and predict ice impacts.

Deepwater oil and gas production (more than 1,300 feet of water) is expected to grow by more than 150 percent from 2010 to 2040 and will represent more than 12 percent of global supplies. The growth is dramatic considering that deepwater production was nearly nonexistent several decades ago.

New drilling and completion technologies also have enabled the recent growth in production from shale and other unconventional oil and gas reservoirs in North America. These reservoirs are produced using a combination of hydraulic fracturing and horizontal drilling. Unconventional drilling activity also leads to growth in natural gas liquids, another important contribution to the growth in global liquids supply.

PHOTO: The Arkutun-Dagi gravity-based structure (GBS) is located approximately 15 miles east of Sakhalin Island, Russia. The platform topsides, with drilling and production equipment, will be installed on the GBS. The project has a peak gross production capacity of 90 thousand barrels per day and is scheduled to start up in 2014.





# Operational Excellence

Operational excellence underpins everything we do at ExxonMobil and is critical to delivering profitable growth. Driven by our talented and committed workforce, proven management systems are rigorously employed at ExxonMobil facilities across the globe and are incorporated into daily operations. These systems enable continuous improvement in safety performance, increased reliability, and lower operating costs.

# **CULTURE OF EXCELLENCE**

Operational excellence begins with exceptional employees. Backed by comprehensive management systems, the men and women of ExxonMobil form the foundation for strong operational performance. We are proud of the culture of excellence reflected in the daily accomplishments of our employees around the world. It is a culture built by decades of past and current employees' dedication to doing the right things, the right way, and not accepting compromises to our values.

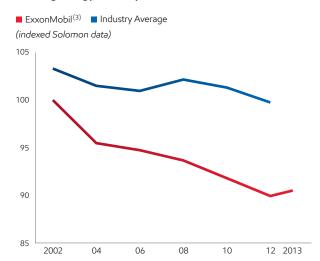
Maintaining our culture of excellence begins the day a new employee starts working for ExxonMobil. In addition to having access to the depth and breadth of experiences of employees in similar positions around the world, new employees receive intensive training that is designed to incorporate proven best practices.



Comprehensive management systems are consistently applied around the globe, including at the Joliet Refinery (above and on opposite page).

Employees also receive diverse experiences and assignments enabled by our global functional organization, which encourages the sharing of information and talent. Our goal is to retain employees for a long-term career so they can continue to grow professionally, contribute to our strong experience base, and develop into our next generation of leaders. This philosophy applies equally to local workforce development, where we hire and train people of the developing countries in which we operate.

# Refining Energy Intensity (1)(2)



- (1) Solomon Associates fuels refining data available for even years only.
- (2) 2013 data estimated by ExxonMobil.
- (3) Constant year-end 2013 portfolio.

# **RELIABILITY AND EFFICIENCY**

Operational excellence also involves a steadfast commitment to continuously improve the reliability and efficiency of our assets, which leads to improved profitability. We deploy rigorous reliability and maintenance systems that improve operating performance and preserve equipment integrity. Our Upstream reliability performance over the last five years demonstrates the effectiveness of our approach, with improved uptime more than 3 percentage points higher at ExxonMobil-operated assets compared to assets in our portfolio operated by others. This improvement equates to approximately 39 thousand net oil-equivalent barrels per day of additional production.

Another way that our commitment to operational excellence improves profitability is demonstrated by the efficiency of our Downstream assets. Cash operating costs at ExxonMobil refineries have been well below the

industry average, driven in large part by energy efficiency improvements. With energy representing as much as 60 percent of the operating cost of a refinery, every incremental improvement in energy efficiency results in increased margins and profitability. Since 2002, we have improved refinery energy efficiency by 10 percent, enabled by the application of our Global Energy Management System and strategic investments.

# OPERATIONS INTEGRITY MANAGEMENT SYSTEM

Management systems are deployed throughout our global operations to ensure the consistent application of high operating standards. The Operations Integrity Management System (OIMS) forms the cornerstone of our commitment to operational excellence and provides a solid framework to achieve safe and reliable operations.

OIMS establishes the framework for managing the safety, security, health, and environmental risks in our business, and provides the structure to help us meet or exceed applicable regulations. We continually assess the framework and its effectiveness and incorporate learnings to further improve performance. OIMS is implemented consistently around the world in all business lines, and compliance is tested on a regular basis.



# ExxonMobil's Operations Integrity Management System (OIMS) contributes to maintaining high standards across all operations. Each of the 11 elements of OIMS contains an underlying principle and a set of expectations that apply to all ExxonMobil operations worldwide. Management is responsible for having robust systems in place to satisfy these expectations and testing for compliance on a regular basis. Management Leadership, Commitment, and Accountability Personnel Assessment and Management Personnel And Training Operations Integrity Assessment and Improvement Operations and Accountability Operations and Maintenance Operations Integrity Assessment and Improvement Operations Integrity Assessment and Improvement Operations and Accountability Operations and Maintenance Operations Integrity Assessment and Improvement Operations and Accountability Operations and Maintenance Operations Integrity Assessment and Improvement Operations and Accountability Operations and Maintenance Operations Integrity Assessment and Improvement Operations and Accountability Operations and Maintenance Operations Integrity Assessment and Improvement Operations and Accountability Operations and Maintenance Operations Integrity Assessment and Improvement



# Upstream: Developing Advantaged Resources





# Upstream: Developing Advantaged Resources

ExxonMobil's unique combination of experience and expertise operating in difficult environments sets the stage for project execution success in emerging countries such as Papua New Guinea (PNG). In PNG, this knowledge has enabled ExxonMobil and its partners to surmount a myriad of challenges as they approach start-up of the PNG Liquefied Natural Gas (PNG LNG) project in 2014.

The \$19 billion development in PNG will produce 6.9 million tonnes per annum (MTA) of LNG for shipment to international markets as well as domestic sales. It is designed to tap world-class reserves from eight separate fields spread across approximately 120 miles. The project includes the construction of a 960-million-cubic-foot-per-day gas conditioning plant in the mountainous Southern Highlands, a liquefaction plant near Port Moresby, and 434 miles of pipeline (253 miles subsea) connecting the two. Successful project development, start-up, and future operations rely on strong relationships with host governments, local communities, and partners, as well as thoughtful planning and proper employment of project management fundamentals.



A vessel is transported to the Hides gas plant site through the unique PNG terrain.

# **WORLD-CLASS EXECUTION**

Through a disciplined approach to project management, the project is well positioned to start up in 2014 despite difficult local conditions. The challenges included zero to low visibility, minimal pre-existing infrastructure, incredibly steep slopes (up to 50-percent grade), as well as geotechnical constraints such as volcanic soil and fault lines. The onshore pipeline, for instance, crosses five faults, which required strain-based-designed pipe and specialized installation procedures. An airfield was constructed in the Highlands to airlift facility modules to build the gas conditioning plant. During the airfield's construction, more than 9 million cubic meters of earth were moved, and the area experienced enough rainfall to cover the site with 31 feet of water. In addition to technical challenges, a project of this magnitude required global experience to successfully manage a workforce of approximately 20,000 people (speaking more than 40 different languages). Papua New Guinean nationals comprised more than 40 percent of the workforce at its peak.

# The project team is preparing for production as construction activities near completion.



# **COST COMPETITIVENESS**

Global LNG projects must be cost-competitive to deliver superior returns. Based on our world-class project execution capabilities and ability to complete projects on schedule, PNG LNG will be at the low end of the cost curve relative to other projects being developed. Even by incorporating the more expensive cost component of the construction in the mountainous Highlands, the cost per MTA for the PNG LNG project will be among the lowest of projects being built in the region.

# CAPTURING GROWING ASIAN LNG DEMAND

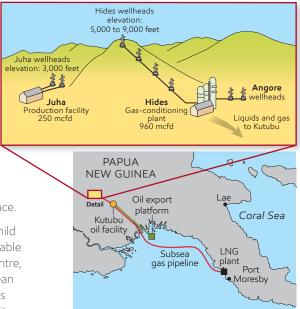
PNG LNG project revenues and profitability are underpinned by long-term LNG sales contracts covering more than 95 percent of the plant's capacity. The project is optimally located to serve growing Asian markets where LNG demand is expected to grow by approximately 165 percent between 2010 and 2025, to 370 million tonnes per year. ExxonMobil's LNG marketing experience and successful track record of developing large LNG projects were instrumental in securing sales with customers in China, Japan, and Taiwan.

# EFFECTIVE RELATIONSHIPS WITH THE GOVERNMENT AND LOCAL COMMUNITIES

Throughout construction, the project team, with our co-venture partners and positive relationship with the PNG government, has been able to draw on specific industry, socioeconomic, and cultural expertise that has helped position the project for success.

In 2011, we began training approximately 140 talented Papua New Guinean nationals for the production workforce that will operate the facilities for more than 30 years. Our Papua New Guinean employees developed into a team that respects and understands the importance of business fundamentals by maintaining excellence in safety, health, and environment, and in ensuring accountability, integrity, and the highest standards of performance.

We created programs to improve maternal health and reduce child mortality rates as well as initiatives designed to promote sustainable business growth. For example, we developed the Enterprise Centre, which has already assisted more than 16,000 Papua New Guinean entrepreneurs. To care for the local environment, the project has adopted international best practices in its approach to biodiversity management, waste management and recycling, and invasive weed and pest control programs.



# LEADING LNG CAPABILITIES

The PNG LNG project exemplifies ExxonMobil's leadership in project execution, advanced technologies, and marketing capabilities. We will continue to enhance our reputation and leading LNG capabilities as we start delivering LNG cargoes from PNG in 2014. Our demonstrated expertise enables effective working relationships with customers, partners, and governments around the world as we progress other LNG opportunities in our portfolio, including expansion opportunities in PNG, to meet growing global demand.

PNG LNG underscores our ability to complete a complex project and develop a world-class resource in a challenging environment on schedule and at a competitive cost. This project will deliver reliable, affordable energy to our customers and create long-term economic value for the people of Papua New Guinea, our partners, and shareholders.



# Upstream: Developing Advantaged Resources





# Upstream: Developing Advantaged Resources

ExxonMobil has captured a significant position in one of the United States' premier tight oil plays, the Bakken of North Dakota and Montana. By applying our unconventional expertise to leasehold covering nearly 570,000 acres and leveraging our world-class research organization, we are expanding the resource base and delivering strong, high-margin production growth.

