

# Summary Annual Report

**ExxonMobil**  
Energy lives here™



# 2015





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COVER PHOTO: The Kizomba B floating production, storage, and offloading (FPSO) vessel offshore Angola has a production capacity of 270 thousand oil-equivalent barrels per day and can store 2.2 million barrels of oil at one time.

Statements of future events or conditions in this report, including projections, targets, expectations, estimates, and business plans, are forward-looking statements. Actual future financial and operating results, including demand growth and energy mix; capacity growth; the impact of new technologies; capital expenditures; production growth; project plans, dates, costs, and capacities; resource additions, production rates, and resource recoveries; efficiency gains; cost savings; and product sales 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, including environmental regulations and political sanctions; 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; the impact of fiscal and commercial terms; 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 "resources" and "resource base," as well as 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, such as "Return on Average Capital Employed" and "Free Cash Flow," 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 2015 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 vital for modern life. It forms the foundation for economic prosperity: powering our homes, fueling transportation, and enabling communities to thrive. Recent investments and technological innovations have unlocked extensive sources of energy supply, and development of these sources has enriched global social and economic conditions while providing jobs for tens of thousands.

But more than one billion people still lack access to reliable and affordable energy, meaning they live without basic essentials such as running water and electricity. It remains incumbent upon us to improve energy access and help eliminate poverty, while protecting the environment for future generations.

## Energy fuels global prosperity.

As the world's population continues to grow and the middle class expands, demand for energy will substantially increase. Further investments and technological advances are necessary to add new supply and improve energy efficiency, which will ultimately enhance living conditions for all.

ExxonMobil provides industry leadership to meet the world's growing energy needs. We continue to innovate and selectively invest across our integrated portfolio, creating long-term shareholder value by increasing energy supply in a safe, affordable, and environmentally responsible way.



# To Our Shareholders

ExxonMobil creates shareholder value by providing industry leadership to meet one of the world's greatest challenges – supplying the energy needed to advance global economic prosperity in a safe, secure, and environmentally responsible way. The oil and gas business is cyclical, driven by the supply-and-demand balance. Technological innovations and significant investments have unlocked an abundance of energy supply, including North America's unconventional resources. At the same time, global economic growth has slowed, leading to a market that is oversupplied, resulting in today's lower energy prices.

Yet, even in the midst of these short-term challenges, we maintain a longer-term view for our strategic decisions and business plans, underpinned by our *Outlook for Energy*, an annual assessment that is shared publicly. A rising world population and burgeoning middle class, along with anticipated economic progress, will drive 25-percent growth in energy demand from 2014 to 2040. Fueling this global expansion will require substantial new sources of energy across all resource types along with further advances in technology and continued capture of ever-improving energy efficiency. By improving access to reliable and affordable energy, we can help reduce poverty and advance living standards for billions of people. Therefore, ExxonMobil continues to innovate and selectively invest through the cycle to supply these long-term growth markets and create value for our shareholders.

Our longer-term view also helps us meet another important aspect of the energy challenge: doing our part to minimize impacts to the environment. ExxonMobil views climate change as a serious risk. As with every aspect of our business, we approach these risks with the highest level of integrity and thoughtful action. ExxonMobil has studied climate change for almost 40 years. We were among the first to seriously study the possibility of links between the use of fossil fuels and impacts to the environment, and we have and continue to collaborate and share our research with leading scientific institutions, both governmental and nongovernmental; top universities; the United Nations; and other public stakeholders.

ExxonMobil is uniquely suited to compete effectively throughout the cycle, and our strong balance sheet positions us to pursue new opportunities in today's challenging market.

ExxonMobil continues to support advanced research to progress climate science and develop breakthrough technologies as well as participate in constructive dialogue on policy options with nongovernmental organizations, industry, and policymakers. In our operations, we remain focused on increasing energy efficiency and minimizing flaring, venting, and fugitive emissions, and we are implementing reduction technologies, such as cogeneration and carbon sequestration. Products we produce, such as cleaner-burning natural gas, also help to reduce global emissions.

Our 2015 results demonstrate the capabilities of our world-class workforce and the resilience of our integrated businesses. We achieved strong safety and environmental performance, reflecting an unwavering commitment to operational excellence and effective risk management. Despite a volatile and challenging energy landscape, we delivered solid financial results, highlighted by earnings of \$16.2 billion and a return on capital employed that, while reflecting bottom-of-cycle conditions, nonetheless consistently leads competition.

The scale and integrated nature of our cash flows along with diligent cash management provide unparalleled financial strength, allowing us to confidently and prudently invest through the business cycle while paying a reliable and growing dividend to our shareholders. Capital and exploration expenditures were \$31.1 billion, \$7.4 billion below 2014, reflecting cost savings in a rapidly changing market, capital efficiencies, and timely completion of several major projects. By continuing our disciplined investment programs at levels appropriate to the current environment, we capture significant savings and position our assets for better financial performance. Shareholder distributions were \$15.1 billion, in the form of dividends and share purchases to reduce shares outstanding, and included a 5.8-percent increase in quarterly dividends per share. This marked the 33rd consecutive year ExxonMobil has increased the dividend, further differentiating ourselves from competitors.

Our Upstream business continues to demonstrate exceptional project development capabilities. Production volumes of 4.1 million oil-equivalent barrels per day were up 3 percent from 2014, reflecting investments in new development growth. We started up six major projects in 2015, adding nearly 300 thousand barrels per day of working interest production capacity. These include two capital-efficient subsea tiebacks offshore West Africa – Kizomba Satellites Phase 2 in Angola and Erha North Phase 2 in Nigeria – as well as an expansion of the Kearl oil sands development in Canada. These projects started up ahead of schedule and on or below budget.



Looking forward, we continue to highgrade and selectively develop our industry-leading 91 billion oil-equivalent barrel resource base. The size and diversity of the project inventory, along with our financial strength, provide the flexibility to advance the most attractive investments at the right time. We plan to complete and start up 10 projects in 2016 and 2017, including the Upper Zakum 750 offshore development in the United Arab Emirates and the Hebron project offshore

**By improving access to reliable and affordable energy, we can help reduce poverty and advance living standards for billions of people.**

Canada. Our exploration program continues to add valuable new resource development opportunities to the resource base. Offshore Guyana, we made a significant oil discovery with the Liza-1 exploration well. Further activities are under way to evaluate the full resource potential of the acreage, including the largest 3D seismic acquisition in

the Corporation's history. We are also progressing our large inventory of short-cycle opportunities, primarily onshore United States in the Bakken, Permian Basin, and Ardmore/Marietta unconventional plays, and have added attractive acreage.

Strong Downstream and Chemical results for the year highlight the value of our integrated business model. These businesses play an important, counter-cyclical role in contributing to our financial commitments, generating superior returns and solid cash flow. We are progressing strategic investments to grow our advantage, focused on improving feedstock flexibility, increasing production of higher-value products, expanding and diversifying logistics capabilities, and enhancing operating efficiency. In 2015, we progressed construction of a joint venture specialty elastomers facility in Saudi Arabia that will produce higher-margin synthetic rubber products. We also announced an expansion at our Rotterdam Refinery in the Netherlands, which is one of the most efficient sites in Europe. The new facilities will utilize our proprietary hydrocracking technology to produce high-quality lube basestocks and ultra-low sulfur diesel to meet growing demand.

While recent market changes have created notable challenges for our industry, they also present new opportunities for our business. The Corporation is uniquely suited to compete effectively throughout the cycle, and our strong balance sheet positions us to pursue these opportunities. ExxonMobil is a proven leader in financial performance, project execution, and technology, and we uphold our reputation as a safe, responsible, and reliable operator. Thanks to our strong track record, we remain the partner of choice for many resource owners.

As you review this year's Summary Annual Report, you will see how our diverse assets work together to build a resilient, integrated business. Regardless of commodity prices, we are relentlessly focused on the business fundamentals – the factors we can control. Our continuous drive to operate safely and responsibly, reduce costs, increase productivity, highgrade assets, and maximize value – particularly in today's challenging environment – has once again set us apart. ExxonMobil is well positioned for further success, and we will continue to deliver on our commitment to create long-term shareholder value.

*Rex W. Tillerson*

**Rex W. Tillerson, Chairman and CEO**



## 2015 Financial & Operating Summary

ExxonMobil's Management Committee establishes our long-term strategies as well as an unwavering commitment to the highest standards of integrity in everything we do. Their leadership provides the framework for the organization to deliver on our commitments and create shareholder value regardless of commodity prices.



### Management Committee

#### Seated:

Darren W. Woods

– *President*

Rex W. Tillerson

– *Chairman and CEO*

#### Standing:

Mark W. Albers

– *Senior Vice President*

Andrew P. Swiger

– *Senior Vice President*

Jack P. Williams

– *Senior Vice President*

Michael J. Dolan

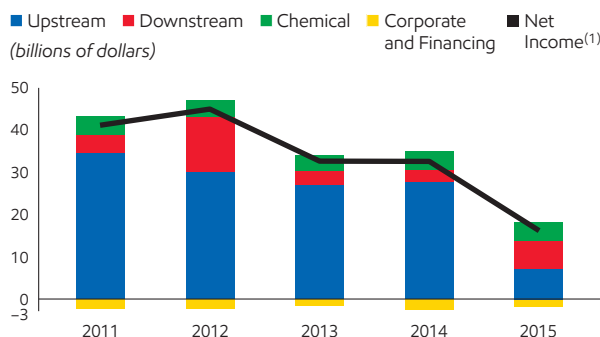
– *Senior Vice President*

## Results & Highlights

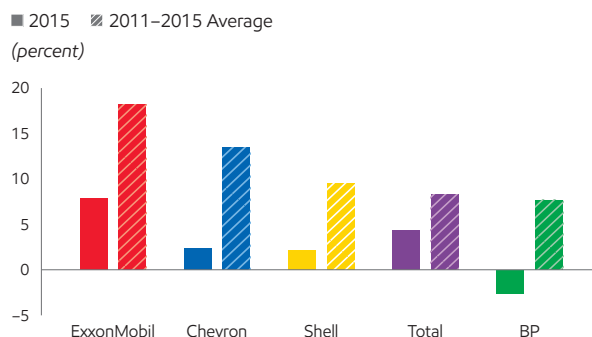
- Strong environmental results and leading safety performance supported by effective risk management
- Earnings of \$16.2 billion and industry-leading return on average capital employed<sup>(1)</sup> of 7.9 percent
- Cash flow from operations and asset sales<sup>(1)</sup> of \$32.7 billion, demonstrating the resilience of our integrated business
- Dividends per share increased 5.8 percent in the second quarter of 2015, the 33rd consecutive year of dividend-per-share increases
- Total shareholder distributions<sup>(1)</sup> of \$15.1 billion
- Capital and exploration expenditures<sup>(1)</sup> of \$31.1 billion
- Proved oil and natural gas reserves<sup>(1)</sup> additions of 1.0 billion oil-equivalent barrels
- Completed six major Upstream projects with working interest production capacity of almost 300 thousand oil-equivalent barrels per day, highlighted by two deepwater projects offshore West Africa and an expansion of the Kearl development in Canada
- Progressed construction of a 400-thousand-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 Pacific
- Approved funding to expand the hydrocracker at our refinery in Rotterdam, Netherlands, utilizing proprietary technology to produce ultra-low sulfur diesel and Group II lube basestocks
- Made a significant oil discovery offshore Guyana, with additional exploration planned in 2016

(1) See Frequently Used Terms on pages 44 and 45.

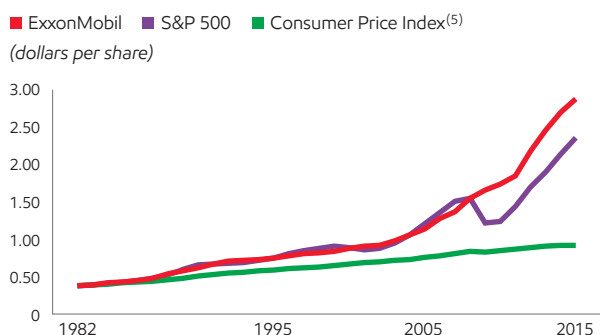
### Functional Earnings and Net Income<sup>(1)</sup>



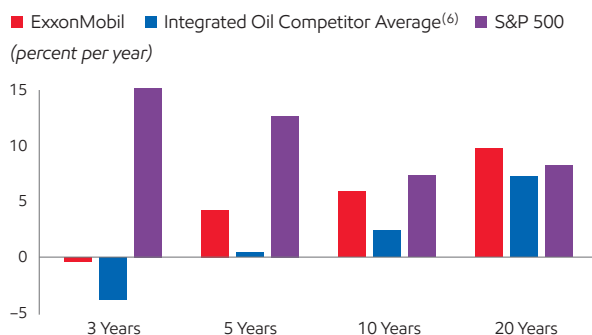
### Return on Average Capital Employed<sup>(2)(3)</sup>



### 33rd Consecutive Year of Dividend Growth<sup>(4)</sup>



### Total Shareholder Returns<sup>(2)</sup>



## Financial Highlights

(millions of dollars, unless noted)	Earnings after Income Taxes	Average Capital Employed <sup>(2)</sup>	Return on Average Capital Employed (%) <sup>(2)</sup>	Capital and Exploration Expenditures <sup>(2)</sup>
Upstream	7,101	169,954	4.2	25,407
Downstream	6,557	23,253	28.2	2,613
Chemical	4,418	23,750	18.6	2,843
Corporate and Financing	(1,926)	(8,202)	N.A.	188
<b>Total</b>	<b>16,150</b>	<b>208,755</b>	<b>7.9</b>	<b>31,051</b>

## Operating Highlights

Liquids production (net, thousands of barrels per day)	2,345
Natural gas production available for sale (net, millions of cubic feet per day)	10,515
Oil-equivalent production <sup>(7)</sup> (net, thousands of oil-equivalent barrels per day)	4,097
Refinery throughput (thousands of barrels per day)	4,432
Petroleum product sales (thousands of barrels per day)	5,754
Chemical prime product sales <sup>(2)</sup> (thousands of tonnes)	24,713

(1) Net income attributable to ExxonMobil.

