Ensuring Adequate Investment in a Volatile and Uncertain Environment

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This presentation includes forward-looking statements. Actual future conditions (including economic conditions, energy demand, and energy supply) could differ materially due to changes in technology, the development of new supply sources, political events, demographic changes, and other factors discussed herein (and in Item 1 of ExxonMobil's latest report on Form 10-K). This material is not to be reproduced without the permission of Exxon Mobil Corporation.
Safety is the first priority

Lost Time Incident Rate
(Incidents per 200,000 hours)

OGP Upstream Industry Contractors*

ExxonMobil Contractors

Leadership

Attention to detail

Right people & training

* The International Association of Oil and Gas Producers

OGP Upstream

ExxonMobil

Taking on the world’s toughest energy challenges.
Factors providing resource value

Less influence on resource value

More influence on resource value

PARTNER

TERMS

AGREEMENTS

Fiscal
Regulatory

Stable
Durable
Aligned interests

Training
National content
Job creation
Project execution
Development concept
Technology leadership
Environmental protection
Safety-Operations excellence
**Sakhalin-1, Russia**

- **Project execution**

  - Reservoir simulation
  - Extended reach drilling
  - Smart wells
  - Ice-breaking tankers

- **Technology leadership**

  - Record-breaking Yastreb drilling rig

- **Resource value**

  - 90% national staffing by 2012
  - $120 M local infrastructure
  - $5 B contracts to Russian companies
  - Over $50 B revenues to Russia

* Publicly sourced information
North Field, Qatar

• Project execution

ExxonMobil
RasGas Train 5*

Competitors
>4 MTA Trains

ExxonMobil

Development time (months)

0  20  40  60

• Technology leadership
- Integrated through value chain
- Innovations for drilling, production, liquefaction, transport & terminals

• Resource value
- Qatar is world’s largest LNG supplier
- Over $20 B invested by EM
- Reaching national employment target
- Science & Technology Park

* ExxonMobil and Qatar Petroleum
Integration for maximum value

Technology Leadership

Operations Integrity & Safety

Environmental Protection

Maximum Resource Value

Project Planning & Execution

Training, National Content & Employment

Community Support
Seeing past market volatility

Oil price

Oil price (2008 dollars)

Oil price (2008 dollars, 20-year lagging average)

Oil price (dollars of the day)

'75 '80 '85 '90 '95 '00 '05

$35

$150

$100

$50

-$- $50 $100 $150

'75 '80 '85 '90 '95 '00 '05

$35

Taking on the world’s toughest energy challenges.
Conclusions

• Select strong partners

• Commit to safety, operating excellence, and technical leadership

• Make agreements viable over a wide range of prices and conditions

• Maintain focus on long-term trends