# STRONG, HIGH-MARGIN GROWTH

Driven by a record 110 wells brought to sales, improving well performance, and an opportunistic acquisition, Bakken gross-operated production increased 81 percent in 2013 to more than 59 thousand oil-equivalent barrels per day. Peak 30-day production rates on new Bakken wells also increased 22 percent in 2013 and have risen 46 percent in the last two years. Since XTO Energy entered the play in 2008, operated production is up fivefold, and our Bakken resource now exceeds more than 900 million net oil-equivalent barrels.

After several years of delineation drilling and optimizing drilling and completion practices, rapidly increasing production reflects our entry into the development stage of the play. We are now completing multiple pad-based wells in geological sweet spots and have significantly

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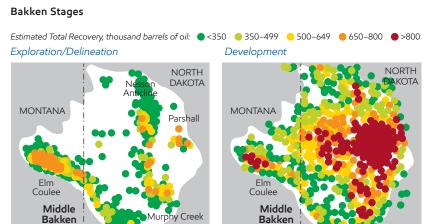
increased the number of stimulation stages in the horizontal laterals. In order to optimize productivity, the Bakken completion "recipe" is being continuously adjusted based on several factors, including the number of stages, varying stage length, the sand volume used in each stimulation, the liquid volume and rate, and the proppant type.

The late 2012 Bakken acquisition of more than 190,000 acres is another principal factor contributing to resource and production growth. In addition to increasing our production and acreage by roughly 50 percent, the quality of the acreage and location close to our core operations enabled us to highgrade the drilling inventory and seamlessly integrate the acquired properties. Moreover, we were able to add the properties at an attractive price since part of the transaction involved trading non-core legacy ExxonMobil properties to the seller. This provides a prime example of how the integration of XTO and ExxonMobil enhances shareholder value, and of our disciplined investment approach.

# **OPERATIONAL EXCELLENCE**

We continue to demonstrate operational excellence through relentless efforts to increase drilling, completion, and operations efficiencies, and through our enduring commitment to safety and environmental performance, all of which

are critical to maximizing value.



Source: ExxonMobil estimates based on IHS and North Dakota Industrial Commission data.

For example, after entering the Bakken development phase, highlighted by standardized drilling and completion practices and pad drilling, we have seen our drilling days per well decline 28 percent to 22 days since 2011. Coupled with a 39-percent reduction in completion costs per stimulation stage, these efficiencies have contributed to a 25-percent decrease in total drilling and completion costs in the last two years.

We also are progressing development of Bakken infrastructure to match production growth. In 2013, we completed a major upgrade to our gas gathering facilities in the Nesson area, increasing our ability to capture value from liquids-rich gas, and reducing downtime and gas flaring. Other transportation and gathering initiatives are under way in the Little Missouri and Fort Berthold areas.

# INTEGRATING HIGH-IMPACT TECHNOLOGY

XTO and ExxonMobil's Upstream Research Company are collaborating to increase Bakken recovery and enhance drilling, completion, and operational efficiencies. The unique combination of ExxonMobil's research capability and XTO's strong acreage position and operational expertise provides numerous opportunities to test new technologies in

the field and deliver proven technologies for immediate benefit.



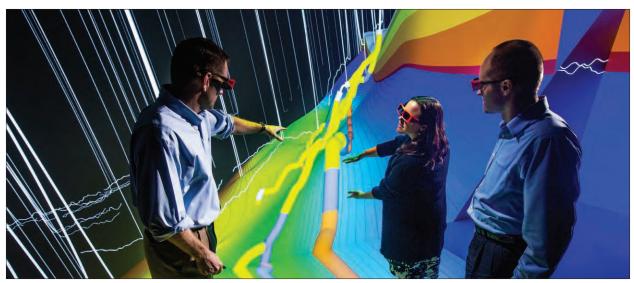
ExxonMobil is applying its Bakken expertise and technology in areas such as the Vaca Muerta in Argentina and West Siberia in Russia.

This partnership forms an important part of the future development strategy of the Middle Bakken and Three Forks reservoirs in the Williston Basin. Ultimately, integrated geoscience and engineering teams will rapidly incorporate the results of regional geologic analyses and local stratigraphic trends, fracturing research, and data analytics into planning and completing the highest-impact wells in the most productive areas.

Initial field studies are already under way, with drilling and completion of pilot wells evaluating the optimum spacing of laterals in a drilling unit, and analyzing the potential from the lower benches of the Three Forks formation. Both of these could have a significant impact on our resource and production upside in the Bakken.

In addition, we have begun testing our next generation of completion technology, called *XFrac*. The Bakken industry standard for hydraulic fracturing completions requires setting dozens of "plugs" in the well to achieve the most effective completion. The plugs must then be drilled out and removed in order to produce the wells. Both of these steps require significant time at a substantial cost. Our proprietary *XFrac* technology is designed to eliminate the need for plugs, making it possible to complete the well at a lower cost and produce the well sooner, compared to the industry's current methods.







# Downstream: Strengthening the Portfolio



# Downstream: Strengthening the Portfolio

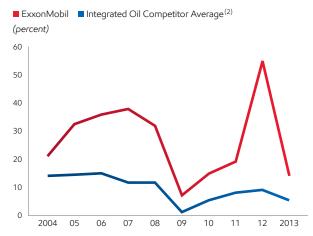
ExxonMobil's Downstream investments continue to strengthen our advantaged manufacturing assets by leveraging proprietary technology to increase the yield of high-value products, improve feedstock flexibility, and increase operating efficiency. We carefully evaluate investment opportunities across a range of potential market conditions and advance only those projects likely to provide long-term shareholder value. The success of our disciplined investment approach is demonstrated by our industry-leading Downstream return on capital employed.

Since 2005, we have reduced our refining capacity by more than 1 million barrels per day by divesting smaller, less-competitive facilities. The refineries that remain in our portfolio are generally larger, more efficient, and integrated with chemical and lubricant manufacturing facilities. Going forward, we will continue to strengthen our portfolio by investing in attractive return projects at our advantaged sites. These projects will capitalize on ExxonMobil's technology, scale, and integration.

# **INCREASING HIGH-VALUE PRODUCT YIELDS**

A key focus area for our Downstream investments is increasing the production of high-value products at our advantaged sites. While the demand for some petroleum products, such as gasoline and fuel oil, is expected to decline, demand for high-value products, such as ultra-low sulfur diesel, jet fuel, chemical feedstocks, and lubricants, is expected to continue to grow. Our investments will increase the production of these high-

# Downstream Return on Average Capital Employed (1)



- (1) See Frequently Used Terms on pages 44 and 45.
- (2) Royal Dutch Shell, BP, Chevron, and Total values are estimated on a consistent basis with ExxonMobil, based on public information.

value products to meet future demand and improve profitability. Our fully integrated marketing and sales teams generate consumer demand for these products and help us maximize the value of every molecule that we produce.

A recent highlight was the commissioning of a new diesel hydrotreater at our Singapore Refinery, which resulted in a significant increase in our ultra-low sulfur diesel production capacity. To build on this success, we are evaluating the construction of a 50-thousand-barrel-per-day delayed coker at our integrated refinery in Antwerp, Belgium. If approved, the new facility will efficiently upgrade low-value fuel oil currently produced at our refineries in northern Europe into higher-value products, including ultra-low sulfur diesel.

Recent investments such as our new hydrotreater in Singapore are contributing to growing production of high-value products. Commissioned in December 2013, the new facility has a capacity of 62 thousand barrels per day.

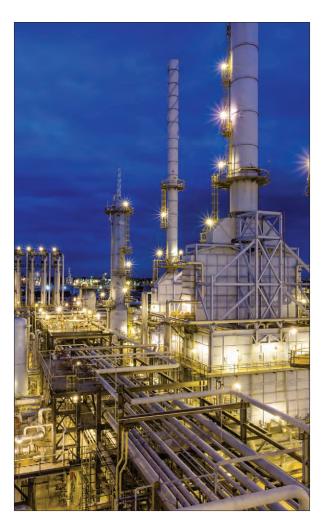


We continue to expand our high-value lubricants business. Sales of our industry-leading products, *Mobil 1*, *Mobil SHC*, and *Mobil Delvac 1*, have almost doubled in the last 10 years and are growing at a faster rate than industry. To further capture profitable growth, we are increasing our capacity to produce high-performance lube basestocks at our facilities in Texas, Louisiana, and Singapore. We are also expanding our lube oil blending capacities in the United States, Finland, and China, supporting the growing demand for finished lubricants in key markets.

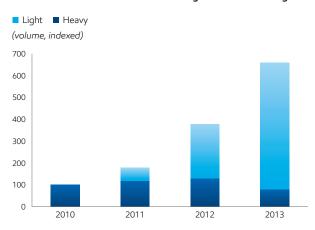
# REDUCING RAW MATERIAL COST

Downstream investments will also continue to expand refinery feedstock flexibility in order to lower raw material costs and increase margins. Our major focus will remain

in North America, where increased crude oil production is creating attractive downstream investment opportunities. ExxonMobil has the largest combined mid-continent and Gulf Coast refining capacity, and refineries in these regions are benefiting from the growing North American crude oil supply. Our investments in these facilities will further expand our capability to process both light and heavy crude oil.



# ExxonMobil U.S. Gulf Coast Advantaged Crude Refining



# **EXPANDING LOGISTICS CAPABILITY**

We are investing to strengthen our crude oil and product logistics capabilities, particularly in North America. For example, in 2013, we acquired a controlling interest in the Wolverine Pipeline system to improve our U.S. mid-continent product logistics. We also recently began construction of a new crude oil rail export terminal in Edmonton to provide cost-advantaged logistics for the growing supply of Western Canadian crude oil. The new terminal will begin operating in 2015 with a capacity of up to 250 thousand barrels per day. Additional investments will expand product export capabilities at our large U.S. Gulf Coast refineries.

# **WORLD-CLASS OPERATING EFFICIENCY**

Underpinned by disciplined investments, worldwide cash operating cost for our portfolio of refineries has been well below the industry average and consistently outperforms competition. Future investments will strengthen our cost advantage. For example, building on our leadership position in cogeneration, we recently started up a new project at our refinery in Augusta, Italy, and are progressing plans for the next project at our refinery in Singapore.