(2) See Frequently Used Terms on pages 44 and 45.

(3) Competitor data estimated on a consistent basis with ExxonMobil and based on public information.

(4) S&P 500 and CPI indexed to 1982 Exxon dividend.

(5) CPI based on historical yearly average from the U.S. Bureau of Labor Statistics.

(6) BP, Chevron, Royal Dutch Shell, and Total. Competitor data estimated on a consistent basis with ExxonMobil and based on public information.

(7) Natural gas converted to oil-equivalent at 6 million cubic feet per 1 thousand barrels.

## The Outlook for Energy: A View to 2040

ExxonMobil's *Outlook for Energy* provides a long-term global view of energy demand and supply, and its findings underpin our business strategy and investment program. At the core of our analysis is a simple fact: Energy is integral to our lives. As population grows and standards of living increase, energy demand is expected to rise 25 percent between 2014 and 2040, even with significant improvements in energy efficiency. Serving the world's energy needs will require technological innovation and substantial investments across all economic sources of supply.

### Energy and Human Progress

Population is growing, and life spans are increasing. Incomes are rising, and poverty is on the decline. In non-OECD (Organisation for Economic Co-operation and Development) countries, where seven-eighths of the world lives, billions are poised to join the middle class. This extraordinary human progress is propelled by greater access to affordable, reliable, secure, and environmentally responsible energy supplies.

### Energy Demand is Rising

Between 2014 and 2040, global GDP is expected to more than double, and energy demand is projected to rise 25 percent. However, ongoing improvements in energy efficiency and changes in the world's energy mix will slow the pace of energy-related carbon dioxide (CO<sub>2</sub>) emissions growth. Global energy-related CO<sub>2</sub> emissions are expected to peak around 2030, and the CO<sub>2</sub> intensity of the global economy is likely to be cut in half by 2040.

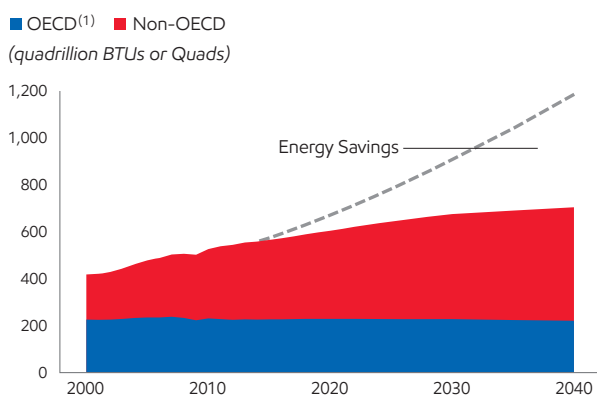
We expect energy needs will vary greatly by nation, reflecting broad differences in several key demand drivers such as population, demographics, economic growth, and income levels. In general, many OECD nations, such as the United States and Germany, will actually see net declines in energy demand through 2040, led by energy-efficiency gains across these mature economies. Conversely, energy requirements in developing countries will rapidly increase due to strong economic growth. China and India alone account for almost half of the projected increase in global energy demand.

### Technology Drives Liquids and Natural Gas Supply Growth

As the energy landscape evolves, energy choices must continue to meet a range of consumer requirements in terms of affordability, performance, and convenience, while also managing potential associated effects on the environment. Recent technological advances have ushered in a new era of energy abundance and diversity. Improvements in exploration and production technologies continue to help us identify oil and gas reservoirs, increase productivity, and lower costs.

For the next few decades, oil is expected to remain the largest global energy source as supplies increase from deepwater, tight oil, and oil sands resources. Natural gas supply represents the largest component of growth in aggregate energy supply, driven by unconventional resources. Nuclear and renewable sources will likely have the highest growth rates, becoming more prominent sources of energy in many countries.

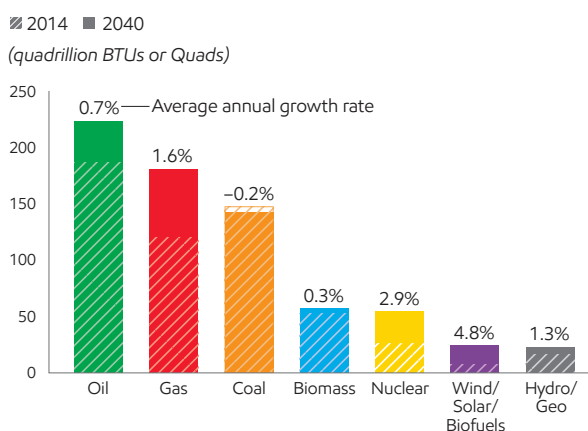
#### Energy Growth Driven by Developing Countries



Source: ExxonMobil, 2016 *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







### **Highlight:** Expanding Natural Gas Production

Natural gas has long been a staple of global energy supply. Today, it is rising to a new level of prominence on the world energy stage as a result of its relatively low carbon content and an abundance of unconventional production. Natural gas is popular as a fuel for power generation as well as a variety of other uses such as petrochemicals, home heating and cooking, and heavy-duty commercial transportation. Through 2040, we expect natural gas supply to meet 40 percent of the growth in global energy demand, more than any other energy type. In addition, natural gas is projected to surpass coal as the world's second largest energy source around 2025.

Global trade also supports the rise of natural gas. The last decade has seen significant growth in liquefied natural gas (LNG) demand as well as investments in LNG import and export capacity. With LNG demand expected to triple by 2040, the world will need further LNG facility additions, expansions of market capabilities, and free trade. In the decades ahead, North America and the Russia/Caspian region are expected to see the greatest increases in natural gas pipeline and LNG exports, as their abundant natural gas resources help fuel anticipated economic development in Asia Pacific.

PHOTO: Demand for LNG in Asia Pacific is expected to rise considerably through 2040, driven by an expanding middle class and growing population.



# Operational Excellence



PHOTO: Operational excellence begins with effective risk management. Proven management systems implemented by a talented workforce form the foundation for safe, efficient, and environmentally sound operations in places such as our integrated site in Baton Rouge, Louisiana.



# 75%

reduction in Lost-Time Injuries and Illnesses Rate  
for employees and contractors since 2000



## Operational Excellence

Maximizing shareholder value requires a relentless focus on operational excellence and effective risk management. ExxonMobil's highly skilled and dedicated workforce rigorously employs proven management systems to all work processes, at all levels, with focus on eliminating high-consequence events. These systems enable continuous improvement in safety, security, health, and environmental performance.

### Our Commitment to Safety, Security, Health, and the Environment

ExxonMobil is committed to conducting business in a manner that is compatible with both the environmental and the economic needs of the communities in which we operate, while protecting the safety, security, and health of our employees, contractors, and the public. Demonstrated through our actions, operational excellence underpins everything we do.

The safety, security, and health of our workforce is fundamental to the company's success. We are relentless in our efforts, so each employee and contractor comes home from work each day safely and in good health.

As a result, we have significantly reduced injuries over the last decade. We will never stop working toward our goal of *Nobody Gets Hurt*.

Strong environmental management is essential not only to protect the world in which we live and operate, it is crucial for our business. Our *Protect Tomorrow. Today.* program underscores our dedication to improving environmental performance, including lower emissions and increased energy efficiency.



Comprehensive management systems help us achieve operational excellence and are applied in our businesses around the world, including our Joliet Refinery in Illinois (above) and our Kearl facilities in Canada (following page).

### Culture of Excellence

Achieving strong performance begins with leadership, which is found throughout our organization. This inherent leadership drives our culture of excellence and encourages the behaviors that sustain high operational standards. We are proud of the culture reflected in our employees' daily accomplishments around the globe. Our culture has been built over decades by men and women dedicated to doing the right things in the right way, without any compromises to our values. This culture also extends to our contractors as we partner and share our vision with them.

#### Highlight: OIMS Execution

At ExxonMobil, risk management means:

- **Know the major hazards**  
*Major asset-specific hazards are known*
- **Understand the barriers**  
*Barriers are defined and individual responsibilities are assigned to protect from and mitigate risks*
- **Maintain barrier health**  
*Barrier effectiveness is assessed and regularly discussed*

PHOTO: ExxonMobil employees participate in oil-spill response training near Baton Rouge, Louisiana.



## Highlight: OIMS Framework

ExxonMobil's Operations Integrity Management System (OIMS) framework provides a disciplined and structured approach.



## Systematic Approach

ExxonMobil's Operations Integrity Management System (OIMS) is a cornerstone of our approach to managing safety, security, health, and environmental risks, as well as to achieving excellence in performance. The OIMS framework includes 11 elements. Each element contains an underlying principle and set of expectations. Application of OIMS is required across all of ExxonMobil, with particular emphasis on facility design, construction, and operations. Management is responsible for ensuring appropriate systems satisfying the OIMS framework are in place, and compliance testing is performed on a regular basis. OIMS also provides the structure to help us meet or exceed applicable regulations and relevant industry standards. Our management systems enable us to maintain high operational standards by providing a framework of proven processes and best practices.

Everything we do contains an element of risk, whether technical, operational, financial, or environmental. We identify the hazards inherent in our endeavors, look to understand the consequences associated with these hazards, and implement barriers to eliminate, mitigate, or manage them to an acceptable level. We focus our efforts on understanding the root cause and potential consequence of each injury, spill, or process safety event. We also assess the effectiveness of our protective and mitigative barriers, including equipment, procedures, personnel training, and execution discipline. We gain insight from actual, near-miss, or potential events and then share our learnings across our business. Through analysis of actual or potential events, including industry events, we aim to prevent incidents, especially those with significant consequences.

Our thoughtful change management approach enables us to effectively identify, plan for, and mitigate changing conditions and risks. As a result, management of change is a key component of our OIMS framework. Our approach to risk management is supported by well-developed and clearly defined policies and procedures to ensure that we have a structured, globally consistent system with the highest risk-based standards in place.

OIMS, implemented by our highly competent workforce, helps us sustain superior operational performance, achieve continuous improvement, and, ultimately, maintain our license to operate.



# Upstream: Capital-Efficient Resource Developments

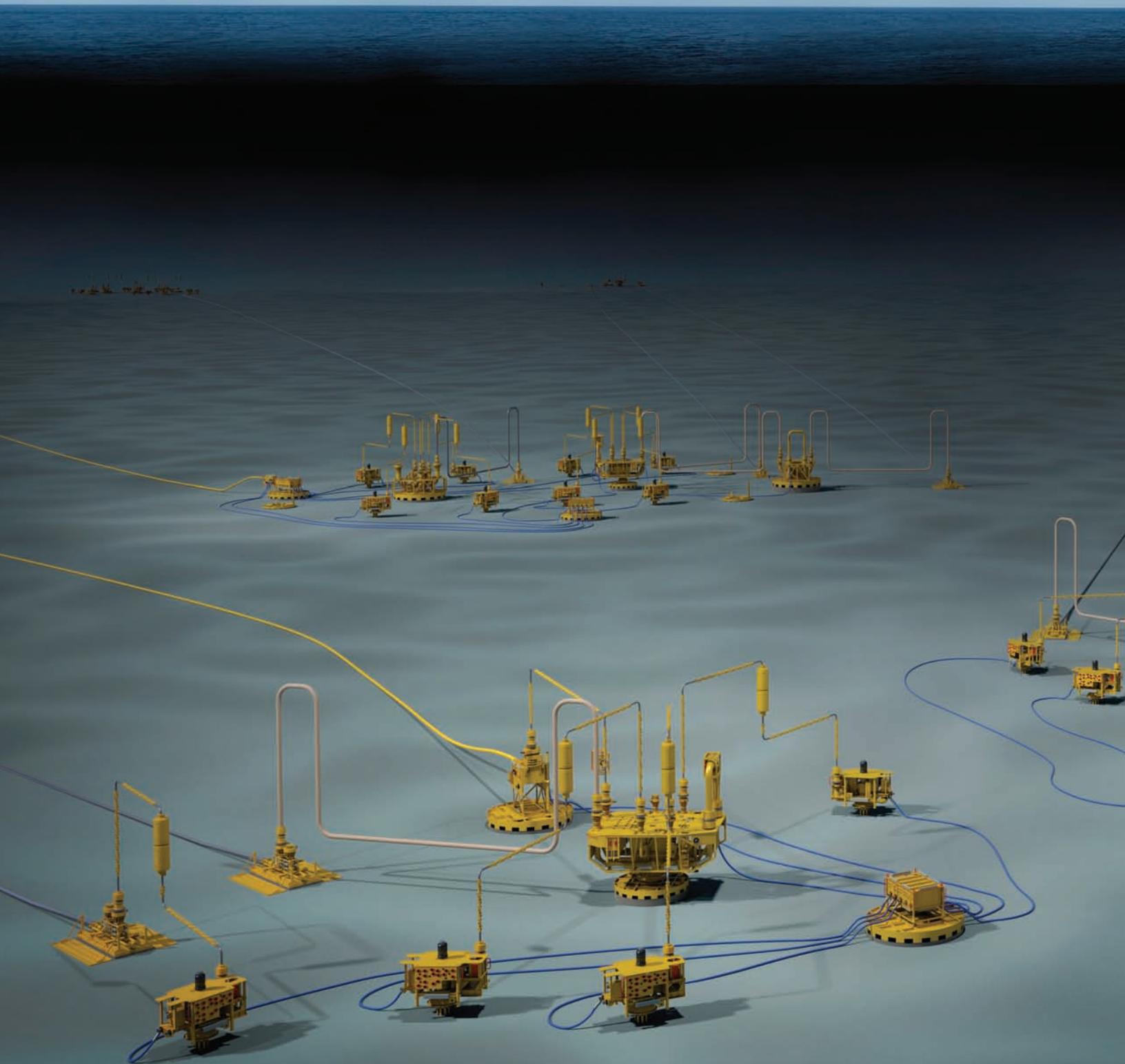


PHOTO: Artistic rendering of the Kizomba Satellites Phase 2 project, a subsea development tied back to existing floating production, storage, and offloading (FPSO) vessels by 35 miles of flowlines.





