

Canada

Indigenous peoples engagement



Engaging with indigenous communities

ExxonMobil is committed to engaging with indigenous communities in ways that are respectful of their cultures and customs. Through open consultation, we work to understand and incorporate indigenous perspectives into project planning, design, execution and ongoing operations.

Our approach is consistent with the principles of the International Labor Organization Convention 169 Concerning Indigenous and Tribal Peoples in Independent Countries, the United Nations Declaration on the Rights of Indigenous Peoples, the International Finance Corporation Performance Standards on Environmental and Social Sustainability, and the World Bank Operational Policy and Bank Procedure on Indigenous Peoples.

Through open consultation, we work to understand and incorporate indigenous perspectives into project planning, design, execution and ongoing operations.

Consultation with Aboriginal communities in Canada

Effective consultation is founded on respect. This respect extends to the legal rights of Aboriginal people and their traditional practices and culture, activities, languages and decision-making processes.

Here are some examples of how we engage with Aboriginal leaders and communities at our growth projects to develop positive and mutually beneficial long-term relationships.

Kearl Project

Our Kearl oil sands project, located in northern Alberta, has an estimated total recoverable resource of 4.6 billion barrels of bitumen.

We have engaged key members of the community throughout the development of this project. We consult regularly through advisory committees with the Athabasca Chipewyan, Mikisew Cree and Fort McKay First Nation groups. These committees allow our Aboriginal neighbors to engage in ongoing communication and knowledge sharing about the Kearl project.

Community members from Fort McKay and Fort Chipewyan have toured the project site on several occasions through the construction and on to the operational phase of the oil sands mine. These tours provide an opportunity for the community to learn more about the project, see our progress and activities to date, particularly those activities related to Kearl's progressive reclamation, and discuss concerns directly with our project team.

ExxonMobil engages with the indigenous population in Canada

- Effective consultation is founded on respect for the legal rights of Aboriginal people, as well as their traditional practices, activities, languages and decision-making processes.
- In 2014, Imperial supported Aboriginal companies by spending approximately \$303 million through direct contractual relationships and another \$130 million on subcontracted services.



Imperial's team participates in numerous community activities including cultural events, such as Treaty Days and elder celebrations, community open houses, business forums and conferences, as well as participating in school events such as science fairs and leading science-based activities in the community schools.

Supporting workforce development

We are continuing our efforts to increase Aboriginal employment in our company. By developing targeted recruitment strategies and investing in scholarships, work placement and training programs, we hope to attract and employ more Aboriginal employees.

We are also working to increase Aboriginal awareness among our employees and contractors. One example is providing cultural awareness training to employees and contractors; at our Kearl oil sands operation more than 1,700 individuals have received training to date. The training is delivered by Aboriginal people.

The company has also established a number of Aboriginal employee networks at our Calgary head office and operating sites. These networks were created as local support and engagement opportunities for Aboriginal employees that

promote an inclusive work environment. These networks host a variety of cultural awareness sessions, Aboriginal arts and crafts trade shows and arrange for interested employees to experience various traditional ceremonies.

Engaging Aboriginal businesses

We have a record of providing opportunities to local and Aboriginal businesses in communities where we operate. Since 2009, we have purchased in excess of \$1.5 billion in goods and services from Aboriginal suppliers, spending \$433 million with more than 100 different Aboriginal suppliers in 2014 alone.

We award contracts based on the concept of best total value, which prioritizes safety, competency, capacity and local and Aboriginal participation. At our existing operations, we have developed relationships with local and Aboriginal suppliers who provide a wide variety of services, including charter aviation, janitorial, construction, security, road maintenance, scaffolding, environmental and well servicing.

We also require our contractors and suppliers to share Imperial's priorities when it comes to local and Aboriginal engagement. Major contractors are required to develop socioeconomic management plans, which ensures they have processes and systems in place that prioritize the local and Aboriginal workforce and foster interaction with businesses that align with our values.

Finally, we offer local and Aboriginal suppliers information and training on our procurement process and requirements, and offer in-depth debriefings to unsuccessful local and Aboriginal vendors to help them understand how to succeed in the future.

ExxonMobil in Canada

ExxonMobil conducts business through three affiliates in Canada: Imperial Oil Limited (ExxonMobil interest: 69.6 percent), ExxonMobil Canada Ltd/ExxonMobil Canada Properties (wholly owned) and ExxonMobil Business Support Centre Canada (jointly owned by ExxonMobil Canada and Imperial Oil Limited).