Future downstream investments are expected to increase high-value product yields, reduce raw material cost, and improve operating efficiency at advantaged sites, such as our Baytown Refinery.

# Chemical: Strategic Investments





# Chemical: Strategic Investments

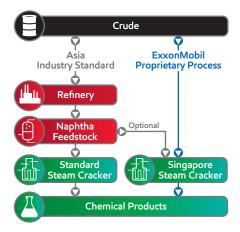
We capture market opportunities in our Chemical business by developing world-scale projects that process advantaged feedstocks, deploy lower-cost processes, and increase premium product sales, particularly targeting growth markets. Our strategic and disciplined investment approach delivers superior returns throughout the business cycle and across a variety of market conditions.

Our major projects in Singapore, the United States, and Saudi Arabia are all based on the proven combination of advantaged feedstocks, lower-cost processes, and premium products. These projects leverage proprietary technologies to efficiently serve expanding markets and deliver profitable growth.

# SINGAPORE

Our recent Singapore expansion illustrates how we identify and approach new capital investments. The project doubled our steam-cracking capacity at the site and significantly increased capacity for premium and specialty products to serve the rapidly growing markets in Asia and beyond.

Enabled by dozens of new proprietary technologies, the world-scale steam cracker can process an unprecedented range of feedstocks, from light gases to heavy liquids, including crude oil. Converting crude oil directly into chemicals provides a cost advantage over naphtha feedstock, the industry standard in Asia. This technology also saves energy and reduces emissions by eliminating the refining steps required to produce naphtha. This crude-cracking approach is an industry first. It is also another step in our ongoing search for advantaged chemical feedstock and demonstrates our ability to innovate and extend our competitive advantage.



An industry-standard steam cracker in Asia receives naphtha feedstock from a refinery. Our Singapore expansion steam cracker is able to process crude directly, bypassing the refinery steps.

Crude cracking produces a wider range of valuable by-products that can be further upgraded to additional specialty products, making this a platform for growth. We are developing plans for additional specialty product lines, including halobutyl rubber to supply the growing tire market, as well as premium resins for adhesive applications. These facilities are planned to start up in 2017.

# **UNITED STATES**

As the largest U.S. chemical manufacturer and natural gas producer, we are progressing a unique project that builds on our proven integration model. In addition to capitalizing on the abundance of low-cost ethane feedstock, it will be enhanced by advantages in integration, scale, and premium products.

The project includes a new world-scale ethane cracker at our site in Baytown, Texas, already the country's largest integrated refining-chemical manufacturing site. Feedstock and energy supplies will be coordinated with ExxonMobil's Upstream business. Two world-scale polyethylene lines, the largest in industry, will be added at the nearby Mont Belvieu Plastics Plant to produce a mixed slate of polyelefin products, including metallocene polyethylene.

Based on sustainability and performance advantages, metallocene polyethylene demand grows faster than commodity polyethylene and commands a market premium. As the world's largest producer of metallocene polyethylene, with manufacturing locations in all major regions, we will leverage our existing global supply chain and market-facing resources to further penetrate growth markets around the world.

Based on our competitive advantages, we believe the Baytown expansion project, with start-up planned for 2017, is well positioned to outperform other announced projects in North America.

Enable and Exceed metallocene polyethylene resins provide stronger, lighter, and lower-cost packaging solutions with reduced environmental impact.



Halobutyl and

EPDM are used to

make automotive products,

such as tire innerliners,

window and door seals, fan belts, and radiator hoses.

# SAUDI ARABIA

In Saudi Arabia, we are working with our joint venture partner, Saudi Basic Industries Corporation, to build a world-scale specialty elastomers facility. This will produce a broad range of synthetic rubber and related products to help meet the growing demand for rubber-based automotive products created by the significant expansion of road networks and vehicle ownership in the Middle East and Asia. We are integrating proprietary ExxonMobil technologies for premium halobutyl and ethylene propylene diene monomer (EPDM) rubbers into our existing operations at Jubail Industrial City with start-up planned for 2015.

These ExxonMobil processes enable lower-cost production versus competition. For example, our halobutyl technology saves energy and capital investment per tonne of capacity through our proprietary configuration and equipment design. Similarly, our metallocene EPDM technology utilizes fewer process steps and consumes less energy, while significantly reducing emissions.

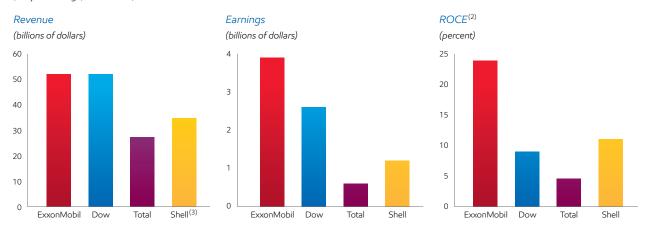
This project builds on our world-scale commodity assets at the site, which are based on low-cost feedstocks, to provide specialty products needed

to develop the automotive industry in Saudi Arabia and beyond.

# DELIVERING SUPERIOR FINANCIAL PERFORMANCE

Our investments are guided by rigorous analysis of growth opportunities that leverage integration and capture advantages in feedstock, lower-cost processes, and premium products, where we can bring benefits to our customers while generating industry-leading returns for our shareholders. The success of this approach is evidenced by our ability to deliver superior returns on capital employed relative to competitors throughout the business cycle. Our recently completed investments, combined with those under development, will continue to support our industry-leading position.





- (1) Competitor values are estimated on a consistent basis with ExxonMobil and are based on public information. Chemical segments only: Royal Dutch Shell and Total (Total data only available through 2011). Dow Chemical shown on a corporate total basis.
- (2) See Frequently Used Terms on pages 44 and 45.
- (3) Royal Dutch Shell revenue data only available through 2012.





# Global Operations

As of December 31, 2013

As the world's largest publicly held oil and gas company, ExxonMobil has a diverse and balanced portfolio of high-quality resources, projects, and assets across our Upstream, Downstream, and Chemical businesses.

**Upstream** Our Upstream business encompasses high-quality exploration opportunities across all resource types and geographies, an industry-leading resource base, a portfolio of world-class projects, and a diverse set of producing assets. We have an active exploration or production presence in 39 countries.

**Downstream** Our balanced Downstream portfolio includes refining facilities in 17 countries. We are the world's largest integrated refiner and manufacturer of lube basestocks and a leading marketer of petroleum products and finished lubricants. Our high-quality products, combined with a strong global refining and distribution network, position us as a premier supplier around the world.

**Chemical** ExxonMobil Chemical is one of the largest chemical companies in the world. Our unique portfolio of commodity and specialty businesses delivers superior returns across the business cycle. We manufacture high-quality chemical products in 15 countries. With a major presence in Asia Pacific, we are well positioned to competitively supply the rapid chemical demand growth in this region.

















# Upstream

The disciplined execution of ExxonMobil's Upstream strategies, underpinned by a relentless focus on operational excellence, drives delivery of our competitive advantages and superior results.

# **RESULTS & HIGHLIGHTS**

- Strong safety and environmental performance
- Industry-leading earnings of \$26.8 billion
- Proved oil and natural gas reserve additions of 1.6 billion oil-equivalent barrels, replacing more than 100 percent of production for the 20th consecutive year

### STRATEGIES

- Apply effective risk management, safety, and operational excellence
- Identify and selectively capture the highest-quality resources
- Exercise a disciplined approach to investing and cost management
- Develop and apply high-impact technologies
- Maximize profitability of existing oil and gas production
- Capitalize on growing natural gas and power markets
- Added 6.6 billion oil-equivalent barrels of new resource, increasing the overall resource base to more than 90 billion oil-equivalent barrels
- Exploration discoveries totaling 1.5 billion oil-equivalent barrels in several countries, including Australia, Canada, Tanzania, and the United States
- Six major project start-ups including the 110-thousand-barrel-per-day Kearl Initial Development project
- Advanced construction and began commissioning activities at the Papua New Guinea Liquefied Natural Gas project
- Signed expansion of the 2011 Strategic Cooperation Agreement with Rosneft to include seven additional licenses of exploration acreage in the Russian Arctic
- Advanced preparation to drill first Kara Sea exploration well in 2014
- Progressed three North America liquefied natural gas opportunities in Alaska, Western Canada, and at Golden Pass on the Texas Gulf Coast

UPSTREAM STATISTICAL RECAP	2013	2012	2011	2010	2009
Earnings (millions of dollars)	26,841	29,895	34,439	24,097	17,107
Liquids production (net, thousands of barrels per day)	2,202	2,185	2,312	2,422	2,387
Natural gas production available for sale					
(net, millions of cubic feet per day)	11,836	12,322	13,162	12,148	9,273
Oil-equivalent production <sup>(1)</sup> (net, thousands of barrels per day)	4,175	4,239	4,506	4,447	3,932
Proved reserves replacement ratio <sup>(2)(3)</sup> (percent)	106	124	116	211	100
Resource additions <sup>(2)</sup> (millions of oil-equivalent barrels)	6,595	4,012	4,086	14,580	2,860
Average capital employed <sup>(2)</sup> (millions of dollars)	152,969	139,442	129,807	103,287	73,201
Return on average capital employed <sup>(2)</sup> (percent)	17.5	21.4	26.5	23.3	23.4
Capital and exploration expenditures <sup>(2)</sup> (millions of dollars)	38,231	36,084	33,091	27,319	20,704

<sup>(1)</sup> Natural gas converted to oil-equivalent at 6 million cubic feet per 1 thousand barrels.

### **BUSINESS OVERVIEW**

Oil and natural gas are expected to continue to play a leading role in meeting the world's growing demand for energy. In fact, oil and natural gas are projected to be the world's top two energy sources accounting for approximately 60 percent of global demand by 2040, up slightly from today.