# 20

major projects were started up in Angola  
and Nigeria between 2003 and 2015

## Upstream: Capital-Efficient Resource Developments

ExxonMobil continues to add higher-value production capacity through major project start-ups. Our selective and paced investment approach, coupled with superior project execution capabilities, delivers capital-efficient resource developments on time and on budget better than peers. Offshore West Africa, recent deepwater start-ups utilize existing facilities to maximize the value of installed capacity and contribute to leading financial performance.

### Strategically Investing in Deepwater Opportunities

Drawing from ExxonMobil's extensive experience with deepwater project design, construction, and operations, we delivered another set of capital-efficient developments in 2015 – Kizomba Satellites Phase 2 in Angola and Erha North Phase 2 in Nigeria. These projects started up months early and below budget, adding higher-value production capacity to our portfolio.

Structured project management systems facilitate efficient resource development and promote safe, reliable, on-time, on-budget start-ups. These systems include an integrated planning and concept selection process, such as our “design one, build multiple” approach. We consistently apply the same equipment designs, execution strategies, and contractors from one development to the next, lowering costs and construction times. We also incorporate lessons learned from previous developments to enhance future project design and execution.



Kizomba Satellites Phase 2 subsea equipment was installed in 2,200 to 4,000 feet of water.

### Angola: Block 15

ExxonMobil has operated Block 15 offshore Angola for more than 20 years. In that time, we have produced more than 1.8 billion gross oil-equivalent barrels from approximately 5 billion barrels of discovered resource. We have started up seven major projects on Block 15, from Xikomba in 2003 to Kizomba Satellites Phase 2 in 2015.

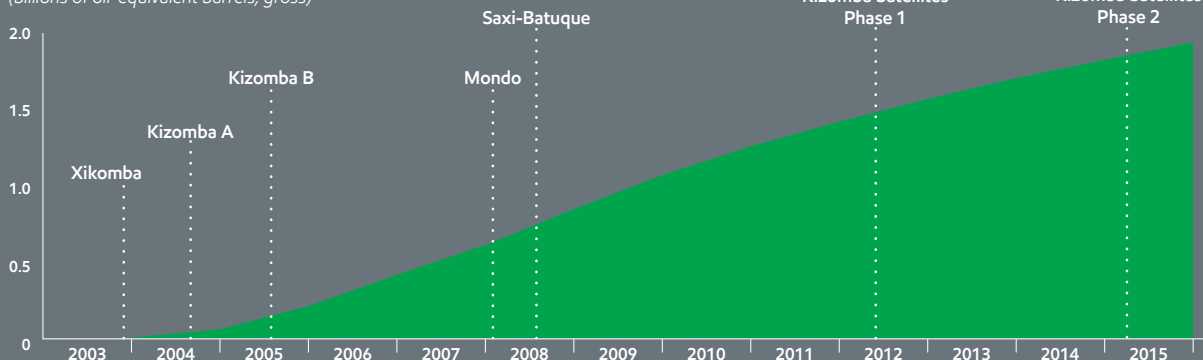
A phased development strategy has proved fundamental to our success on Block 15. Initial projects established central hubs, allowing us to gather information from early developments and grow the capabilities of local suppliers. We fully incorporated those learnings into the design and construction of later projects, consistently reducing capital costs and construction times.

#### Highlight: Developing a World-Class Resource

We have produced 1.8 billion oil-equivalent barrels from Angola's Block 15 since 2003, driven by seven major project start-ups.

#### Cumulative Block 15 Production

(billions of oil-equivalent barrels, gross)



Kizomba Satellites Phase 2 is a subsea development located 90 miles offshore in 2,200 to 4,000 feet of water. It is capital efficient, fully leveraging the benefits of our phased Block 15 development as well as our “design one, build multiple” approach. The project’s 22 subsea wells from three drill centers tie back to floating production, storage, and offloading (FPSO) vessels used on other Block 15 developments. Our phased approach maximizes the value of existing FPSO vessels by using production from new projects to replace natural field decline from other developments.

We utilized the same equipment designs, execution strategies, and contractors from Kizomba Satellites Phase 1, which started up in 2012. As a result of these efficiencies, Phase 2 achieved first oil with no lost-time incidents, 20-percent under budget, and eight months ahead of schedule.

### Nigeria: Erha

Erha North Phase 2 is another recent deepwater start-up and is 60 miles offshore in 3,300 feet of water. Four miles of flowlines connect the project’s three drill centers to the existing Erha FPSO vessel, avoiding the capital required for a new vessel. Similar to our strategy with

Angola Block 15, we applied our vast deepwater expertise and learnings from Erha and Erha North Phase 1 to Erha North Phase 2. As a result, the project started up five months ahead of schedule and \$400 million below budget.

ExxonMobil’s local content strategy is core to our business. Wherever we conduct business, we pursue enduring and shared goals with our partners, focusing on building workforce and supplier capabilities in conjunction with our strategic investments in the local community. Our workforces in Angola and Nigeria are 82-percent and 94-percent nationals, respectively, translating to jobs and skills for thousands. We invested more than \$2 billion with local contractors for Erha North Phase 2, and strong performance of the local workforce helped drive our ahead-of-schedule start-up. This achievement demonstrates that building local capacity is a win-win, delivering superior project execution and improving living standards in the communities where we operate.

### Being a Good Neighbor

We are committed to being good citizens, with a focus on improving health, education, and economic opportunities. Malaria continues to have a significant impact on local communities in West Africa despite the fact that the disease is preventable, treatable, and curable. To prevent malaria, we help deliver treated bed nets and other health care commodities directly to homes and hospitals. ExxonMobil Foundation is among the largest corporate foundation donors to the fight against malaria, having invested more than \$145 million since 2000.

Education and economic opportunities are vital for the success of our communities and our industry. We support education programs in Angola and Nigeria at primary, secondary, and collegiate levels, investing in the future workforce and leadership of our host nations. In addition, we are helping expand access to vital resources such as clean water. In Angola, we partner with KickStart International through a local nongovernmental organization to provide water pumps and irrigation to female farmers, enabling them to increase their yields and sell excess produce commercially.

Overall, our presence in Angola and Nigeria has made a significant positive contribution to the economic and social development of these nations. Moving forward, we will continue our efforts as we advance capital-efficient resource developments offshore West Africa, in the Gulf of Mexico, and elsewhere around the world.



Erha North Phase 2 will boost gross daily production from the Erha North field to 90 thousand barrels per day.



# Upstream: Unlocking Resource Value



# 50%

increase in Upper Zakum production targeted  
with completion of the UZ750 Project





PHOTO: Upper Zakum South is one of four artificial islands constructed for the UZ750 project.

## Upstream: Unlocking Resource Value

Offshore Abu Dhabi, ExxonMobil and our joint venture partners are deploying innovative techniques to unlock additional resource value from the historic Upper Zakum field. A combination of artificial islands, extended-reach drilling, and maximum reservoir contact well technologies will increase daily production to 750 thousand barrels of oil per day as we build upon our legacy in the United Arab Emirates.

### Redeveloping a Historic Field

Discovered in 1963, the Upper Zakum oil field offshore Abu Dhabi, United Arab Emirates (U.A.E.), is the second largest offshore oil field in the world. The field is operated by Zakum Development Company (ZADCO) on behalf of its shareholders, including Abu Dhabi National Oil Company (ADNOC) and ExxonMobil. ZADCO originally developed the field using traditional offshore platforms, ultimately installing nearly 100 of these platforms in the Arabian Gulf.

ExxonMobil's technology leadership and project development capabilities afforded us entry into Upper Zakum in 2006. Upon joining ZADCO, ExxonMobil and our partners began studying options to increase Upper Zakum's production from about 500 thousand barrels per day to 750 thousand barrels per day for at least 25 years. We started by accurately characterizing the subsurface to identify the optimal drilling and completions strategy, then we developed, evaluated, and refined design alternatives. Ultimately, the partners funded a plan to reach 750 thousand barrels per day in 2018, and we are currently considering options to increase production to 1 million barrels per day by 2024.

#### Highlight: Upper Zakum by the Numbers

- Redevelopment program uses four artificial islands, the largest of which is equivalent in size to 135 American football fields
- 750 thousand barrels per day of oil production anticipated in 2018
- Targeting 1 million barrels per day by 2024
- 14 million tons of rock and 13.5 million cubic feet of concrete used to build the islands
- More than 1,000 well slots located on four islands, with well lengths up to 35,000 feet
- Installed 32 new pipelines and 300 pipeline crossings
- Permanent accommodations for 2,500 personnel

### Building Up and Drilling Down

The new development plan, called UZ750, incorporates a unique combination of technologies to increase recovery and minimize infrastructure. The project utilizes four artificial islands, the largest of which is the size of 135 American football fields. The artificial island design included extensive hydrodynamic modeling to incorporate the specific tidal and wave conditions in the region. Construction of the islands began in 2010 and was completed in 2014.

The island concept offers significant advantages. It supports higher-capacity land-based drilling rigs and also addresses inefficiencies in existing processing facilities and the intra-field pipeline network. In addition, the island-based infrastructure and wells are more durable, reliable, and capital-efficient than the legacy platforms. Over the life of the field, the island-based project could save more than \$40 billion in capital and operating costs relative to a traditional development approach.

The UZ750 development plan was designed using state-of-the-art reservoir characterization and modeling techniques. It also employs the first combination of artificial islands, extended-reach drilling, and maximum reservoir contact well technologies. Some of the wells drilled from the islands will be more than six miles long. Computational well modeling ensures maximum reservoir contact to effectively manage production from these long-reach horizontal wells, and reservoir stimulation improves productivity. These advances generate higher production rates from fewer wells and fewer drilling locations, improving recovery, reducing capital requirements, and minimizing our environmental footprint.

To enable production from the islands before completion of permanent facilities, the joint venture installed temporary piping and facilities to process oil on the existing steel platforms. Production from the South Island began in 2014, and production from the North Island began in 2015. Today, the UZ750 team is steadily increasing production from new wells.



## A Collaborative Relationship

The UZ750 development demonstrates effective collaboration by teams comprised of U.A.E. staff, shareholders' secondees, and industry specialists. Approximately 80 ExxonMobil employees are currently working in ZADCO, supporting ZADCO employees in the areas of field development planning, drilling, and project execution.

In 2007, ExxonMobil established a Technology Center in Abu Dhabi to provide training and resources to ZADCO. The Technology Center shares knowledge of reservoir management, drilling, and well operations. It also provides U.A.E. nationals opportunities to work with ExxonMobil proprietary tools and technology, participate in advanced technical training, and collaborate with ExxonMobil experts around the world. Through the Technology Center, we have provided more than 5,400 training days to almost 750 ZADCO and ADNOC employees.



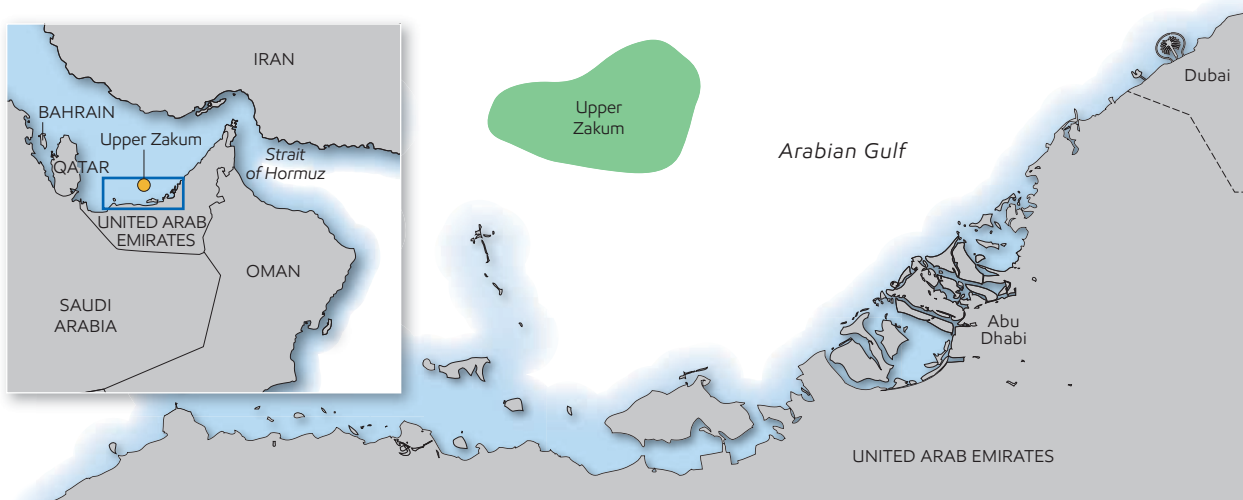
Shuttle boats taxi workers to and from the project's four artificial islands.

