

A large offshore oil rig is situated in a body of water filled with numerous ice floes. The rig features a prominent derrick and various industrial structures. The sky is clear and blue. The foreground is dominated by the ice-covered water, with the rig and a dark landmass visible in the background.

Future Energy: Vision, Strategy and Approaches

ExxonMobil

Taking on the world's toughest energy challenges.™

Population growth drives energy demand

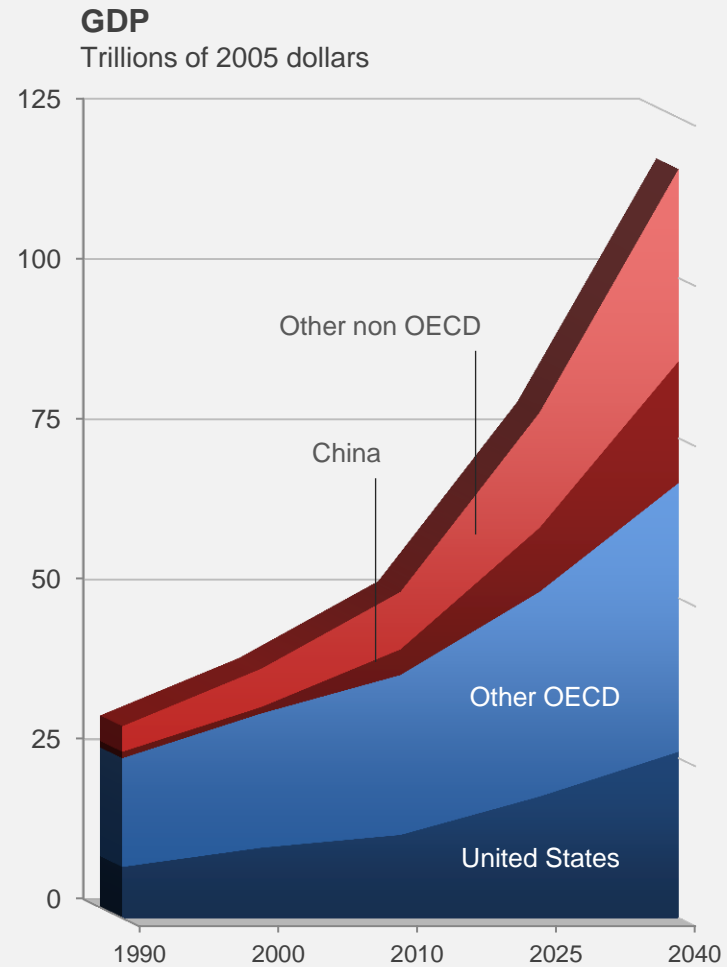
9 billion

The world's population will rise by more than 25 percent from 2010 to 2040, reaching nearly 9 billion.



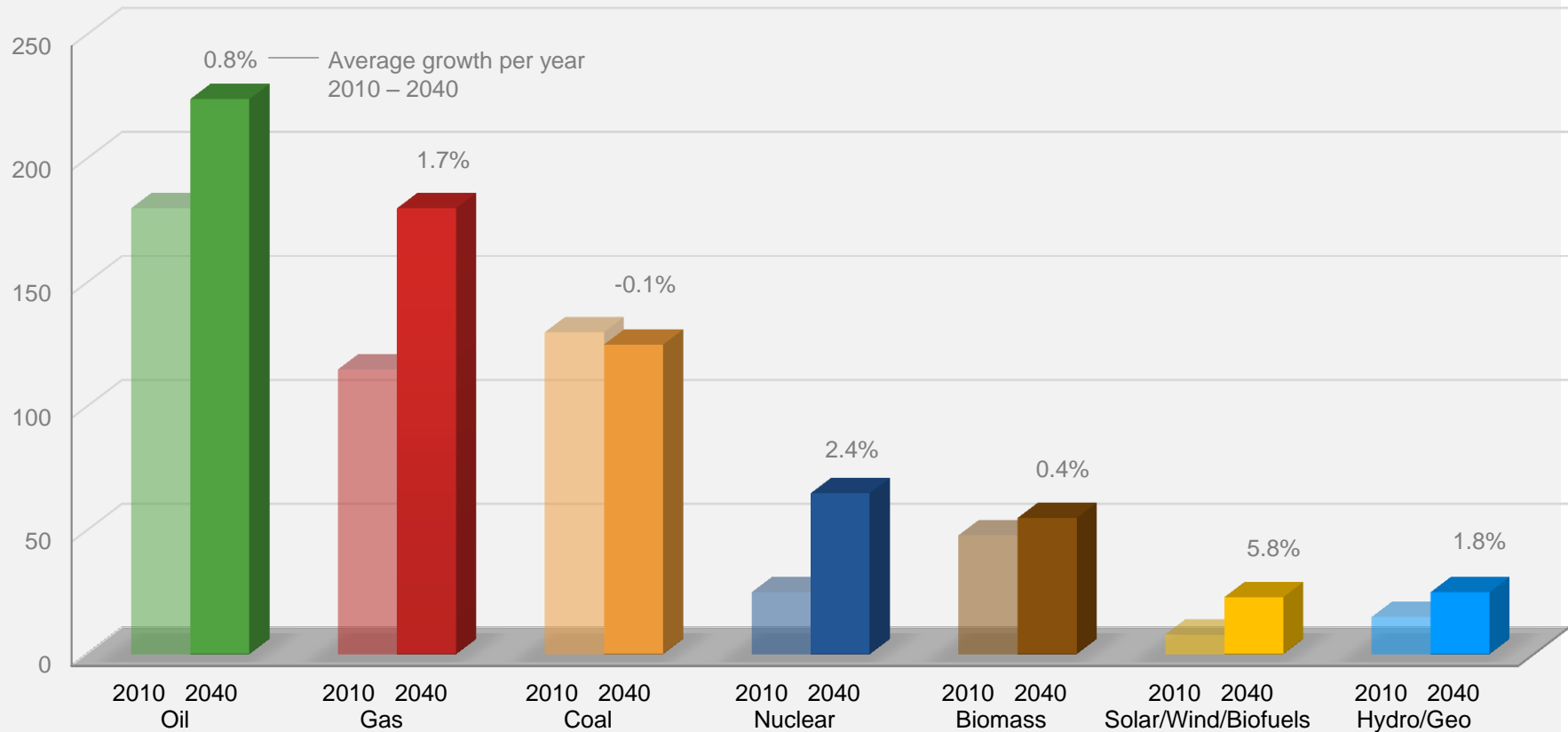
Economic growth drives energy demand

Economic growth, and the improved living standards it enables, will **require more energy.**



The global energy mix will continue to evolve

Quadrillion BTUs



Keys to Success

SSH&E and Quality

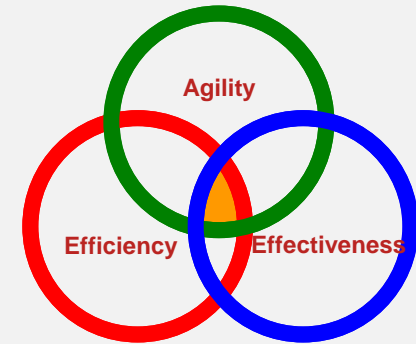


Long-term Partnerships

- Governments / NOC's
- Contractors
- Suppliers



Capital Efficiency



Cost & Schedule Certainty

- Systematic approach
- Applying lessons learned
- Experienced workforce

Governments play an important role

- Encourage open international trade and free markets
- Promote diversity of supply
- Maintain stable regulatory and fiscal environments
- Focus on long-term vision



**Capturing
opportunities
through
collaboration**



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