Demand for oil and other liquid fuels is forecast to increase by about 25 percent from 2010 to 2040. Meeting this demand will require replacing normal conventional resource decline while also increasing production from deepwater, tight oil, oil sands, and natural gas liquids. Global demand for natural gas is likely to increase by about 65 percent by 2040. About 65 percent of the growth in natural gas supplies through 2040 is expected to be from unconventional sources, which will account for one-third of global production by 2040. Meanwhile, liquefied natural gas (LNG) volume is expected to triple by 2040, contributing approximately 15 percent of global gas supply. Meeting the world's growing demand for energy presents a tremendous challenge that will require a long-term view, significant investment, and continuing innovation to develop conventional and unconventional resources.

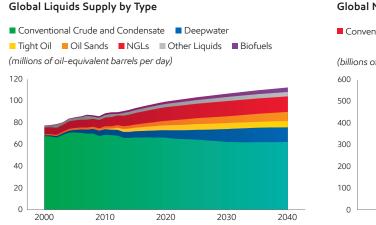
ExxonMobil is well positioned to meet this challenge while delivering sustained, long-term value for our shareholders through the disciplined execution of our Upstream strategies across exploration, development, production, natural gas and power marketing, and research activities. We begin by identifying and selectively capturing the highest-quality resources, testing for technical and commercial quality as well as materiality. We then apply a disciplined approach to investing and cost management. Proven project management systems incorporate best practices developed from our extensive worldwide experience to rigorously manage our global project portfolio from initial discovery to start-up.

We have a steadfast commitment to develop and apply high-impact technologies in areas such as subsurface imaging, reservoir modeling, and well completions. This enhances our ability to find, efficiently develop, and produce new resources from some of the most challenging reservoirs. These technologies also enable us to improve the economic performance of our existing assets.

We apply robust operating and risk management systems to maximize the profitability of our existing oil and gas production. Over the last five years, our operated-facility downtime has been close to 25-percent better than fields operated by others in which we hold an interest, which equates to approximately 39 thousand net oil-equivalent barrels per day.

With our detailed knowledge of global energy markets, we are also able to capitalize on growing natural gas and power markets. In 2013, we sold more than 14 billion net cubic feet per day of gas across 35 countries including participating in LNG operations that delivered more than 62 million tonnes to global markets. Our industry leadership in the application of cogeneration technology enables the capture of additional value by increasing efficiency and reducing emissions.

Our Upstream strategies, supported by a relentless focus on effective risk management, safety, and operational excellence, are designed to deliver superior results through the long term.



# Source: ExxonMobil, 2014 The Outlook for Energy: A View to 2040

# Global Natural Gas Production by Type Conventional Unconventional (billions of cubic feet per day) 600 500 400 200 200 2010 2020 2030 2040

Source: ExxonMobil, 2014 The Outlook for Energy: A View to 2040

# Downstream

ExxonMobil's premier Downstream business comprises Refining & Supply; Fuels, Lubricants & Specialties Marketing; and a world-class Research and Engineering organization. Our integrated business model and strategies underpin our continued success throughout the business cycle.

### STRATEGIES

- Maintain best-in-class operations
- Provide quality, valued products and services to our customers
- Lead industry in efficiency and effectiveness
- Capitalize on integration across ExxonMobil
- Maintain capital discipline
- Maximize value from leading-edge technologies

# **RESULTS & HIGHLIGHTS**

- Strong safety and operational performance
- Reduced flaring by more than 50 percent since 2006, our best-ever flaring performance
- Record sales of our industry-leading lubricants Mobil 1, Mobil Delvac 1, and Mobil SHC
- Expanded U.S. branded retail site network, including completion of multiyear conversion to a branded wholesaler model
- Earnings of nearly \$3.5 billion enabled by continued margin and efficiency capture, and contributions from recent investments
- Return on average capital employed of 14.1 percent, consistently leading industry throughout the business cycle
- Downstream capital expenditures of \$2.4 billion, including investments in feedstock flexibility, higher-value products, and energy efficiency
- Commissioned a new diesel hydrotreater in Singapore to increase ultra-low sulfur diesel production capacity

DOWNSTREAM STATISTICAL RECAP	2013	2012	2011	2010	2009
Earnings (millions of dollars)	3,449	13,190	4,459	3,567	1,781
Refinery throughput (thousands of barrels per day)	4,585	5,014	5,214	5,253	5,350
Petroleum product sales (thousands of barrels per day)	5,887	6,174	6,413	6,414	6,428
Average capital employed <sup>(1)</sup> (millions of dollars)	24,430	24,031	23,388	24,130	25,099
Return on average capital employed® (percent)	14.1	54.9	19.1	14.8	7.1
Capital expenditures <sup>(1)</sup> (millions of dollars)	2,413	2,262	2,120	2,505	3,196

### **BUSINESS OVERVIEW**

ExxonMobil Downstream is a diverse business with a global portfolio of world-class refining and distribution facilities, lube oil blend plants, marketing operations, and brands. We are the world's largest refiner and lube basestock manufacturer, with a balanced set of assets and flexible operations that position us to capture opportunities in the high-growth Asia Pacific region as well as in the mature North American and European markets.

We hold an ownership interest in 31 refineries with distillation capacity of 5.3 million barrels per day and lubricant basestock capacity of 126 thousand barrels per day. We are an industry leader in integration with more than 75 percent of our refining operations integrated with chemical or lubricant production, which provides unique optimization capability across the entire value chain.

Our fuels and lubricants marketing businesses have global reach and a portfolio of world-renowned brands, including *Exxon, Mobil,* and *Esso.* Our long-standing record of technology leadership underpins the innovative products and services that deliver superior performance for consumers and long-term value for shareholders.

# **BUSINESS ENVIRONMENT**

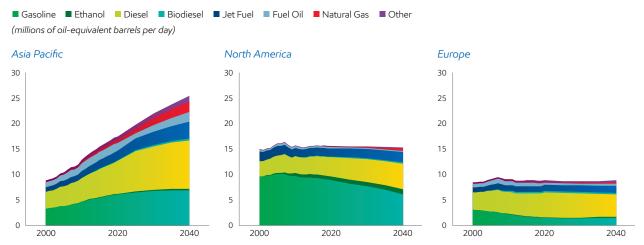
By 2040, demand for transportation fuel is expected to increase by more than 40 percent versus 2010, driven by growth in developing markets such as China, India, and Latin America. Transportation fuel mix will continue to shift from gasoline to diesel with the expansion of commercial transportation, primarily in developing countries. Gasoline demand growth is expected to flatten with improved passenger vehicle efficiency while diesel demand is expected to grow in all regions.

Natural gas is also likely to grow in use as a transportation fuel, with its attractiveness enhanced by its relatively low emissions and its affordability relative to oil in many parts of the world. In 2010, natural gas accounted for about 1 percent of all transportation fuels, with about 45 percent of that demand concentrated in Asia Pacific. By 2040, the share of natural gas as a transportation fuel will likely rise to 5 percent, with growth driven by Asia Pacific and North America.

Lubricant demand is also expected to grow on increased industrial activity, particularly in Asia. Within the high-value synthetic lubricants sector where ExxonMobil has a leading market position, demand is growing significantly faster at 5 percent per year.

The addition of new refining capacity is currently outpacing global demand growth, resulting in a challenging business environment. Additionally, the increase in crude oil and natural gas production in the United States and Canada is resulting in a shift in crude oil and product trade flows, and refineries in North America are benefiting from lower feedstock and energy prices. With our integrated business model, world-class assets, and feedstock flexibility, we are able to capture strong margins at the top of the cycle while still outperforming competition at the bottom of the cycle.

# Transportation Fuel Mix by Region



Source: ExxonMobil, 2014 The Outlook for Energy: A View to 2040

# Chemical

ExxonMobil Chemical has highly competitive assets, proprietary technologies, and a unique and balanced global business portfolio. Additionally, integration with ExxonMobil's Upstream and Downstream businesses is a key differentiator that allows us to consistently outperform competition, as demonstrated by our 2013 results.

# **STRATEGIES**

- Consistently deliver best-in-class operational performance
- Focus on businesses that capitalize on core competencies
- Build proprietary technology positions
- Capture full benefits of integration across ExxonMobil operations
- Selectively invest in advantaged projects

# **RESULTS & HIGHLIGHTS**

- Industry-leading safety performance, including an exemplary record at our Singapore Chemical Expansion project
- Earnings of \$3.8 billion, supported by our capacity to capture low-cost feedstock and energy in North America, Middle East assets, and strong contributions from premium product assets around the world
- Return on average capital employed of 18.5 percent, averaging 24 percent over the last 10 years, and outperforming competition throughout the business cycle
- Prime product sales of 24.1 million tonnes, including record sales of metallocene products that provide value-added performance advantages for our customers in target applications
- Capital expenditures of \$1.8 billion, with selective investments in specialty business growth, advantaged feedstocks, high-return efficiency projects, and low-cost capacity debottlenecks
- Started up our Singapore Chemical Expansion project, more than doubling steam-cracking capacity at the site and significantly increasing premium and specialty capacity, making it the largest chemical expansion in our history
- Progressed construction of a 400,000-tonnes-per-year specialty elastomers project in Saudi Arabia, with our joint venture partner, to supply a broad range of synthetic rubber and related products to meet growing demand in the Middle East and Asia
- Advanced plans for a major expansion at our Texas facilities, including a new world-scale ethane cracker and polyethylene trains to meet rapidly growing global demand for premium polymers

CHEMICAL STATISTICAL RECAP	2013	2012	2011	2010	2009
Earnings (millions of dollars)	3,828	3,898	4,383	4,913	2,309
Prime product sales <sup>(1)</sup> (thousands of tonnes)	24,063	24,157	25,006	25,891	24,825
Average capital employed <sup>(1)</sup> (millions of dollars)	20,665	20,148	19,798	18,680	16,560
Return on average capital employed <sup>(1)</sup> (percent)	18.5	19.3	22.1	26.3	13.9
Capital expenditures <sup>(1)</sup> (millions of dollars)	1,832	1,418	1,450	2,215	3,148

#### **BUSINESS OVERVIEW**

ExxonMobil Chemical is one of the largest chemical companies in the world, with a unique portfolio of commodity and specialty businesses with annual sales of more than 24 million tonnes. We have world-scale manufacturing facilities in all major regions of the world, and our products serve as the building blocks for a wide variety of everyday consumer and industrial products.