## Contributing to the United Arab Emirates

Since 1939, our affiliates in the U.A.E. have supported community programs. A recent example is our involvement with the local Junior Achievement chapter, INJAZ U.A.E., which aims to increase the entrepreneurship and business skills of Emirati youth. ExxonMobil is among the largest corporate donors to INJAZ U.A.E. and has provided approximately 50 volunteers as teachers for programs in Abu Dhabi and Dubai, benefiting approximately 850 students.

ExxonMobil also provides Emirati women the opportunity to attend the Global Women in Management program, which focuses on enhancing the leadership and management skills of women who have roles in the not-for-profit sector or who contribute to civil society. Twenty-two Emirati female leaders have attended the program in Abu Dhabi and Washington, D.C., since 2008.

Our ongoing community involvement and relationship with ZADCO through the UZ750 project builds upon a legacy in the U.A.E. that has spanned three quarters of a century.



# Downstream: Growing the Advantage



# 26%

average return on capital employed in  
the Downstream over the past 10 years





PHOTO: We are expanding the hydrocracker at our refinery in Rotterdam, Netherlands, to meet growing demand for higher-value products, including lube basestocks and ultra-low sulfur diesel.



## Downstream: Growing the Advantage

ExxonMobil's Downstream business generates superior returns through the business cycle, underpinned by an advantaged portfolio of highly integrated sites and world-class brands, a relentless focus on operational excellence, and a selective investment approach. New investments across the value chain are improving feedstock flexibility, increasing higher-margin product capacity, expanding logistics capabilities, maximizing operating efficiency, and enhancing marketing effectiveness.

### Proven Approach

Our Downstream business results highlight the value of integration. Our global asset portfolio and product mix are capturing the benefits of increased demand for transportation fuels in the lower crude oil price environment and generating solid cash flow to support shareholder distributions and our investment program. We focus on operational excellence and business integration to lower costs and maximize profitability, while remaining disciplined in our approach to investments and portfolio optimization. As a result, the cash operating cost for our portfolio of refineries remains well below the industry average, and we are a leader in return on capital employed through the business cycle. To build upon our success, we are selectively investing across the value chain in projects and marketing programs that provide advantaged returns.

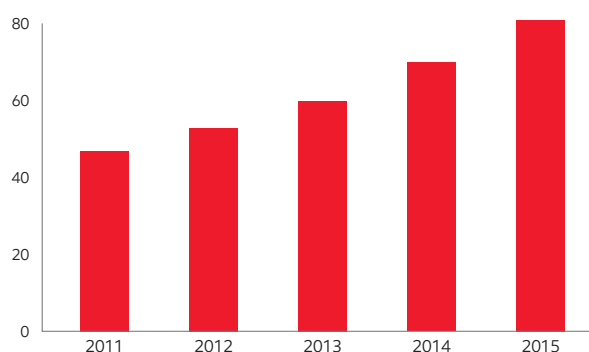
### North America

With the largest combined mid-continent and Gulf Coast refining footprint of any company, we are well positioned to benefit from proximity to lower-cost crude oil supplies made available from unconventional production growth. Over the past five years, we have increased our capability to process domestic crude oil by around 70 percent.

We continue to selectively invest in advantaged sites and logistics to increase feedstock flexibility and production of higher-value products. For example, at our refinery in Baton Rouge, Louisiana, we are expanding sulfur-handling capacity by 40 percent, enabling an increase in sour crude oil processing capability upon start-up in 2016. The site is also implementing multiple lower-cost debottleneck opportunities to improve access to attractive North American crude oils and increase high-value product yields, including a 20-percent increase in diesel production.

### ExxonMobil North America Domestic Crude Processing<sup>(1)</sup>

(percent of total throughput)



(1) Mid-continent and U.S. Gulf Coast refineries.

We continue to increase our capability to process advantaged U.S. tight oil and heavy Canadian crude oils.



### Europe

Industry fundamentals are challenging in the European market, but we have a diverse and cost-competitive portfolio of refineries that are optimized as a circuit across the fuels, lubes, and chemical value chains. Capital investments under way at key sites will further enhance our competitive position.

Our Antwerp and Rotterdam refineries have the lowest unit cash operating costs in Europe, and Antwerp is one of the most energy efficient in the region. The Antwerp Coker project, with start-up planned in 2017, will upgrade

We are increasing capacity to process light crude oils by 20 thousand barrels per day in Beaumont, Texas.

fuel oil from our northwest Europe refineries into higher-value ultra-low sulfur diesel. At Rotterdam, we are expanding the hydrocracking unit to upgrade lower-value hydrocarbons into cleaner, higher-value products, including premium lube basestocks and ultra-low sulfur diesel. The hydrocracker will use proprietary technology and be the first to produce EHC Group II basestocks in Europe upon start-up in 2018.

### Asia Pacific

Asia Pacific continues to be the highest-growth region globally for both clean transportation fuels and finished lubricants, driven by commercial transportation and industrial activity. Industry capacity additions are expected to keep pace with fuels demand. Our investments in the region are focused on supply chain and operating efficiency, as well as growing higher-value products and optimizing marketing channels.

Investments that support the Singapore Refinery, our largest in the region, will improve competitiveness. For example, we are constructing a cogeneration unit that will increase energy efficiency and reduce emissions. In lubes, we are capturing value from the recent expansion of higher-value Group II basestock capacity. Over the next two years, we will start up expanded grease and lubricant plant facilities that will allow us to optimize raw material and shipping costs across the ExxonMobil global manufacturing circuit. The Singapore lubricant plant will be the only facility in Asia to blend Mobil 1 motor oil. Within fuels, we are investing in diesel and gasoline export logistics as well as enhanced marketing of the Mobil brand in countries such as Australia.

### Global Marketing

ExxonMobil markets fuels and lubricants around the world to provide secure and reliable outlets for our refining production while delivering value to our customers through our world-class brands. We continue to invest in innovative brand marketing and technology, such as our loyalty programs with leading retailers and our Synergy-branded fuels program that includes new premium products. As a result, we are growing volumes and value captured through our marketing channels.

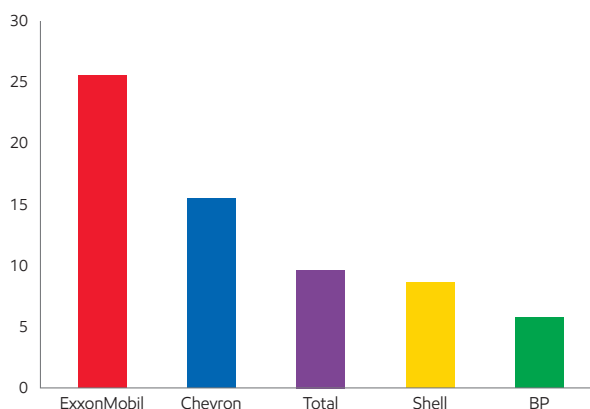
Our global presence in crude supply, refining, logistics, and marketing allows us to maximize the value of every molecule we produce as industry conditions change over time. Capturing the highest value for our products combined with our relentless focus on operational excellence, disciplined cost management, selective investments, and portfolio optimization generates superior shareholder returns.



We recently expanded lubricant plants in China and Finland (above) to serve continued growth in key regions.

### Downstream Return on Average Capital Employed<sup>(1)(2)</sup>

(10-year average, 2006–2015, percent)



(1) See Frequently Used Terms on pages 44 and 45.

(2) Competitor data estimated on a consistent basis with ExxonMobil and based on public information. Due to data availability, Downstream and Chemical are combined beginning with 2012 for Total and in all years for BP and Chevron.





PHOTO: At our Kemya joint venture in Saudi Arabia, we have added facilities to produce a broad range of synthetic rubber and related products.



# Chemical: Progressing Strategic Investments



45%

chemical demand growth  
expected over the next 10 years

## Chemical: Progressing Strategic Investments

In our Chemical business, we are progressing strategic investments that will capture low-cost feedstocks and increase premium product capacity to supply growing markets. These world-scale projects utilize proprietary technologies, leverage existing facilities, and enhance our global portfolio, positioning the company to continue delivering superior financial returns across a variety of market conditions.

### Superior Results

A relentless focus on business fundamentals, such as operating efficiency, feedstock optimization, product development, and disciplined investing, has enabled our Chemical business to maximize value capture through the business cycle. Our portfolio of assets is geographically diverse and highly integrated with our refining network, and it yields a wide range of commodity and specialty products. This provides flexibility to shift our mix of feedstock supply and production as market conditions change. The success of this approach is demonstrated by our ability to consistently deliver attractive returns relative to competition.

New projects will further enhance our competitive position. These capital-efficient investments are strategically positioned at existing facilities with advantaged feedstocks and will supply higher-value products globally, with a focus on growing economies in Asia Pacific and Latin America.



In 2015, we advanced construction of facilities in Baytown and Mont Belvieu, Texas, that will capitalize on advantaged North American feedstocks to supply growing polyethylene demand in emerging markets.

### Selective Investments

Together with our joint venture partner, Saudi Basic Industries Corporation, we are commissioning the first specialty elastomers facility in Saudi Arabia. This project builds on existing world-scale commodity assets that benefit from lower feedstock and energy costs. The new facilities utilize proprietary ExxonMobil technologies that enable lower-cost production of halobutyl and ethylene propylene diene monomer (EPDM) rubbers. The project was mechanically completed in 2015 and will help meet growing synthetic rubber demand for automotive products.

In the United States, we are constructing a multibillion dollar ethane steam cracker and associated polyethylene facilities in Texas. This expansion is ExxonMobil's largest-ever chemical investment in the United States. It is designed to be one of the world's most competitive new petrochemical projects through its scale, integration into existing manufacturing facilities, and production of premium metallocene polyethylene. With start-up planned for 2017, ExxonMobil is an early mover in adding grassroots capacity to capture abundant, affordable supplies of feedstock and energy in North America, supported by integration with our Upstream business.



At our Singapore petrochemical hub, we are constructing a project to add production of halobutyl rubber and premium resins for adhesive applications. These facilities will be the largest units we have ever built for these polymers. The project will use proprietary technologies and benefit from feed-flexible steam crackers, integration within the large complex, and efficient supply chain access to meet growing demand in Asia Pacific. Start-up is planned for 2017.

Demand for hydrogenated resins used in adhesive applications, such as diapers, is expected to double over the next 15 years.



## Supplying Global Growth

As a result of megatrends, such as an expanding middle class, urbanization, and sustainability, chemical demand is growing faster than the broader economy. When individuals enter the middle class, their discretionary spending increases, and their buying habits change. People who once shopped at local markets begin to shop at grocery stores, where food is sold in plastic-based packaging. They start to buy appliances and cars, which have significant plastic content. In addition, the movement of people from rural to urban settings produces a net increase in households because city households tend to have fewer people. More households equates to increased demand for energy and chemicals. Finally, chemical products are essential for reducing the environmental impact of human progress. As examples, lighter plastic components in vehicles increase fuel efficiency, and plastic packaging extends the life of food products, reducing spoilage and waste. In addition, many plastic products can also be reused or recycled.



Halobutyl and EPDM rubbers are used to make automotive products, such as tire innerliners, window and door seals, fan belts, and radiator hoses.

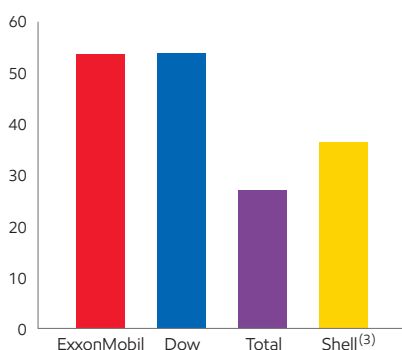
These megatrends are most pronounced in emerging economies, resulting in increased global trade to meet demand. With the volume of chemical products traded between regions expanding, we plan to build on our existing global supply chain and commercial and technical resources to further penetrate growth markets. For example, we recently enhanced our global supply chain by updating our enterprise management system to improve both our systems capabilities and business processes. The upgraded system delivers enhanced data visibility, improved user interfaces, and new tools for optimization. These advances will make global product flows to customers more robust through dynamic coordination among manufacturing, supply chain, and customer service organizations. We are also continuing to expand our sales and marketing workforces in Asia Pacific, Latin America, and the Middle East to better serve growing demand in these regions.