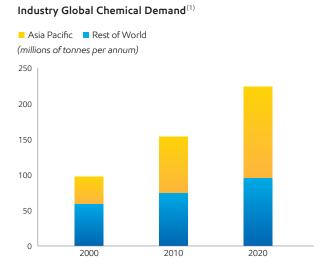
We process feedstocks from ExxonMobil's Upstream and Downstream operations, supplemented with market sources, to manufacture chemical products for higher-value end uses. We focus on product lines that capitalize on scale and technology advantages, building on our strengths in advantaged feedstocks, lower-cost processes, and premium products. As a result, we have strong positions in the markets we serve, and we generate industry-leading returns throughout the business cycle.

#### **BUSINESS ENVIRONMENT**

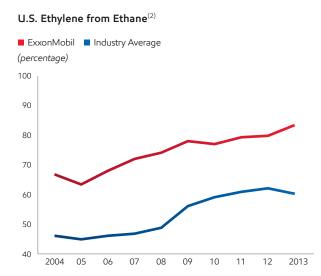
Worldwide chemical demand growth improved in 2013, and we anticipate further strengthening in 2014, linked to growth of the broader economy. Most chemical demand growth is in Asia Pacific, driven by manufacturing of industrial and consumer products both for worldwide export and to serve the growing Asian middle class. As middle-class consumers seek higher standards of living, they are expected to purchase more packaged goods, appliances, cars, tires, and clothing, many of which are manufactured from the chemicals produced by ExxonMobil. Asia Pacific has accounted for more than two-thirds of global chemical demand growth since 2000, and we expect this trend to continue. Over the next decade, we expect global chemical demand to grow by 50 percent, driven by improving prosperity in developing countries.

Growing chemical demand is spurring new capacity investments around the globe, particularly in North America with its abundant supplies of natural gas liquids. Over the last five years, unconventional natural gas development in North America has brought significant benefits to domestic chemical producers by providing both low-cost feedstock and energy savings. This has greatly improved the global competitiveness of existing assets, enabling North American producers to export chemical products competitively to growth markets around the world.

With our global network of highly competitive world-scale facilities, ExxonMobil Chemical is well positioned to meet the needs of Asia, Africa, Latin America, and other growth markets. While the relative attractiveness of feedstocks changes over time, our feed flexibility, global supply capability, and integration across ExxonMobil operations allow us to quickly adapt to changing market conditions and consistently outperform competition.



Source: IHS Chemical and ExxonMobil estimates (1) Includes polyethylene, polypropylene, and paraxylene.



Source: Jacobs Consultancy *The Hodson Report* (2) Includes ethane and ethane equivalent.



# Corporate Citizenship

ExxonMobil's approach to corporate citizenship aligns directly with our business objectives. We work each day to provide the energy needed to sustain and improve standards of living throughout the world in a safe, ethical, and environmentally responsible manner. By focusing on creating long-term benefits in the communities where we operate, we are contributing to society's broader sustainability objectives and creating a more stable business environment.

#### **PROMOTING SAFETY**

At ExxonMobil, safety is a core value. Operating safely is essential to delivering energy and products to our customers. The principles that lead to safe operations also produce successful business results.

The safety of our workforce and nearby communities is at the forefront of every decision we make. Through our comprehensive global management framework, we monitor, benchmark, and measure every aspect of safety. Together with other industry leaders, we are working to continuously improve our understanding of ways to prevent fatalities and injuries. Our goal is that "Nobody Gets Hurt."

ExxonMobil was honored to receive the 2013 *Green Cross for Safety* medal. The National Safety Council awards the medal to an organization that exhibits safety leadership at all levels, achieves an outstanding safety record, and is committed to improving the quality of life in the communities where its employees work and live.

# RISK MANAGEMENT AND EMERGENCY PREPAREDNESS

The sustainability of our business is based on our ability to apply consistent processes and systems to ensure that risks are identified and effectively managed. Our comprehensive global management framework – called the Operations Integrity Management System – is a rigorous 11-point set expectations for managing risks and achieving excellent operational performance. It helps us mitigate and manage environmental incidents by designing layers of protection, outlining procedures for the proper inspection and maintenance of equipment, providing comprehensive training materials for our operations, establishing welltrained emergency response teams, and allowing us to maintain a relentless focus on safety. This enables us to pursue challenging new resources and development projects with the confidence that we will do so in a safe and environmentally

# Safety Performance

Lost-Time Injuries and Illnesses Rate





- (1) Includes XTO Energy Inc. data beginning in 2011.
- (2) Employee safety data from participating American Petroleum Institute companies (2013 industry data not available at time of publication).

## PROTECTING THE ENVIRONMENT

We believe that through careful environmental management, we gain a competitive advantage. To maximize shareholder value and minimize our impact on communities, we must understand and actively manage environmental risks.

Our corporate environmental policy and our *Protect Tomorrow. Today.* initiative serve as the foundations of our efforts to achieve premier environmental performance. Our management framework provides a structured and disciplined approach that aligns our environmental priorities with our business objectives, which allows us to measure progress and continue to find areas of opportunity to reduce environmental incidents.

Developing technologies that reduce greenhouse gas emissions without undermining global economic growth is one of the world's greatest challenges. At ExxonMobil, our strategy to reduce emissions in our operations focuses on increasing our own energy efficiency, implementing proven emissions-reducing technologies, and developing breakthrough, innovative technologies.

# SUPPORTING LOCAL COMMUNITIES AND ECONOMIES

We work to understand community and country needs and priorities everywhere we do business. We look for opportunities to create jobs, build local supplier capacity, and make strategic community investments that will generate sustainable economic growth. This is good for communities and good for our business.

As we develop oil and gas resources to meet the world's growing energy needs, we work to build and sustain local economic growth. Our focus is on educating, training, and hiring local employees, using local vendors to supply goods and services for our operations, and making strategic investments in long-term social challenges, such as education, health, and women's economic



empowerment. When determining when and where to invest, we engage constructively with community members to understand their specific development goals. We also consider the potential benefit to our business.

For example, at our liquefied natural gas (LNG) project in Papua New Guinea, we have invested nearly 2 million hours in training to help our local employees and contractors develop the skills they need to work in all facets of the project, from management and technical positions to catering and security. At the peak of construction, we had a workforce of approximately 20,000 people, more than 40 percent of whom were Papua New Guinean nationals. As construction nears completion, the workforce needs have begun to decline, but the training and work experience that people have received will enable them to make positive contributions to the long-term development of their communities. Among other programs, we have trained approximately 140 Papua New Guineans to work on operations and maintenance at our LNG facilities when production commences.

# SUPPORTING SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS EDUCATION

Globally, a strong focus on education empowers communities and builds the foundation for human progress. We invest in education programs that focus on training teachers and inspiring children to pursue careers in science, technology, engineering, and mathematics (STEM).

In the countries where we operate, we make investments in education based on the needs of the local community. For example, in countries like Papua New Guinea, Malaysia, Angola, Indonesia, Canada, and Russia, among others, we fund a variety of STEM-focused education initiatives, including science and engineering programs and excursions for middle and high school students, teacher training, and school competitions. We also provide grants to help schools purchase STEM-related resources, such as new technology for science labs.

In the United States, where mounting evidence suggests that students are falling behind international competitors and fewer students are choosing STEM career tracks, our investments in education are focused on encouraging students to study math and science through programs such as the National Math and Science Initiative (NMSI) and the Bernard Harris Summer Science Camps. Research shows that students learn best from educators who have a mastery of the subjects they teach, so we also support teacher training through the Mickelson ExxonMobil Teachers Academies, the Sally Ride Science Academy, and NMSI's UTeach program. For details about each of these programs, visit our website.

We also need to expect our students to excel. One effort under way to achieve this goal in the United States is the adoption of the Common Core State Standards, which is a set of voluntary, state-driven standards that establish the expectations for knowledge and skills that students from kindergarten to 12th grade should master for college and career readiness. We are working with a business-led coalition to advocate for successful implementation of the Common Core. To learn more, visit thecommoncore.com.

# Financial Information



#### REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

#### To The Shareholders of Exxon Mobil Corporation:

We have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the Consolidated Balance Sheets of Exxon Mobil Corporation and its subsidiaries as of December 31, 2013 and 2012, and the related Consolidated Statements of Income, Comprehensive Income, Changes in Equity and Cash Flows for each of the three years in the period ended December 31, 2013, and in our report dated February 26, 2014, we expressed an unqualified opinion thereon. The consolidated financial statements referred to above (not presented herein) appear in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet.

In our opinion, the information set forth in the accompanying condensed consolidated financial statements (pages 41-43) is fairly stated, in all material respects, in relation to the consolidated financial statements from which it has been derived.

Price waterhouse Cooperself

Dallas, Texas February 26, 2014

#### SUMMARY OF ACCOUNTING POLICIES AND PRACTICES

The Corporation's accounting and financial reporting fairly reflect its straightforward business model involving the extracting, refining, and marketing of hydrocarbons and hydrocarbon-based products. The preparation of financial statements in conformity with U.S. Generally Accepted Accounting Principles (GAAP) requires management to make estimates and judgments that affect the reported amounts of assets, liabilities, revenues, expenses, and the disclosure of contingent assets and liabilities. Actual results could differ from these estimates.

The summary financial statements include the accounts of those subsidiaries the Corporation controls. They also include the Corporation's share of the undivided interest in certain Upstream assets, liabilities, revenues, and expenses. Amounts representing the Corporation's interest in the net assets and net income of the less-than-majority-owned companies are included in "Investments, advances, and long-term receivables" on the Balance Sheet and "Income from equity affiliates" on the Income Statement.

The "functional currency" for translating the accounts of the majority of Downstream and Chemical operations outside the United States is the local currency. The local currency is also used for Upstream operations that are relatively self-contained and integrated within a particular country. The U.S. dollar is used for operations in countries with a history of high inflation and certain other countries.

Revenues associated with sales of crude oil, natural gas, petroleum, and chemical products are recognized when the products are delivered and title passes to the customer.

Inventories of crude oil, products, and merchandise are carried at the lower of current market value or cost (generally determined under the last-in, first-out method – LIFO). Inventories of materials and supplies are valued at cost or less.

The Corporation makes limited use of derivative instruments. When derivatives are used, they are recorded at fair value, and gains and losses arising from changes in their fair value are recognized in earnings.

The Corporation's exploration and production activities are accounted for under the "successful efforts" method. Depreciation, depletion, and amortization are primarily determined under either the unit-of-production method or the straight-line method. Unit-of-production rates are based on the amount of proved developed reserves of oil, gas, and other minerals that are estimated to be recoverable from existing facilities. The straight-line method is based on estimated asset service life.

The Corporation incurs retirement obligations for certain assets at the time they are installed. The fair values of these obligations are recorded as liabilities on a discounted basis and are accreted over time for the change in their present value. The costs associated with these liabilities are capitalized as part of the related assets and depreciated. Liabilities for environmental costs are recorded when it is probable that obligations have been incurred and the amounts can be reasonably estimated.

The Corporation recognizes the underfunded or overfunded status of defined benefit pension and other postretirement plans as a liability or asset in the balance sheet with the offset in equity, net of deferred taxes.

A variety of claims have been made against ExxonMobil and certain of its consolidated subsidiaries in a number of pending lawsuits and tax disputes. For further information on litigation and tax contingencies, see Notes 16 and 19 to the Consolidated Financial Statements in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet.

The Corporation awards share-based compensation to employees in the form of restricted stock and restricted stock units. Compensation expense is measured by the price of the stock at the date of grant and is recognized in income over the requisite service period.

Further information on the Corporation's accounting policies, estimates, and practices can be found in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet (Critical Accounting Estimates and Note 1 to the Consolidated Financial Statements).

FINANCIAL HIGHLIGHTS			
(millions of dollars, unless noted)	2013	2012	2011
Net income attributable to ExxonMobil	32,580	44,880	41,060
Cash flow from operations and asset sales <sup>(1)</sup>	47,621	63,825	66,478
Capital and exploration expenditures <sup>(1)</sup>	42,489	39,799	36,766
Research and development costs	1,044	1,042	1,044
Total debt at year end	22,699	11,581	17,033
Average capital employed <sup>(1)</sup>	191,575	179,094	170,721
Market valuation at year end	438,684	389,680	401,249
Regular employees at year end (thousands)	75.0	76.9	82.1

KEY FINANCIAL RATIOS			
	2013	2012	2011
Return on average capital employed <sup>(1)</sup> (percent)	17.2	25.4	24.2
Earnings to average ExxonMobil share of equity (percent)	19.2	28.0	27.3
Debt to capital <sup>(2)</sup> (percent)	11.2	6.3	9.6
Net debt to capital <sup>(3)</sup> (percent)	9.1	1.2	2.6
Current assets to current liabilities (times)	0.83	1.01	0.94
Fixed charge coverage (times)	55.7	62.4	53.4

DIVIDEND AND SHAREHOLDER RETURN INFORMATION			
	2013	2012	2011
Dividends per common share (dollars)	2.46	2.18	1.85
Dividends per share growth (annual percent)	12.8	17.8	6.3
Number of common shares outstanding (millions)			
Average	4,419	4,628	4,870
Average – assuming dilution	4,419	4,628	4,875
Year end	4,335	4,502	4,734
Total shareholder return(1) (annual percent)	20.1	4.7	18.7
Common stock purchases (millions of dollars)	15,998	21,068	22,055
Market quotations for common stock (dollars)			
High	101.74	93.67	88.23
Low	84.79	77.13	67.03
Average daily close	90.51	86.53	79.71
Year-end close	101.20	86.55	84.76

<sup>(1)</sup> See Frequently Used Terms on pages 44 and 45.
(2) Debt includes short-term and long-term debt. Capital includes short-term and long-term debt and total equity.
(3) Debt net of cash and cash equivalents, excluding restricted cash.

SUMMARY STATEMENT OF INCOME			
(millions of dollars)	2013	2012	2011
Revenues and Other Income			
Sales and other operating revenue <sup>(1)</sup>	420,836	451,509	467,029
Income from equity affiliates	13,927	15,010	15,289
Other income	3,492	14,162	4,111
Total revenues and other income	438,255	480,681	486,429
Costs and Other Deductions			
Crude oil and product purchases	244,156	263,535	266,534
Production and manufacturing expenses	40,525	38,521	40,268
Selling, general, and administrative expenses	12,877	13,877	14,983
Depreciation and depletion	17,182	15,888	15,583
Exploration expenses, including dry holes	1,976	1,840	2,081
Interest expense	9	327	247
Sales-based taxes <sup>(1)</sup>	30,589	32,409	33,503
Other taxes and duties	33,230	35,558	39,973
Total costs and other deductions	380,544	401,955	413,172
Income before income taxes	57,711	78,726	73,257
Income taxes	24,263	31,045	31,051
Net income including noncontrolling interests	33,448	47,681	42,206
Net income attributable to noncontrolling interests	868	2,801	1,146
Net income attributable to ExxonMobil	32,580	44,880	41,060
Earnings per common share (dollars)	7.37	9.70	8.43
Earnings per common share – assuming dilution (dollars)	7.37	9.70	8.42

<sup>(1)</sup> Sales and other operating revenue includes sales-based taxes of \$30,589 million for 2013, \$32,409 million for 2012, and \$33,503 million for 2011.

The information in the Summary Statement of Income (for 2011 to 2013), the Summary Balance Sheet (for 2012 and 2013), and the Summary Statement of Cash Flows (for 2011 to 2013), shown on pages 41 through 43, corresponds to the information in the Consolidated Statement of Income, the Consolidated Balance Sheet, and the Consolidated Statement of Cash Flows in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet. See also Management's Discussion and Analysis of Financial Condition and Results of Operations and other information in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet.

(millions of dollars)	2013	2012
Assets		2012
Current assets		
Cash and cash equivalents	4,644	9,582
Cash and cash equivalents – restricted	269	341
Notes and accounts receivable, less estimated doubtful amounts	33,152	34,987
Inventories		
Crude oil, products and merchandise	12,117	10,836
Materials and supplies	4,018	3,706
Other current assets	5,108	5,008
Total current assets	59,308	64,460
Investments, advances and long-term receivables	36,328	34,718
Property, plant and equipment, at cost, less accumulated depreciation and depletion	243,650	226,949
Other assets, including intangibles, net	7,522	7,668
Total assets	346,808	333,795
Liabilities		
Current liabilities		
Notes and loans payable	15,808	3,653
Accounts payable and accrued liabilities	48,085	50,728
Income taxes payable	7,831	9,758
Total current liabilities	71,724	64,139
Long-term debt	6,891	7,928
Postretirement benefits reserves	20,646	25,267
Deferred income tax liabilities	40,530	37,570
Long-term obligations to equity companies	4,742	3,555
Other long-term obligations	21,780	23,676
Total liabilities	166,313	162,135
Commitments and contingencies	See foo	otnote 1
Equity		
Common stock without par value	10,077	9,653
Earnings reinvested	387,432	365,727
Accumulated other comprehensive income	(10,725)	(12,184
Common stock held in treasury	(212,781)	(197,333
ExxonMobil share of equity	174,003	165,863
Noncontrolling interests	6,492	5,797
Total equity	180,495	171,660
Total liabilities and equity	346,808	333,795

(1) For more information, please refer to Note 16 in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet.

The information in the Summary Statement of Income (for 2011 to 2013), the Summary Balance Sheet (for 2012 and 2013), and the Summary Statement of Cash Flows (for 2011 to 2013), shown on pages 41 through 43, corresponds to the information in the Consolidated Statement of Income, the Consolidated Balance Sheet, and the Consolidated Statement of Cash Flows in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet. See also Management's Discussion and Analysis of Financial Condition and Results of Operations and other information in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet.

SUMMARY STATEMENT OF CASH FLOWS			
(millions of dollars)	2013	2012	2011
Cash Flows from Operating Activities	2013	2012	2011
Net income including noncontrolling interests	33,448	47,681	42,206
Adjustments for noncash transactions	,	,	/
Depreciation and depletion	17,182	15,888	15,583
Deferred income tax charges/(credits)	754	3,142	142
Postretirement benefits expense in excess of/(less than) net payments	2,291	(315)	544
Other long-term obligation provisions in excess of/(less than) payments	(2,566)	1,643	(151
Dividends received greater than/(less than) equity in current earnings of equity companies	3	(1,157)	(273
Changes in operational working capital, excluding cash and debt			
Reduction/(increase) – Notes and accounts receivable	(305)	(1,082)	(7,906
– Inventories	(1,812)	(1,873)	(2,208
– Other current assets	(105)	(42)	222
Increase/(reduction) – Accounts and other payables	(2,498)	3,624	8,880
Net (gain) on asset sales	(1,828)	(13,018)	(2,842
All other items – net	350	1,679	1,148
Net cash provided by operating activities	44,914	56,170	55,345
Cash Flows from Investing Activities			
Additions to property, plant and equipment	(33,669)	(34,271)	(30,975
Proceeds associated with sales of subsidiaries, property, plant and equipment,		, , ,	, ,
and sales and returns of investments	2,707	7,655	11,133
Decrease/(increase) in restricted cash and cash equivalents	72	63	224
Additional investments and advances	(4,435)	(598)	(3,586
Collection of advances	1,124	1,550	1,119
Additions to marketable securities	_	=	(1,754
Sales of marketable securities	-	-	1,674
Net cash used in investing activities	(34,201)	(25,601)	(22,165
Cash Flows from Financing Activities			
Additions to long-term debt	345	995	702
Reductions in long-term debt	(13)	(147)	(266
Additions to short-term debt	16	958	1,063
Reductions in short-term debt	(756)	(4,488)	(1,103
Additions/(reductions) in debt with three months or less maturity	12,012	(226)	1,561
Cash dividends to ExxonMobil shareholders	(10,875)	(10,092)	(9,020
Cash dividends to noncontrolling interests	(304)	(327)	(306
Changes in noncontrolling interests	(1)	204	(16
Tax benefits related to stock-based awards	48	130	260
Common stock acquired	(15,998)	(21,068)	(22,055
Common stock sold	50	193	924
Net cash used in financing activities	(15,476)	(33,868)	(28,256
Effects of exchange rate changes on cash	(175)	217	(85)
Increase/(decrease) in cash and cash equivalents	(4,938)	(3,082)	4,839
Cash and cash equivalents at beginning of year	9,582	12,664	7,825

The information in the Summary Statement of Income (for 2011 to 2013), the Summary Balance Sheet (for 2012 and 2013), and the Summary Statement of Cash Flows (for 2011 to 2013), shown on pages 41 through 43, corresponds to the information in the Consolidated Statement of Income, the Consolidated Balance Sheet, and the Consolidated Statement of Cash Flows in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet. See also Management's Discussion and Analysis of Financial Condition and Results of Operations and other information in ExxonMobil's 2013 Financial Statements and Supplemental Information booklet.