## Chemical: Industry-Leading Returns<sup>(1)</sup>

(10-year average, 2006–2015)

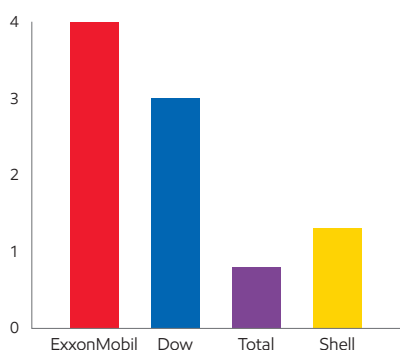
### Revenue

(billions of dollars)



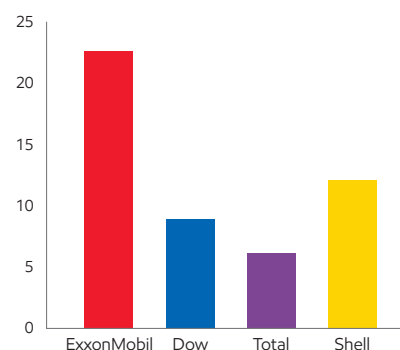
### Earnings

(billions of dollars)



### Return on Average Capital Employed<sup>(2)</sup>

(percent)



(1) Competitor data estimated on a consistent basis with ExxonMobil and 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 2014.



## Global Operations

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

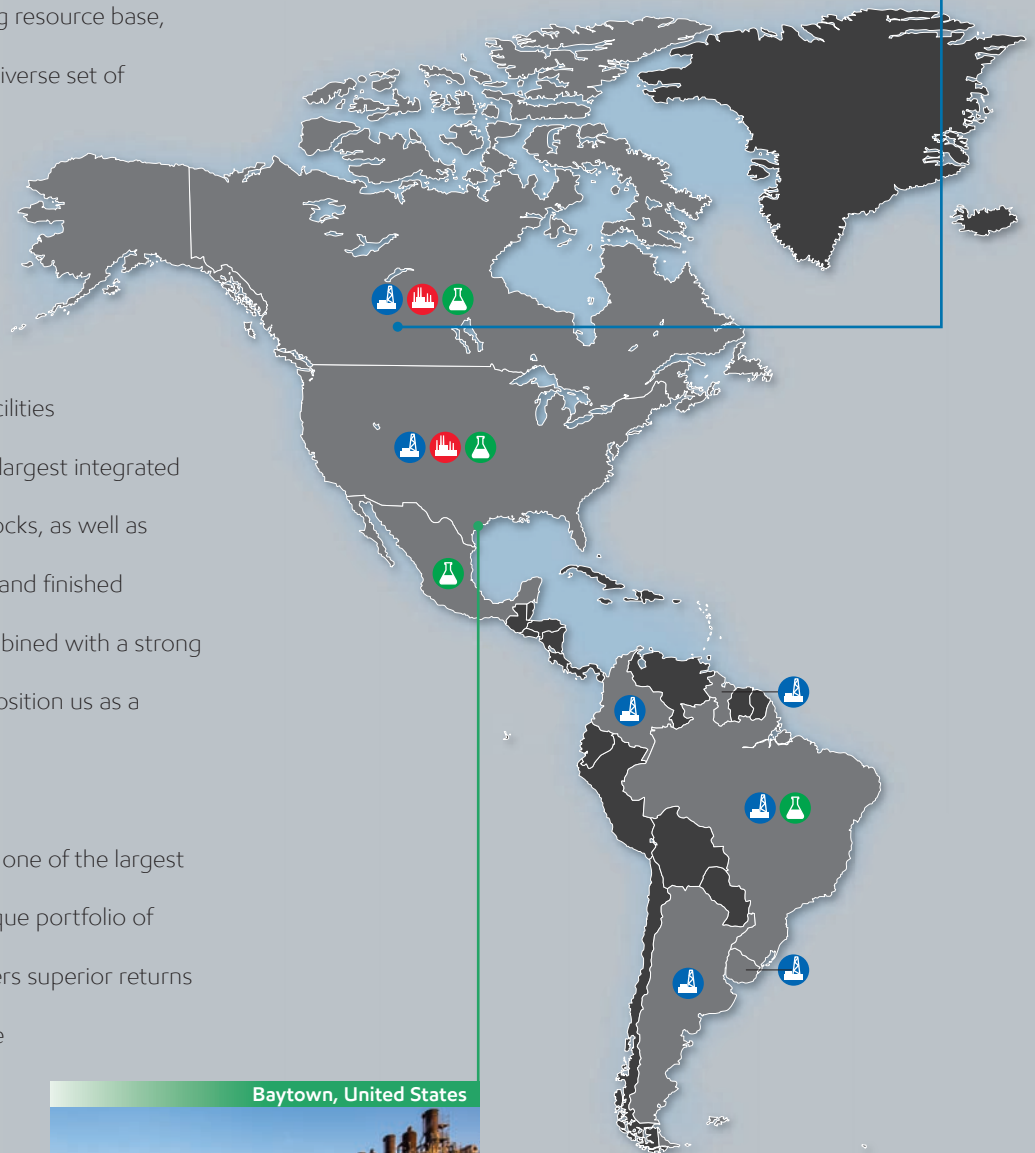
**Upstream** Our Upstream business encompasses attractive exploration opportunities across all development types and geographies, an industry-leading resource base, a portfolio of world-class projects, and a diverse set of profitable producing assets. We have an active exploration or production presence in 36 countries.

**Downstream** Our balanced Downstream portfolio includes refining facilities in 14 countries. We are one of the world's largest integrated refiners and manufacturers of lube basestocks, as well as 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 16 countries. With a major presence in Asia Pacific, we are well positioned to competitively supply chemical demand growth in the region.



Kearl, Canada



Baytown, United States



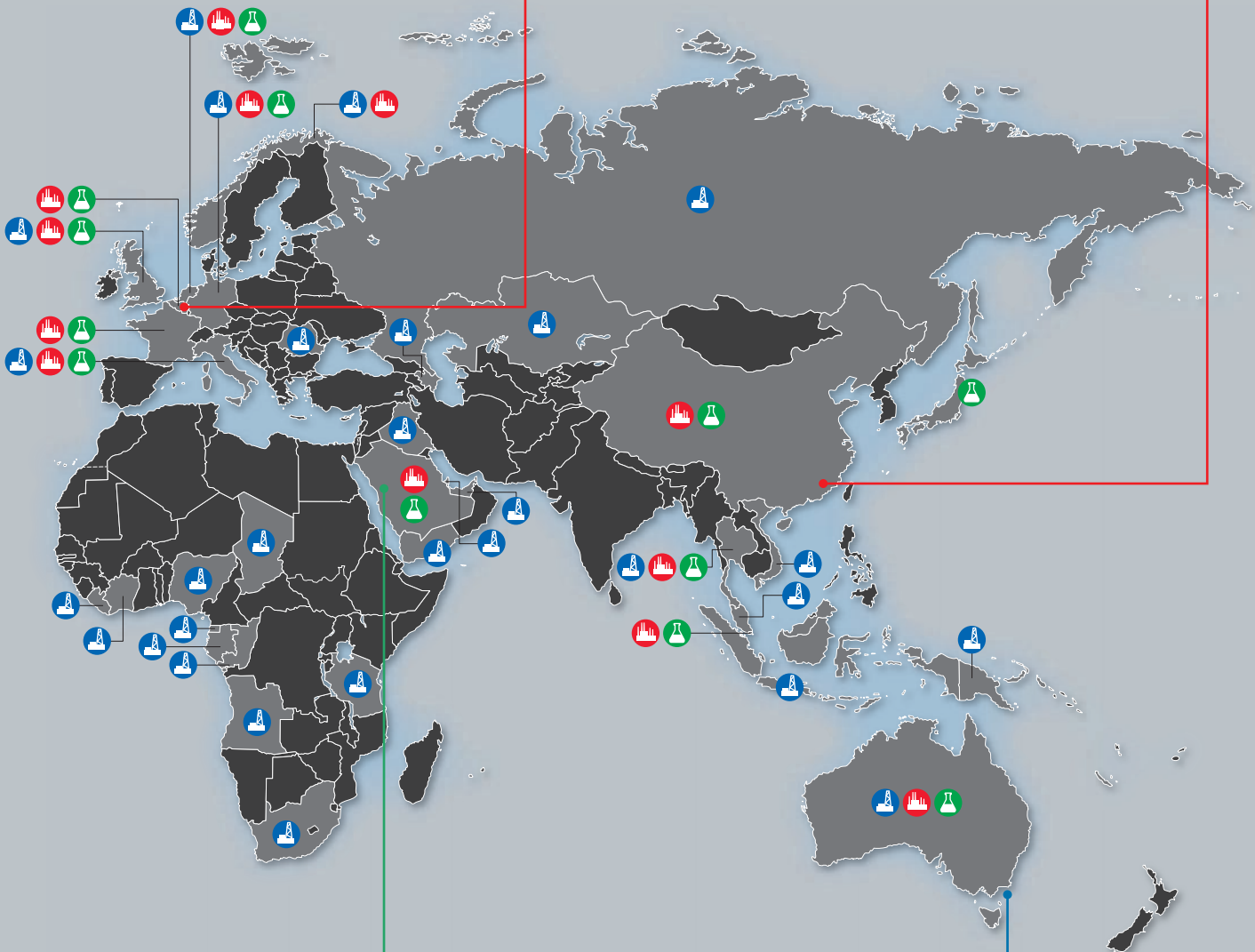
Locations as of December 31, 2015



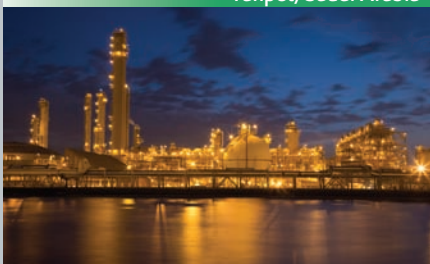
Antwerp, Belgium



Fujian, China



Yanpet, Saudi Arabia



Kipper Tuna, Australia





# Upstream



## 2015 Results & Highlights

- Achieved strong safety and operational performance
- Delivered earnings of \$7.1 billion and leading return on average capital employed of 4.2 percent, averaging 27.4 percent over the past 10 years
- Proved oil and natural gas reserves additions of 1.0 billion oil-equivalent barrels
- Added 1.4 billion oil-equivalent barrels of new resource and maintained a total resource base of 91 billion oil-equivalent barrels
- Completed six major Upstream projects, which added almost 300 thousand oil-equivalent barrels per day of working interest production capacity, highlighted by two deepwater projects offshore West Africa and an expansion of the Kearl development in Canada
- Made a significant oil discovery offshore Guyana, with additional exploration activities planned in 2016
- Progressed a large and diverse portfolio of LNG opportunities by advancing concept selection and engineering work on opportunities in North America, Australia, and Africa

## Strategies

- Apply effective risk management and safety standards to achieve operational excellence
- Capture significant and accretive resources to highgrade the portfolio of opportunities
- Exercise a disciplined approach to investing and cost management
- Develop and apply high-impact technologies
- Pursue productivity and efficiency gains to reduce cost
- Grow profitable oil and gas production
- Capitalize on growing natural gas and power markets

## Upstream Statistical Recap

	2015	2014	2013	2012	2011
Earnings (millions of dollars)	<b>7,101</b>	27,548	26,841	29,895	34,439
Liquids production (net, thousands of barrels per day)	<b>2,345</b>	2,111	2,202	2,185	2,312
Natural gas production available for sale (net, millions of cubic feet per day)	<b>10,515</b>	11,145	11,836	12,322	13,162
Oil-equivalent production <sup>(1)</sup> (net, thousands of barrels per day)	<b>4,097</b>	3,969	4,175	4,239	4,506
Proved reserves replacement ratio <sup>(2)(3)</sup> (percent)	<b>69</b>	111	106	124	116
Resource additions <sup>(2)</sup> (millions of oil-equivalent barrels)	<b>1,378</b>	3,206	6,595	4,012	4,086
Average capital employed <sup>(2)</sup> (millions of dollars)	<b>169,954</b>	164,965	152,969	139,442	129,807
Return on average capital employed <sup>(2)</sup> (percent)	<b>4.2</b>	16.7	17.5	21.4	26.5
Capital and exploration expenditures <sup>(2)</sup> (millions of dollars)	<b>25,407</b>	32,727	38,231	36,084	33,091

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

(2) See Frequently Used Terms on pages 44 and 45.

(3) Proved reserves exclude asset sales.

## Business Overview

Our Upstream business includes exploration, development, production, natural gas marketing, and research activities.

ExxonMobil is driven to deliver industry-leading returns through the business cycle. We do this by capturing significant and accretive opportunities to continually highgrade our resource portfolio. We maintain a large, diverse, and balanced portfolio of opportunities to enable selective and profitable growth through a wide range of investment and geopolitical environments. We create value through capital discipline by progressing attractive opportunities. Proven project management systems incorporate best practices developed from our experience of rigorously managing a global project portfolio, from initial discovery phase to production start-up.

Technology is vital to meeting growing global demand for oil and gas. We have a long-standing commitment to apply research and technology to efficiently find, develop, and produce resources from some of the most challenging reservoirs. We benefit from an integrated model, as technology advances in the Upstream, Downstream, and Chemical businesses are used to address challenges across the company.