# Frequently Used Terms

Listed below are definitions of several of ExxonMobil's key business and financial performance measures and other terms. These definitions are provided to facilitate understanding of the terms and their calculation. In the case of financial measures that we believe constitute "non-GAAP financial measures" under Securities and Exchange Commission Regulation G, we provide a reconciliation to the most comparable Generally Accepted Accounting Principles (GAAP) measure and other information required by that rule.

**Total Shareholder Return** • Measures the change in value of an investment in stock over a specified period of time, assuming dividend reinvestment. We calculate shareholder return over a particular measurement period by: dividing (1) the sum of (a) the cumulative value of dividends received during the measurement period, assuming reinvestment, plus (b) the difference between the stock price at the end and at the beginning of the measurement period; by (2) the stock price at the beginning of the measurement period. For this purpose, we assume dividends are reinvested in stock at market prices at approximately the same time actual dividends are paid. Shareholder return is usually quoted on an annualized basis.

**Proved Reserves** • Proved reserve figures in this publication are determined in accordance with current SEC definitions. In statements covering reserve replacement for years prior to 2009, reserves were determined using the price and cost assumptions we used in managing the business, not the historical prices used in SEC definitions. The pre-2009 reserves also included oil sands and equity company reserves which at the time were excluded from SEC reserves.

**Proved Reserves Replacement Ratio** • The reserves replacement ratio is calculated for a specific period utilizing the applicable proved oil-equivalent reserves additions divided by oil-equivalent production. See "Proved Reserves" above.

Resources, Resource Base, and Recoverable Resources • Along with similar terms used in this report, refers to the total remaining estimated quantities of oil and gas that are expected to be ultimately recoverable. ExxonMobil refers to new discoveries and acquisitions of discovered resources as resource additions. The resource base includes quantities of oil and gas that are not yet classified as proved reserves, but which ExxonMobil believes will likely be moved into the proved reserves category and produced in the future. The term "resource base" is not intended to correspond to SEC definitions such as "probable" or "possible" reserves.

Capital and Exploration Expenditures (Capex) • Represents the combined total of additions at cost to property, plant and equipment and exploration expenses on a before-tax basis from the Summary Statement of Income. ExxonMobil's Capex includes its share of similar costs for equity companies. Capex excludes assets acquired in nonmonetary exchanges (effective 2013) and depreciation on the cost of exploration support equipment and facilities recorded to property, plant and equipment when acquired. While ExxonMobil's management is responsible for all investments and elements of net income, particular focus is placed on managing the controllable aspects of this group of expenditures.

**Prime Product Sales •** Prime product sales are total product sales excluding carbon black oil and sulfur. Prime product sales include ExxonMobil's share of equity company volumes and finished-product transfers to the Downstream.

EXPLORATION RESOURCE ADDITION COST	2013	2012	2011	2010	2009
Exploration portion of Upstream Capex (millions of dollars) Exploration resource additions (millions of oil-equivalent barrels)	7,155 5,703	4,740 3,734	5,464 3,906	4,121 4,725	3,718 2,860
Exploration resource addition cost per OEB (dollars)	1.25	1.27	1.40	0.87	1.30

Exploration resource addition cost per oil-equivalent barrel is a performance measure that is calculated using the Exploration portion of Upstream capital and exploration expenditures (Capex) divided by exploration resource additions (in oil-equivalent barrels – OEB). ExxonMobil refers to new discoveries, and the non-proved portion of discovered resources that were acquired, as exploration resource additions. Exploration resource additions include quantities of oil and gas that are not yet classified as proved reserves, but which ExxonMobil believes will likely be moved into the proved reserves category and produced in the future. The impact of the XTO Energy Inc. merger transaction is excluded in 2010.

RETURN ON AVERAGE CAPITAL EMPLOYED (ROCE)	2013	2012	2011	2010	2009
(millions of dollars)					
Net income attributable to ExxonMobil	32,580	44,880	41,060	30,460	19,280
Financing costs (after tax)					
Gross third-party debt	(163)	(401)	(153)	(803)	(303)
ExxonMobil share of equity companies	(239)	(257)	(219)	(333)	(285)
All other financing costs – net	83	100	116	35	(483)
Total financing costs	(319)	(558)	(256)	(1,101)	(1,071)
Earnings excluding financing costs	32,899	45,438	41,316	31,561	20,351
Average capital employed	191,575	179,094	170,721	145,217	125,050
Return on average capital employed – corporate total	17.2%	25.4%	24.2%	21.7%	16.3%

ROCE is a performance measure ratio. From the perspective of the business segments, ROCE is annual business segment earnings divided by average business segment capital employed (average of beginning and end-of-year amounts). These segment earnings include ExxonMobil's share of segment earnings of equity companies, consistent with our capital employed definition, and exclude the cost of financing. The Corporation's total ROCE is net income attributable to ExxonMobil excluding the after-tax cost of financing, divided by total corporate average capital employed. The Corporation has consistently applied its ROCE definition for many years and views it as the best measure of historical capital productivity in our capital-intensive, long-term industry, both to evaluate management's performance and to demonstrate to shareholders that capital has been used wisely over the long term. Additional measures, which are more cash flow based, are used to make investment decisions.

CAPITAL EMPLOYED	2013	2012	2011	2010	2009
(millions of dollars)					
Business Uses: Asset and Liability Perspective					
Total assets	346,808	333,795	331,052	302,510	233,323
Less liabilities and noncontrolling interests					
share of assets and liabilities					
Total current liabilities excluding notes and loans payable	(55,916)	(60,486)	(69,794)	(59,846)	(49,585)
Total long-term liabilities excluding long-term debt	(87,698)	(90,068)	(83,481)	(74,971)	(58,741)
Noncontrolling interests share of assets and liabilities	(8,935)	(6,235)	(7,314)	(6,532)	(5,642)
Add ExxonMobil share of debt-financed equity company net assets	6,109	5,775	4,943	4,875	5,043
Total capital employed	200,368	182,781	175,406	166,036	124,398
Total Corporate Sources: Debt and Equity Perspective	е				
Notes and loans payable	15,808	3,653	7,711	2,787	2,476
Long-term debt	6,891	7,928	9,322	12,227	7,129
ExxonMobil share of equity	174,003	165,863	154,396	146,839	110,569
Less noncontrolling interests share of total debt	(2,443)	(438)	(966)	(692)	(819)
Add ExxonMobil share of equity company debt	6,109	5,775	4,943	4,875	5,043
Total capital employed	200,368	182,781	175,406	166,036	124,398

Capital employed is a measure of net investment. When viewed from the perspective of how the capital is used by the businesses, it includes ExxonMobil's net share of property, plant and equipment and other assets less liabilities, excluding both short-term and long-term debt. When viewed from the perspective of the sources of capital employed in total for the Corporation, it includes ExxonMobil's share of total debt and equity. Both of these views include ExxonMobil's share of amounts applicable to equity companies, which the Corporation believes should be included to provide a more comprehensive measure of capital employed.

FREE CASH FLOW	2013	2012	2011	2010	2009
(millions of dollars)					
Net cash provided by operating activities	44,914	56,170	55,345	48,413	28,438
Additions to property, plant and equipment	(33,669)	(34,271)	(30,975)	(26,871)	(22,491)
Proceeds associated with sales of subsidiaries, property,					
plant and equipment, and sales and returns of investments	2,707	7,655	11,133	3,261	1,545
Additional investments and advances	(4,435)	(598)	(3,586)	(1,239)	(2,752)
Collection of advances	1,124	1,550	1,119	1,133	724
Free cash flow	10,641	30,506	33,036	24,697	5,464

Free cash flow is cash flow from operations and asset sales less additions to property, plant and equipment, and additional investments and advances, plus collection of advances. This measure is useful when evaluating cash available for financing activities, including shareholder distributions, after investment in the business.

CASH FLOW FROM OPERATIONS AND ASSET SALES	2013	2012	2011	2010	2009
(millions of dollars)					
Net cash provided by operating activities	44,914	56,170	55,345	48,413	28,438
Proceeds associated with sales of subsidiaries, property, plant					
and equipment, and sales and returns of investments	2,707	7,655	11,133	3,261	1,545
Cash flow from operations and asset sales	47,621	63,825	66,478	51,674	29,983
·					

Cash flow from operations and asset sales is the sum of the net cash provided by operating activities and proceeds associated with sales of subsidiaries, property, plant and equipment, and sales and returns of investments from the Summary Statement of Cash Flows. This cash flow is the total sources of cash from both operating the Corporation's assets and from the divesting of assets. The Corporation employs a long-standing and regular disciplined review process to ensure that all assets are contributing to the Corporation's strategic objectives. Assets are divested when they are no longer meeting these objectives or are worth considerably more to others. Because of the regular nature of this activity, we believe it is useful for investors to consider proceeds associated with asset sales together with cash provided by operating activities when evaluating cash available for investment in the business and financing activities, including shareholder distributions.

DISTRIBUTIONS TO SHAREHOLDERS	2013	2012	2011	2010	2009
(millions of dollars)					
Dividends paid to ExxonMobil shareholders	10,875	10,092	9,020	8,498	8,023
Cost of shares purchased to reduce shares outstanding	15,000	20,000	20,000	11,200	18,000
Distributions to ExxonMobil shareholders	25,875	30,092	29,020	19,698	26,023
Memo: Gross cost of shares purchased to offset shares					
issued under benefit plans and programs	998	1,068	2,055	1,893	1,703

The Corporation distributes cash to shareholders in the form of both dividends and share purchases. Shares are purchased both to reduce shares outstanding and to offset shares issued in conjunction with company benefit plans and programs. For purposes of calculating distributions to shareholders, the Corporation only includes the cost of those shares purchased to reduce shares outstanding.