We focus on improving long-term profitability by investing in higher-margin barrels, maximizing the value of installed capacity, and reducing costs through productivity and efficiency gains. When appropriate, we engage resource owners to develop mutually beneficial fiscal and contractual terms to promote resource development.

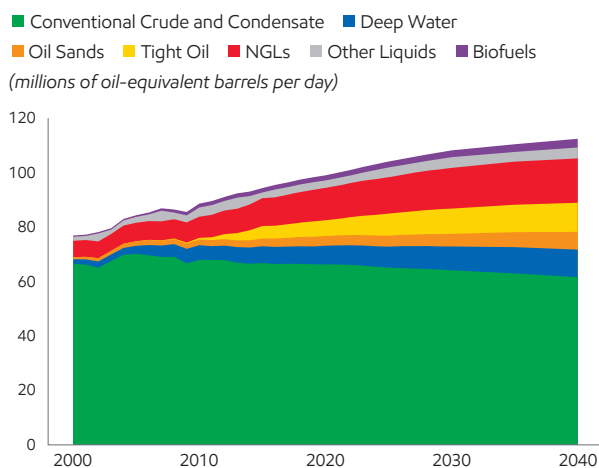
Our Upstream strategies, supported by a relentless focus on effective risk management and safety to achieve operational excellence, are designed to generate superior results over the long term.

## Business Environment

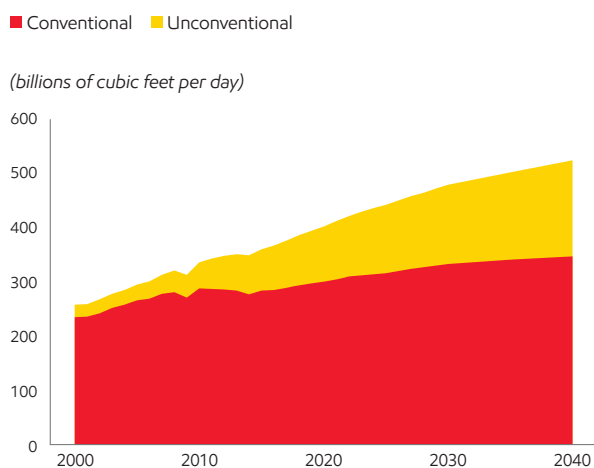
Over the coming decades, energy sources will continue to evolve and diversify, driven by changes in technology, consumer needs, and public policies. Crude oil is projected to remain the single biggest source of energy, while natural gas will play an increasingly important role in meeting global energy needs. Demand for oil is projected to rise by approximately 20 percent from 2014 to 2040, led by increased commercial transportation activity. A growing share of this demand will be met by sources such as deep water, tight oil, and oil sands as a result of advances in technology. Natural gas will be the fastest-growing major energy source through 2040. Global demand for natural gas is projected to rise by close to 50 percent from 2014 to 2040, and gas supplies from unconventional sources are projected to account for about 60 percent of that growth. Liquefied natural gas volumes are expected to triple by 2040, contributing almost 20 percent of global gas supply.

Meeting the world's growing demand for energy presents a tremendous challenge that requires a long-term view, significant investment, and continued innovation to develop conventional and unconventional resources. ExxonMobil is well positioned to meet this challenge.

### Global Liquids Supply by Type



### Global Natural Gas Supply by Type



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



# Downstream



## 2015 Results & Highlights

- Achieved strong safety results and improved environmental performance
- Delivered earnings of \$6.6 billion and return on average capital employed of 28.2 percent, averaging 25.6 percent over the past 10 years
- Invested \$2.6 billion, focused on higher-value products, feedstock flexibility, logistics, and energy efficiency
- Achieved record sales of our industry-leading synthetic lubricants, including *Mobil 1*
- Strengthened the branded retail site network and progressed conversion to a branded wholesaler model in many European markets
- Completed a lube basestock unit expansion in Baytown, Texas, and lubricant plant expansions in China and Finland to support increased demand for higher-performance lubricants
- Started up the Edmonton Rail Terminal, facilitating delivery of equity crude oil to ExxonMobil and industry refineries
- Progressed construction of a new delayed coker unit at our refinery in Antwerp, Belgium, to convert lower-value bunker fuel oil into higher-value diesel products
- Approved funding to expand the hydrocracker at our refinery in Rotterdam, Netherlands, utilizing proprietary technology to produce ultra-low sulfur diesel and Group II lube basestocks

## Strategies

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

## Downstream Statistical Recap

	2015	2014	2013	2012	2011
Earnings (millions of dollars)	<b>6,557</b>	3,045	3,449	13,190	4,459
Refinery throughput (thousands of barrels per day)	<b>4,432</b>	4,476	4,585	5,014	5,214
Petroleum product sales (thousands of barrels per day)	<b>5,754</b>	5,875	5,887	6,174	6,413
Average capital employed <sup>(1)</sup> (millions of dollars)	<b>23,253</b>	23,977	24,430	24,031	23,388
Return on average capital employed <sup>(1)</sup> (percent)	<b>28.2</b>	12.7	14.1	54.9	19.1
Capital expenditures <sup>(1)</sup> (millions of dollars)	<b>2,613</b>	3,034	2,413	2,262	2,120

(1) See Frequently Used Terms on pages 44 and 45.

## Business Overview

ExxonMobil's Downstream business has a diverse global portfolio of refining and distribution facilities, lubricant plants, marketing operations, and brands, supported by a world-class research and engineering organization. We are one of the world's largest refiners and lube basestock manufacturers.

ExxonMobil's operating results reflect 23 refineries with distillation capacity of more than 5 million barrels per day and lube basestock capacity of 136 thousand barrels per day. Our business model leads the industry with approximately 80 percent of our refining capacity integrated with chemical or lube basestock manufacturing facilities, providing unique optimization capabilities across the entire value chain.

Our fuels and lubricants marketing businesses have a global reach, supported by 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 almost 30 percent versus 2014. This increase will be driven by commercial transportation, primarily in developing countries. The resulting fuel mix will continue to shift from gasoline to diesel. In fact, global transportation demand for diesel is expected to increase by about 45 percent over the period, with more than half of the growth in Asia Pacific. At the same time, worldwide gasoline demand is expected to be essentially flat, as declining demand from fuel economy improvements in developed countries is offset by growth in developing nations. Stricter emissions standards will lower demand for high-sulfur fuel oil as the marine sector shifts to cleaner fuels over the coming decade. Natural gas is likely to grow in use as a transportation fuel, particularly for heavy-duty vehicles and marine vessels, due to its low emissions and cost-competitiveness relative to liquid fuels in many parts of the world.

Lubricant demand is also expected to grow on increased economic activity, particularly in Asia Pacific. Within the high-value synthetic lubricants sector, where ExxonMobil has a leading market position, demand is expected to significantly outpace industry growth.

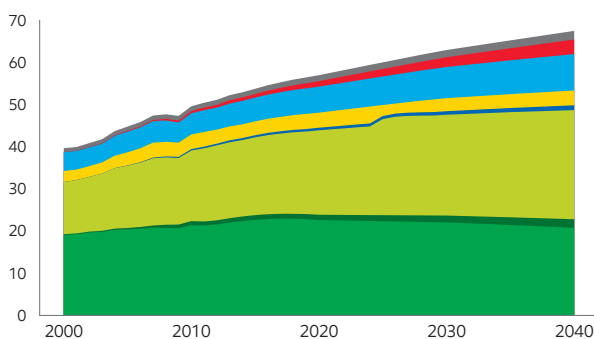
Growth in global demand, stimulated by lower commodity prices, resulted in higher industry refinery utilization and margins in 2015, particularly in Europe and Asia Pacific. Refineries in North America continue to benefit from cost-competitive feedstock and energy supplies, allowing them to meet domestic product needs and economically export to markets throughout the Atlantic Basin. Over the next five years, the addition of new refining capacity is expected to outpace demand growth. Regardless of the industry environment, our integrated business model, world-class assets, and feedstock flexibility position us to be a leader in return on capital employed across the business cycle.

### Transportation Fuel Demand

#### By Fuel Type

■ Gasoline ■ Ethanol ■ Diesel ■ Biodiesel  
■ Fuel Oil ■ Jet Fuel ■ Natural Gas ■ Other

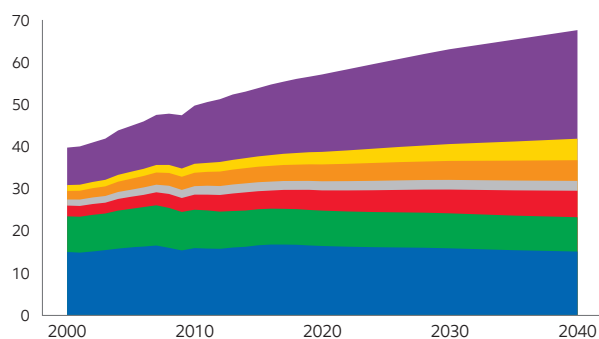
(millions of oil-equivalent barrels per day)



#### By Region

■ North America ■ Europe ■ Latin America ■ Russia/Caspian  
■ Middle East ■ Africa ■ Asia Pacific

(millions of oil-equivalent barrels per day)



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



# Chemical



## 2015 Results & Highlights

- Achieved best-ever safety performance
- Delivered earnings of \$4.4 billion and return on average capital employed of 18.6 percent, averaging 22.6 percent over the past 10 years
- Sold 24.7 million tonnes of prime products, including record sales of metallocene products that provide value-added performance advantages for our customers
- Invested \$2.8 billion, with selective investments in specialty business growth, advantaged feedstock capture, high-return efficiency projects, and low-cost capacity debottlenecks
- Mechanically completed a 400-thousand-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 Pacific
- Continued construction of major expansions at our Texas facilities, including a new world-scale ethane steam cracker and polyethylene units to meet rapidly growing demand for premium polymers
- Progressed construction of a new 230-thousand-tonnes-per-year specialty polymers project in Singapore to meet growing demand for synthetic rubber and adhesives in Asia Pacific

## Strategies

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

## Chemical Statistical Recap

	2015	2014	2013	2012	2011
Earnings <i>(millions of dollars)</i>	<b>4,418</b>	4,315	3,828	3,898	4,383
Prime product sales <sup>(1)</sup> <i>(thousands of tonnes)</i>	<b>24,713</b>	24,235	24,063	24,157	25,006
Average capital employed <sup>(1)</sup> <i>(millions of dollars)</i>	<b>23,750</b>	22,197	20,665	20,148	19,798
Return on average capital employed <sup>(1)</sup> <i>(percent)</i>	<b>18.6</b>	19.4	18.5	19.3	22.1
Capital expenditures <sup>(1)</sup> <i>(millions of dollars)</i>	<b>2,843</b>	2,741	1,832	1,418	1,450

(1) See Frequently Used Terms on pages 44 and 45.

## Business Overview

ExxonMobil Chemical is one of the largest chemical companies in the world. Our unique portfolio of commodity and specialty businesses generates annual sales of nearly 25 million tonnes of prime products. We have world-scale manufacturing facilities in all major regions, 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 generate advantaged returns through the business cycle.

## Business Environment

Worldwide chemical demand growth remained strong in 2015, supported by growth of the broader economy. Over the next decade, we expect global demand to grow nearly 45 percent, or about 4 percent per year, which is a faster pace than energy demand and economic growth.

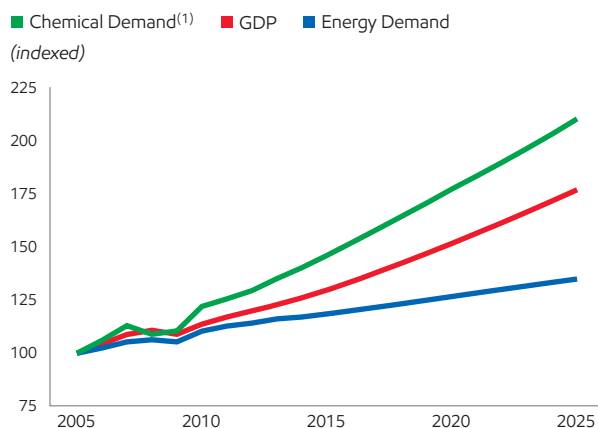
Nearly two-thirds of the increased demand is expected to be in Asia Pacific with rising prosperity and a growing middle class. As middle-class consumers seek higher standards of living and move to cities, they are projected to purchase more packaged goods, appliances, cars, and clothing, many of which are manufactured from the chemicals produced by ExxonMobil.

While chemical demand growth is mainly driven by developing economies, regions with advantaged feedstocks are participating in supply growth. For example, unconventional natural gas development in the United States has brought significant benefits to domestic chemical producers by providing both lower-cost feedstocks and energy, driving increased investment.

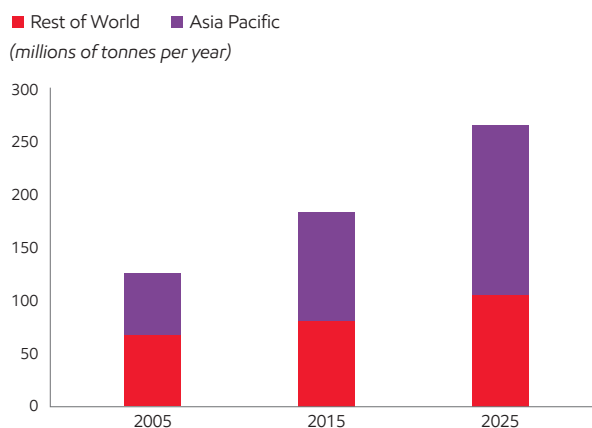
For decades, chemical markets have been supplied from within the regions, but global trade is increasing. Ten years ago, the volume of chemicals traded between regions totaled about 10 percent of global production. Today, trade volumes have grown to about 15 percent, and by 2020, they will approach 20 percent. ExxonMobil projects that by 2025, North America could more than double its exports of major petrochemical products.

ExxonMobil Chemical is well positioned to meet the needs of Asia Pacific, Africa, Latin America, and other growth markets through our world-scale facilities, strategic investments, and commercial and technical resources around the globe. While the relative attractiveness of feedstocks changes over time, our feed flexibility, global supply capability, and integration across ExxonMobil's operations allow us to adapt to changing market conditions and outperform competition.

### Global Industry Demand Growth



### Global Chemical Industry Demand<sup>(1)</sup>



Sources: ExxonMobil, 2016 *The Outlook for Energy: A View to 2040*; IHS Chemical; and ExxonMobil estimates.

(1) Includes polyethylene, polypropylene, and paraxylene.





PHOTO: Over the past 10 years, ExxonMobil contributed about \$2.4 billion to the communities where we operate, including those in Papua New Guinea.



## Corporate Citizenship

As a global provider of energy, ExxonMobil develops and utilizes advanced technologies to deliver the energy needed to power the world's economic and social progress. We do this with safety, integrity, discipline, ingenuity, and a commitment to good corporate citizenship. As part of our daily operations, we engage with our shareholders, neighbors, customers, and communities, seeking to bring affordable energy to the global market in ways that are safe, efficient, and responsible.

### Safety

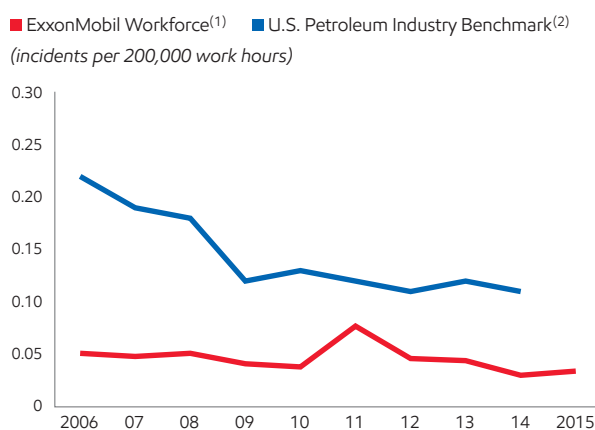
Safety is more than just a priority at ExxonMobil – it is a core value and an integral part of our culture. The safety and health of our workforce are essential. Regardless of an employee's job function, we all have a common responsibility in every assignment we undertake: identify, assess, and manage the risks associated with our operations. This disciplined approach is guided by our Operations Integrity Management System and its risk management processes. It is embedded in our everyday work activities at all levels, and we strive for continuous improvement. In 2015, we continued our trend of achieving strong safety performance as we work toward our goal of *Nobody Gets Hurt*. We are proud to be an industry leader in safety culture and performance.

### Environmental Performance

Careful management of the environment is a fundamental responsibility for our business. Our pursuit of superior environmental performance is founded on a thorough understanding of regulatory, socioeconomic, and health considerations. To manage impacts on the environment, we pursue full awareness of local conditions and maintain a relentless focus on operational excellence. We continue to make strides in improving biodiversity and ecosystem services, carefully managing our water use, as well as reducing spills and emissions.

### Safety Performance

#### Lost-Time Injuries and Illnesses Rate



(1) Employees and contractors. Includes XTO Energy Inc. data beginning in 2011.

(2) Workforce safety data from participating American Petroleum Institute companies (2015 industry data not available at time of publication).

### Developing Future Technology: Advanced Biofuels

ExxonMobil is a leader in funding and conducting research on advanced biofuels. In 2015, ExxonMobil and Michigan State University began a partnership to advance biofuel research by developing the basic science required to progress algae-based fuels and bioproducts.

Research has shown that algae photosynthesis can be highly efficient under optimal conditions in the laboratory; however, this efficiency drops under natural conditions. Our partnership seeks to understand why some strains of algae are more efficient than others by using leading-edge technologies to study the photosynthetic processes of many algae cultures under different conditions.

The goal is to eventually process algae bio-oils in ExxonMobil refineries to supplement crude oil as the raw material to manufacture gasoline, diesel, and aviation and marine fuels. We are also researching potential applications for chemicals and lubricants. While we have made significant progress since beginning this work in 2009, algae biofuel research and development is a long-term endeavor that could take decades or more to commercialize at scale.





## Managing Climate Change Risks

Society continues to face the dual challenge of expanding energy supplies to support economic growth and improve living standards, while simultaneously addressing the societal and environmental risks posed by rising greenhouse gas emissions and climate change. There is a humanitarian element and moral imperative to our business. More than 1 billion people have no access to electricity and rely on coal and biomass such as wood and animal waste to cook their food. Improved supply of reliable and affordable energy will help lift these people out of poverty, improving their health and welfare.

At the same time, climate change is a serious risk that warrants thoughtful action. Our climate change risk management strategy includes the following components: engaging on climate change policy, developing future technology, mitigating greenhouse gas emissions in our operations, and developing solutions that reduce greenhouse gas emissions for customers. We have been involved in climate change research and policy discussions since the 1970s, sharing our research with the public and participating in constructive dialogue with key stakeholders. We also continue progressing game-changing technologies, such as commercial production of biofuels from algae.

Operationally, we lower our environmental impacts by improving energy efficiency, as well as investing in cogeneration and carbon-sequestration facilities. We have interests in 5.5 gigawatts of cogeneration capacity, and our LaBarge, Wyoming, carbon-sequestration facility is one of the largest in the world. As a result of actions taken over the last decade, we have reduced our greenhouse gas emissions by 21.5 million tonnes.

The products we produce and manufacture also help reduce global emissions. Plastics we manufacture help increase fuel efficiency by reducing vehicle weight. In the United States, emissions from power generation are at their lowest levels in nearly three decades, largely thanks to cleaner-burning natural gas.

## Community and Social Impact

We seek to contribute to the social and economic progress in the areas where we operate. We believe maintaining a fundamental respect for human rights, responsibly managing our impacts on communities, and making valued social investments are integral to the success and sustainability of our business.

We strive to be a good corporate citizen by working with governments, engaging with stakeholders, and partnering with local and international organizations to help enhance communities around the world. ExxonMobil strategically invests in long-term challenges that directly impact our business and align with a country's economic and social goals. Our corporate-led initiatives to combat malaria, improve education, and advance economic opportunities for women are some examples. Over the past 10 years, we contributed about \$2.4 billion to communities around the world.

### Highlight: ExxonMobil's Malaria Initiative

In several countries where we operate, including those in sub-Saharan Africa, malaria continues to have a significant impact on communities. Each year, this preventable, treatable disease claims the lives of more than half a million people. However, much progress has been made in the global fight against malaria, and the number of deaths and infections continues to decline. We believe ending the spread of malaria requires an integrated approach, including education, prevention measures, and access to proper diagnosis and treatment.

In 2015, ExxonMobil contributed \$11 million to fight malaria. These contributions support a variety of research, education, and treatment programs in countries and communities that lack adequate health systems. To date, the anti-malarial programs we funded have reached more than 125 million people. Our support has helped train more than 400,000 health workers as well as distribute more than 13 million bed nets, 2 million doses of anti-malarial treatments, and 2 million rapid diagnostic kits.



## 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, 2015 and 2014, 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, 2015, and in our report dated February 24, 2016, we expressed an unqualified opinion thereon. The consolidated financial statements referred to above (not presented herein) appear in ExxonMobil's 2015 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.

*PricewaterhouseCoopers*

Dallas, Texas  
February 24, 2016

### 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 entities that it does not control 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 2015 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 2015 Financial Statements and Supplemental Information booklet (Critical Accounting Estimates and Note 1 to the Consolidated Financial Statements).



## Financial Highlights

(millions of dollars, unless noted)

	2015	2014	2013
Net income attributable to ExxonMobil	<b>16,150</b>	32,520	32,580
Cash flow from operations and asset sales <sup>(1)</sup>	<b>32,733</b>	49,151	47,621
Capital and exploration expenditures <sup>(1)</sup>	<b>31,051</b>	38,537	42,489
Research and development costs	<b>1,008</b>	971	1,044
Total debt at year end	<b>38,687</b>	29,121	22,699
Average capital employed <sup>(1)</sup>	<b>208,755</b>	203,110	191,575
Market valuation at year end	<b>323,928</b>	388,398	438,684
Regular employees at year end (thousands)	<b>73.5</b>	75.3	75.0

## Key Financial Ratios

	2015	2014	2013
Return on average capital employed <sup>(1)</sup> (percent)	<b>7.9</b>	16.2	17.2
Earnings to average ExxonMobil share of equity (percent)	<b>9.4</b>	18.7	19.2
Debt to capital <sup>(2)</sup> (percent)	<b>18.0</b>	13.9	11.2
Net debt to capital <sup>(3)</sup> (percent)	<b>16.5</b>	11.9	9.1
Current assets to current liabilities (times)	<b>0.79</b>	0.82	0.83
Fixed-charge coverage (times)	<b>17.6</b>	46.9	55.7

## Dividend and Shareholder Return Information

	2015	2014	2013
<b>Dividends per common share (dollars)</b>	<b>2.88</b>	2.70	2.46
<b>Dividends per share growth (annual percent)</b>	<b>6.7</b>	9.8	12.8
<b>Number of common shares outstanding (millions)</b>			
Average	<b>4,196</b>	4,282	4,419
Average – assuming dilution	<b>4,196</b>	4,282	4,419
Year end	<b>4,156</b>	4,201	4,335
<b>Total shareholder return<sup>(1)</sup> (annual percent)</b>	<b>(12.6)</b>	(6.0)	20.1
<b>Common stock purchases (millions of dollars)</b>	<b>4,039</b>	13,183	15,998
<b>Market quotations for common stock (dollars)</b>			
High	<b>93.45</b>	104.76	101.74
Low	<b>66.55</b>	86.19	84.79
Average daily close	<b>82.83</b>	97.27	90.51
Year-end close	<b>77.95</b>	92.45	101.20

(1) 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)

	2015	2014	2013
<b>Revenues and Other Income</b>			
Sales and other operating revenue <sup>(1)</sup>	259,488	394,105	420,836
Income from equity affiliates	7,644	13,323	13,927
Other income	1,750	4,511	3,492
<b>Total revenues and other income</b>	<b>268,882</b>	<b>411,939</b>	<b>438,255</b>
<b>Costs and Other Deductions</b>			
Crude oil and product purchases	130,003	225,972	244,156
Production and manufacturing expenses	35,587	40,859	40,525
Selling, general and administrative expenses	11,501	12,598	12,877
Depreciation and depletion	18,048	17,297	17,182
Exploration expenses, including dry holes	1,523	1,669	1,976
Interest expense	311	286	9
Sales-based taxes <sup>(1)</sup>	22,678	29,342	30,589
Other taxes and duties	27,265	32,286	33,230
<b>Total costs and other deductions</b>	<b>246,916</b>	<b>360,309</b>	<b>380,544</b>
Income before income taxes	21,966	51,630	57,711
Income taxes	5,415	18,015	24,263
<b>Net income including noncontrolling interests</b>	<b>16,551</b>	<b>33,615</b>	<b>33,448</b>
Net income attributable to noncontrolling interests	401	1,095	868
<b>Net income attributable to ExxonMobil</b>	<b>16,150</b>	<b>32,520</b>	<b>32,580</b>
<b>Earnings per common share (dollars)</b>	<b>3.85</b>	<b>7.60</b>	<b>7.37</b>
<b>Earnings per common share – assuming dilution (dollars)</b>	<b>3.85</b>	<b>7.60</b>	<b>7.37</b>

(1) Sales and other operating revenue includes sales-based taxes of \$22,678 million for 2015, \$29,342 million for 2014, and \$30,589 million for 2013.

The information in the Summary Statement of Income (for 2013 to 2015), the Summary Balance Sheet (for 2014 and 2015), and the Summary Statement of Cash Flows (for 2013 to 2015), 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 2015 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 2015 Financial Statements and Supplemental Information booklet.