# Directors, Officers, and Affiliated Companies\*

## Steven S Reinemund

Dean of Business, Wake Forest University; Retired Executive Chairman of the Board, PepsiCo (consumer food products)

### Peter Brabeck-Letmathe

Chairman of the Board, Nestlé (nutrition, health and wellness)

# Jay S. Fishman

Presiding Director; Chairman of the Board and Chief Executive Officer, The Travelers Companies (property and

# William W. George

Professor of
Management Practice,
Harvard University;
Former Chairman of
the Board and Chief
Executive Officer,
Medtronic, Inc.
(medical technology)

#### Henrietta H. Fore

Chairman of the Board and Chief Executive Officer, Holsman International (manufacturing, consulting, and investments)

#### Kenneth C. Frazier

Chairman of the Board, President and Chief Executive Officer, Merck & Company (pharmaceuticals)

#### Larry R. Faulkner

President Emeritus, The University of Texas at Austin; Former President, Houston Endowment (charitable foundation)



#### STANDING COMMITTEES OF THE BOARD

# **Audit Committee**

M.J. Boskin (Chair), P. Brabeck-Letmathe, U.M. Burns, L.R. Faulkner, W.W. George

# **Board Affairs Committee**

K.C. Frazier (Chair), H.H. Fore, S.J. Palmisano, S.S Reinemund, W.C. Weldon

### Compensation Committee

S.J. Palmisano (Chair), J.S. Fishman, W.C. Weldon, E.E. Whitacre, Jr.

#### **Finance Committee**

R.W. Tillerson (Chair), M.J. Boskin, P. Brabeck-Letmathe, U.M. Burns, L.R. Faulkner, W.W. George

# Public Issues and Contributions Committee

E.E. Whitacre, Jr. (Chair), J.S. Fishman, H.H. Fore, K.C. Frazier, S.S Reinemund

# **Executive Committee**

R.W. Tillerson (Chair), M.J. Boskin, W.W. George, S.J. Palmisano, S.S Reinemund

#### **FUNCTIONAL AND SERVICE ORGANIZATIONS**

# Upstream

**R.J. Cleveland** President, XTO Energy Inc.<sup>(1)</sup>

N.W. Duffin President, ExxonMobil Development Company<sup>(1)</sup>

**R.S. Franklin** President, ExxonMobil Gas & Power Marketing Company<sup>(1)</sup>

**S.M. Greenlee** President, ExxonMobil Exploration Company<sup>(1)</sup>

**S.N. Ortwein** President, ExxonMobil Upstream Research Company

**T.R. Walters** President, ExxonMobil Production Company<sup>(1)</sup>

#### Downstream

**A.J. Kelly** President, ExxonMobil Fuels, Lubricants &

Specialties Marketing Company<sup>(1)</sup>

T.J. Wojnar, Jr. President, ExxonMobil Research and Engineering Company

**D.W. Woods** President, ExxonMobil Refining & Supply Company<sup>(1)</sup>

#### Chemical

S.D. Pryor President, ExxonMobil Chemical Company<sup>(1)</sup>

Other

**B.W. Milton** President, ExxonMobil Global Services Company

#### Rex W. Tillerson

Chairman of the Board and Chief Executive Officer

#### Michael J. Boskin

T.M. Friedman Professor of Economics and Senior Fellow, Hoover Institution, Stanford University

#### Ursula M. Burns

Chairman of the Board and Chief Executive Officer, Xerox Corporation (business process and IT outsourcing, document technology and solutions)

#### Samuel J. Palmisano

Former Chairman of the Board, International Business Machines Corporation (computer hardware, software, business consulting, and IT services)

# Edward E. Whitacre, Jr.

Former Chairman of the Board, General Motors Company (automaker); Chairman Emeritus, AT&T (telecommunications)

#### William C. Weldon

Former Chairman of the Board, Johnson & Johnson (pharmaceuticals)



#### **OFFICERS**

R.W. Tillerson Chairman of the Board<sup>(1)</sup> M.W. Albers Senior Vice President (1) Senior Vice President (1) M.J. Dolan Senior Vice President (1) A.P. Swiger Vice President and General Counsel<sup>(1)</sup> S.J. Balagia K.P. Cohen Vice President - Public and Government Affairs W.M. Colton Vice President - Corporate Strategic Planning<sup>(1)</sup> M.G. Cousins Vice President and President -ExxonMobil Upstream Ventures (1) T.M. Fariello Vice President - Washington Office M.A. Farrant Vice President - Human Resources R.S. Franklin Vice President (1)

S.M. Greenlee Vice President<sup>(1)</sup>
A.J. Kelly Vice President<sup>(1)</sup>

P.T. Mulva Vice President and Controller<sup>(1)</sup>

**S.D. Pryor** Vice President (1)

**D.S. Rosenthal** Vice President – Investor Relations

and Secretary<sup>(1)</sup>

**R.N. Schleckser** Vice President and Treasurer<sup>(1)</sup>

J.M. Spellings, Jr. Vice President and General Tax Counsel<sup>(1)</sup>

**T.R. Walters** Vice President (1)

**J.J. Woodbury** Vice President – Safety, Security,

Health & Environment

**D.W. Woods** Vice President (1)

<sup>\*</sup> As of February 1, 2014

<sup>(1)</sup> Required to file reports under Section 16 of the Securities Exchange Act of 1934.

# Investor Information

#### Shareholder Services

Shareholder inquiries should be addressed to ExxonMobil Shareholder Services at Computershare Trust Company, N.A., ExxonMobil's transfer agent:

#### ExxonMobil Shareholder Services

P.O. Box 43078 Providence, RI 02940-3078

#### 1-800-252-1800

(Within the United States and Canada)

#### 1-781-575-2058

(Outside the United States and Canada)

An automated voice-response system is available 24 hours a day, 7 days a week.

Service representatives are available Monday through Friday 8:00 a.m. to 8:00 p.m. Eastern Time and Saturday 9:00 a.m. to 5:00 p.m. Eastern Time.

Registered shareholders can access information about their ExxonMobil stock accounts via the Internet at computershare.com/exxonmobil.

## Stock Purchase and Dividend Reinvestment Plan

Computershare Trust Company, N.A., sponsors a stock purchase and dividend reinvestment plan, the Computershare Investment Plan for Exxon Mobil Corporation Common Stock. For more information and plan materials, go to computershare.com/exxonmobil or call or write ExxonMobil Shareholder Services.

# **Dividend Direct Deposit**

Shareholders may have their dividends deposited directly into their U.S. bank accounts. If you would like to elect this option, go to *computershare.com/exxonmobil* or call or write ExxonMobil Shareholder Services for an authorization form.

#### Corporate Governance

Our Corporate Governance Guidelines and related materials are available by selecting "investors" on our website at exxonmobil.com.

# **Electronic Delivery of Documents**

Registered shareholders can receive the following documents online, instead of by mail, by contacting ExxonMobil Shareholder Services:

- Annual Meeting Materials
- Tax Documents
- Account Statements

Beneficial shareholders should contact their bank or broker for electronic receipt of proxy voting materials.

# **Eliminate Annual Report Mailings**

Registered shareholders may eliminate annual report mailings by marking their proxy card, or by writing or calling ExxonMobil Shareholder Services.

Beneficial shareholders should contact their bank or broker to eliminate annual report mailings.

# **ExxonMobil Publications**

The following publications are available without charge to shareholders and can be found on the Internet at exxonmobil.com. Requests for printed copies should be directed to ExxonMobil Shareholder Services.

- Summary Annual Report
- Annual Report on Form 10-K
- Financial & Operating Review
- Corporate Citizenship Report
- The Outlook for Energy: A View to 2040
- The Lamp

Exxon Mobil Corporation has numerous affiliates, many with names that include ExxonMobil, Exxon, Mobil, Esso, and XTO. For convenience and simplicity, those terms and terms such as Corporation, company, our, we, and its are sometimes used as abbreviated references to specific affiliates or affiliate groups. Abbreviated references describing global or regional operational organizations, and global or regional business lines are also sometimes used for convenience and simplicity. Similarly, ExxonMobil has business relationships with thousands of customers, suppliers, governments, and others. For convenience and simplicity, words such as venture, joint venture, partnership, co-venturer, and partner are used to indicate business and other relationships involving common activities and interests, and those words may not indicate precise legal relationships.

Included in this Summary Annual Report are financial and operating highlights and summary financial statements. For complete financial statements, including notes, please refer to ExxonMobil's 2013 Financial Statements and Supplemental Information booklet included in the Summary Annual Report mailing. The Financial Statements and Supplemental Information booklet also includes Management's Discussion and Analysis of Financial Condition and Results of Operations. The "investors" section of ExxonMobil's website (exxonmobil.com) contains the Proxy Statement and other company publications, including ExxonMobil's Financial & Operating Review. These publications provide additional detail about the company's global operations.

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The following third-party trademarks or service marks referenced in the text of the report are owned by the entities indicated: Green Cross for Safety (National Safety Council), PWC + Design (The Trustees of the PWC Business Trust).

# General Information

#### Corporate Headquarters

Exxon Mobil Corporation 5959 Las Colinas Boulevard Irving, TX 75039-2298

Additional copies may be obtained by writing or phoning: Phone: 972-444-1000 Fax: 972-444-1505

#### **Shareholder Relations**

Exxon Mobil Corporation P.O. Box 140369 Irving, TX 75014-0369

# **Market Information**

The New York Stock Exchange is the principal exchange on which Exxon Mobil Corporation common stock (symbol XOM) is traded.

## **Annual Meeting**

The 2014 Annual Meeting of Shareholders will be held at 9:30 a.m. Central Time on Wednesday, May 28, 2014, at:

The Morton H. Meyerson Symphony Center 2301 Flora Street Dallas, TX 75201

An audio webcast with a slide presentation will be provided on the Internet at exxonmobil.com. Information about the webcast will be available one week prior to the event.



## **EXXONMOBIL ON THE INTERNET**

A quick, easy way to get information about ExxonMobil

ExxonMobil publications and important shareholder information are available on the Internet at exxonmobil.com:

- Publications
- Stock Quote
- Dividend Information
- Contact Information
- Speeches
- News Releases
- Investor Presentations
- Corporate Governance



# **Exxon Mobil Corporation**

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