## Summary Balance Sheet at Year End

(millions of dollars)

	2015	2014
<b>Assets</b>		
Current assets		
Cash and cash equivalents	3,705	4,616
Cash and cash equivalents – restricted	–	42
Notes and accounts receivable, less estimated doubtful amounts	19,875	28,009
Inventories		
Crude oil, products and merchandise	12,037	12,384
Materials and supplies	4,208	4,294
Other current assets	2,798	3,565
Total current assets	42,623	52,910
Investments, advances and long-term receivables	34,245	35,239
Property, plant and equipment, at cost, less accumulated depreciation and depletion	251,605	252,668
Other assets, including intangibles, net	8,285	8,676
<b>Total assets</b>	<b>336,758</b>	<b>349,493</b>
<b>Liabilities</b>		
Current liabilities		
Notes and loans payable	18,762	17,468
Accounts payable and accrued liabilities	32,412	42,227
Income taxes payable	2,802	4,938
Total current liabilities	53,976	64,633
Long-term debt	19,925	11,653
Postretirement benefits reserves	22,647	25,802
Deferred income tax liabilities	36,818	39,230
Long-term obligations to equity companies	5,417	5,325
Other long-term obligations	21,165	21,786
<b>Total liabilities</b>	<b>159,948</b>	<b>168,429</b>
Commitments and contingencies	See footnote 1	
<b>Equity</b>		
Common stock without par value	11,612	10,792
Earnings reinvested	412,444	408,384
Accumulated other comprehensive income	(23,511)	(18,957)
Common stock held in treasury	(229,734)	(225,820)
ExxonMobil share of equity	170,811	174,399
Noncontrolling interests	5,999	6,665
<b>Total equity</b>	<b>176,810</b>	<b>181,064</b>
<b>Total liabilities and equity</b>	<b>336,758</b>	<b>349,493</b>

(1) For more information, please refer to Note 16 in ExxonMobil's 2015 Financial Statements and Supplemental Information booklet.

The information in the Summary Statement of Income (for 2013 to 2015), the Summary Balance Sheet (for 2014 and 2015), and the Summary Statement of Cash Flows (for 2013 to 2015), 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 2015 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 2015 Financial Statements and Supplemental Information booklet.

## Summary Statement of Cash Flows

(millions of dollars)

	2015	2014	2013
<b>Cash Flows from Operating Activities</b>			
Net income including noncontrolling interests	16,551	33,615	33,448
Adjustments for noncash transactions			
Depreciation and depletion	18,048	17,297	17,182
Deferred income tax charges/(credits)	(1,832)	1,540	754
Postretirement benefits expense in excess of/(less than) net payments	2,153	524	2,291
Other long-term obligation provisions in excess of/(less than) payments	(380)	1,404	(2,566)
Dividends received greater than/(less than) equity in current earnings of equity companies	(691)	(358)	3
Changes in operational working capital, excluding cash and debt			
Reduction/(increase) – Notes and accounts receivable	4,692	3,118	(305)
– Inventories	(379)	(1,343)	(1,812)
– Other current assets	45	(68)	(105)
Increase/(reduction) – Accounts and other payables	(7,471)	(6,639)	(2,498)
Net (gain) on asset sales	(226)	(3,151)	(1,828)
All other items – net	(166)	(823)	350
<b>Net cash provided by operating activities</b>	<b>30,344</b>	<b>45,116</b>	<b>44,914</b>
<b>Cash Flows from Investing Activities</b>			
Additions to property, plant and equipment	(26,490)	(32,952)	(33,669)
Proceeds associated with sales of subsidiaries, property, plant and equipment, and sales and returns of investments	2,389	4,035	2,707
Decrease/(increase) in restricted cash and cash equivalents	42	227	72
Additional investments and advances	(607)	(1,631)	(4,435)
Collection of advances	842	3,346	1,124
<b>Net cash used in investing activities</b>	<b>(23,824)</b>	<b>(26,975)</b>	<b>(34,201)</b>
<b>Cash Flows from Financing Activities</b>			
Additions to long-term debt	8,028	5,731	345
Reductions in long-term debt	(26)	(69)	(13)
Additions to short-term debt	–	–	16
Reductions in short-term debt	(506)	(745)	(756)
Additions/(reductions) in commercial paper, and debt with three months or less maturity	1,759	2,049	12,012
Cash dividends to ExxonMobil shareholders	(12,090)	(11,568)	(10,875)
Cash dividends to noncontrolling interests	(170)	(248)	(304)
Changes in noncontrolling interests	–	–	(1)
Tax benefits related to stock-based awards	2	115	48
Common stock acquired	(4,039)	(13,183)	(15,998)
Common stock sold	5	30	50
<b>Net cash used in financing activities</b>	<b>(7,037)</b>	<b>(17,888)</b>	<b>(15,476)</b>
Effects of exchange rate changes on cash	(394)	(281)	(175)
Increase/(decrease) in cash and cash equivalents	(911)	(28)	(4,938)
Cash and cash equivalents at beginning of year	4,616	4,644	9,582
<b>Cash and cash equivalents at end of year</b>	<b>3,705</b>	<b>4,616</b>	<b>4,644</b>

The information in the Summary Statement of Income (for 2013 to 2015), the Summary Balance Sheet (for 2014 and 2015), and the Summary Statement of Cash Flows (for 2013 to 2015), 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 2015 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 2015 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.

**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.

**Proved Reserves** • Proved reserve figures in this publication are determined in accordance with SEC definitions in effect at the end of each applicable year, except that in statements covering reserve replacement for years prior to 2009, reserves include 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, these refer 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.

**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.

<b>Exploration Resource Addition Cost</b>	<b>2015</b>	2014	2013	2012	2011
Exploration portion of Upstream Capex ( <i>millions of dollars</i> )	<b>2,680</b>	3,689	7,155	4,740	5,464
Exploration resource additions ( <i>millions of oil-equivalent barrels</i> )	<b>1,138</b>	2,942	5,703	3,734	3,906
Exploration resource addition cost per OEB ( <i>dollars</i> )	<b>2.36</b>	1.25	1.25	1.27	1.40

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 nonmonetary portion of asset exchanges is excluded in 2014.

<b>Return on Average Capital Employed (ROCE)</b>	<b>2015</b>	2014	2013	2012	2011
( <i>millions of dollars</i> )					
Net income attributable to ExxonMobil	<b>16,150</b>	32,520	32,580	44,880	41,060
Financing costs (after tax)					
Gross third-party debt	<b>(362)</b>	(140)	(163)	(401)	(153)
ExxonMobil share of equity companies	<b>(170)</b>	(256)	(239)	(257)	(219)
All other financing costs – net	<b>88</b>	(68)	83	100	116
Total financing costs	<b>(444)</b>	(464)	(319)	(558)	(256)
Earnings excluding financing costs	<b>16,594</b>	32,984	32,899	45,438	41,316
Average capital employed	<b>208,755</b>	203,110	191,575	179,094	170,721
Return on average capital employed – corporate total	<b>7.9%</b>	16.2%	17.2%	25.4%	24.2%

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 at Year End***(millions of dollars)***Business Uses: Asset and Liability Perspective**

	2015	2014	2013	2012	2011
Total assets	<b>336,758</b>	349,493	346,808	333,795	331,052
Less liabilities and noncontrolling interests share of assets and liabilities					
Total current liabilities excluding notes and loans payable	<b>(35,214)</b>	(47,165)	(55,916)	(60,486)	(69,794)
Total long-term liabilities excluding long-term debt	<b>(86,047)</b>	(92,143)	(87,698)	(90,068)	(83,481)
Noncontrolling interests share of assets and liabilities	<b>(8,286)</b>	(9,099)	(8,935)	(6,235)	(7,314)
Add ExxonMobil share of debt-financed equity company net assets	<b>4,447</b>	4,766	6,109	5,775	4,943
Total capital employed	<b>211,658</b>	205,852	200,368	182,781	175,406

**Total Corporate Sources: Debt and Equity Perspective**

Notes and loans payable	<b>18,762</b>	17,468	15,808	3,653	7,711
Long-term debt	<b>19,925</b>	11,653	6,891	7,928	9,322
ExxonMobil share of equity	<b>170,811</b>	174,399	174,003	165,863	154,396
Less noncontrolling interests share of total debt	<b>(2,287)</b>	(2,434)	(2,443)	(438)	(966)
Add ExxonMobil share of equity company debt	<b>4,447</b>	4,766	6,109	5,775	4,943
Total capital employed	<b>211,658</b>	205,852	200,368	182,781	175,406

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***(millions of dollars)*

	2015	2014	2013	2012	2011
Net cash provided by operating activities	<b>30,344</b>	45,116	44,914	56,170	55,345
Additions to property, plant and equipment	<b>(26,490)</b>	(32,952)	(33,669)	(34,271)	(30,975)
Proceeds associated with sales of subsidiaries, property, plant and equipment, and sales and returns of investments	<b>2,389</b>	4,035	2,707	7,655	11,133
Additional investments and advances	<b>(607)</b>	(1,631)	(4,435)	(598)	(3,586)
Collection of advances	<b>842</b>	3,346	1,124	1,550	1,119
Free cash flow	<b>6,478</b>	17,914	10,641	30,506	33,036

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***(millions of dollars)*

	2015	2014	2013	2012	2011
Net cash provided by operating activities	<b>30,344</b>	45,116	44,914	56,170	55,345
Proceeds associated with sales of subsidiaries, property, plant and equipment, and sales and returns of investments	<b>2,389</b>	4,035	2,707	7,655	11,133
Cash flow from operations and asset sales	<b>32,733</b>	49,151	47,621	63,825	66,478

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 reflects 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***(millions of dollars)*

	2015	2014	2013	2012	2011
Dividends paid to ExxonMobil shareholders	<b>12,090</b>	11,568	10,875	10,092	9,020
Cost of shares purchased to reduce shares outstanding	<b>3,000</b>	12,000	15,000	20,000	20,000
Distributions to ExxonMobil shareholders	<b>15,090</b>	23,568	25,875	30,092	29,020
Memo: Gross cost of shares purchased to offset shares issued under benefit plans and programs	<b>1,039</b>	1,183	998	1,068	2,055

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.

## Board of Directors, Officers, and Affiliated Companies\*


**Steven S. Reinemund**

*Executive in Residence,  
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)*

**Henrietta H. Fore**

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

**Rex W. Tillerson**

*Chairman of the Board  
and Chief Executive  
Officer*

**Darren W. Woods**

*President*

**Douglas R. Oberhelman**

*Chairman and Chief  
Executive Officer,  
Caterpillar Inc.  
(heavy equipment)*

### Standing Committees of the Board

**Audit Committee**

*L.R. Faulkner (Chair), P. Brabeck-Letmathe,  
U.M. Burns, D.R. Oberhelman*

**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), M.J. Boskin,  
J.S. Fishman, W.C. Weldon*

**Finance Committee**

*R.W. Tillerson (Chair), P. Brabeck-Letmathe,  
U.M. Burns, L.R. Faulkner, D.R. Oberhelman*

**Public Issues and Contributions Committee**

*S.S. Reinemund (Chair), M.J. Boskin, J.S. Fishman,  
H.H. Fore, K.C. Frazier*

**Executive Committee**

*R.W. Tillerson (Chair), M.J. Boskin, L.R. Faulkner,  
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>

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

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

**Chemical**

**N.A. Chapman** ..... President, ExxonMobil Chemical Company<sup>(1)</sup>

**Other**

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

**Larry R. Faulkner**

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

**Ursula M. Burns**

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

**Michael J. Boskin**

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

**Jay S. Fishman**

*Presiding Director;  
Executive Chairman  
of the Board,  
The Travelers  
Companies  
(property and  
casualty insurance)*

**Kenneth C. Frazier**

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

**Samuel J. Palmisano**

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

**William C. Weldon**

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

## Officers

**R.W. Tillerson** ..... Chairman of the Board<sup>(1)</sup>

**D.W. Woods** ..... President<sup>(1)</sup>

**M.W. Albers** ..... Senior Vice President<sup>(1)</sup>

**M.J. Dolan** ..... Senior Vice President<sup>(1)</sup>

**A.P. Swiger** ..... Senior Vice President<sup>(1)</sup>

**J.P. Williams, Jr.** ..... Senior Vice President<sup>(1)</sup>

**S.J. Balagias** ..... Vice President and General Counsel<sup>(1)</sup>

**N.A. Chapman** ..... Vice President<sup>(1)</sup>

**W.M. Colton** ..... Vice President – Corporate  
Strategic Planning<sup>(1)</sup>

**B.W. Corson** ..... Vice President and President –  
ExxonMobil Upstream Ventures<sup>(1)</sup>

**T.M. Fariello** ..... Vice President – Washington Office

**M.A. Farrant** ..... Vice President – Human Resources

**R.S. Franklin** ..... Vice President<sup>(1)</sup>

**S.M. Greenlee** ..... Vice President<sup>(1)</sup>

**A.J. Kelly** ..... Vice President<sup>(1)</sup>

**L.M. Lachenmyer** ..... Vice President – Safety, Security,  
Health & Environment

**S.M. McCarron** ..... Vice President – Public and  
Government Affairs

**D.S. Rosenthal** ..... Vice President and Controller<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<sup>(1)</sup>

**D.G. Wascom** ..... Vice President<sup>(1)</sup>

**J.J. Woodbury** ..... Vice President – Investor Relations  
and Secretary<sup>(1)</sup>

\* As of March 1, 2016

(1) 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 30170  
College Station, TX 77842-3170

#### 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](http://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](http://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](http://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](http://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.

### ExxonMobil Publications

The following publications are available without charge to shareholders and can be found on the Internet at [exxonmobil.com](http://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 2015 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](http://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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## 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 2016 Annual Meeting of Shareholders will be held at  
9:30 a.m. Central Time on Wednesday, May 25, 2016, 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](http://exxonmobil.com). Information about the  
webcast will be available one week prior to the event.

# ExxonMobil

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](http://exxonmobil.com):

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



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[exxonmobil.com](http://exxonmobil.com)