Kazakhstan

Community engagement



Engaging with our host communities

ExxonMobil plays an active role in all communities where we live and work. Good health is a cornerstone for social and economic development and an important component of ExxonMobil's community engagement programs.

This is why ExxonMobil Kazakhstan Inc. partnered with the health care departments of the Atyrau and Mangistau regions to implement a number of health projects that address critical issues in Kazakhstan — infant mortality and the lack of lifesaving equipment and medical specialists in rural public health care institutions.

ExxonMobil covers tuition for medical students who commit to work in the public health care institutions of the Atyrau region.

Training health care professionals

Specifically, the Atyrau region of Kazakhstan is short of general practitioners, pulmonologists, pediatricians, OB-GYNs, anesthesiologists and resuscitation specialists. ExxonMobil sponsors tuition for medical students in these specialties who commit to work in Atyrau public health care institutions for three years after they graduate. Fifty-six students have been sponsored since 2011, and the program is expected to continue until the gap is covered. The students study in medical academies in Kazakhstan and abroad and are selected by the Atyrau Regional Healthcare Department.

Reduction of the infant mortality rate also remains a priority for the Kazakh health care sector. To address the issue, ExxonMobil supports training of OB-GYN personnel in the latest neonatal practices. The partnership supports graduate classes taught by foreign OB-GYN specialists on neonatal care of underweight newborns.

In 2014, based on the success and demand for the trainings, the project was expanded into the neighboring Mangistau region, which demonstrates the highest national per capita fertility rate and where infant morbidity and mortality are equally high on the agenda. Eleven sessions have been held in both regions.

ExxonMobil supports health and education initiatives in Kazakhstan

- In partnership with the Atyrau and Mangistau regional health care departments in Kazakhstan, ExxonMobil implements health projects tailored to address some of the most acute regional social needs.
- ExxonMobil sponsors continuous training in the latest practices for the regional cross-discipline medical staff, including cardio, orthopedics, endoscopy, traumatic surgery, cerebral hemorrhage and others.
- ExxonMobil purchased lifesaving equipment for public hospitals in Atyrau and Mangistau.

Papua New Guinea

Working in remote locations



PNG LNG

The Papua New Guinea Liquefied Natural Gas project (PNG LNG) is a success story for ExxonMobil and the more than 55,000 workers who were involved during the four-year construction period to deliver the world-class facilities that are in operation today.

The \$19 billion project, which began production on April 23, 2014, is located in Papua New Guinea, approximately 160 kilometers north of Australia. The project was developed to commercialize natural gas resources from the Hides, Angore and Juha fields, along with associated gas from existing oil fields. This was achieved by drilling, production, and transporting the natural gas through some 800 kilometers of pipeline to the coast near Port Moresby, then liquefying it to allow shipment to LNG customers.

The project's production has exceeded the original design specification of 6.9 million tonnes per annum. Throughout the production phase, we expect to produce and sell 250 billion cubic meters of gas, providing a long-term supply of LNG to customers in Asia.

These facilities were constructed in some of the world's most remote and challenging terrain, and in the context of a highly complex political and social environment.

While this is one of many large projects our company is delivering around the globe, it is unique because it consists of five major components — each a substantial undertaking in its own right. These facilities were constructed in some of the world's most remote and challenging terrain, and in the context of a highly complex political and social environment. The five key facilities developed for the project were the LNG Plant, Hides Gas Conditioning Plant, a series of production wells, a network of onshore and offshore pipelines, and the Komo Airfield.

Decie Autin, then PNG LNG Project Executive, speaks to all the moving parts that ultimately came together to turn the vision of PNG LNG into a reality: "We had to convince gas customers, investors and lenders that we could install hundreds of thousands of tonnes of steel pipe and a modern industrial plant into one of the most isolated, rugged,

ExxonMobil PNG Ltd. is operator of the Papua New Guinea LNG joint venture

- The project conducted more than 4,500 community engagements with some 165,000 attendees.
- The project invested more than \$268 million in community and infrastructure programs in PNG.



culturally and politically complex and beautiful places on earth. We also had to assure our stakeholders that we could achieve this on time, making the project operate efficiently for decades, and do so in an environmentally responsible and culturally sensitive manner.”

Drawing upon extensive experience gained from other ExxonMobil projects around the world, the project team achieved unimaginable feats — such as constructing a gas pipeline in rugged terrain over 2,700 meters above sea level and constructing an airfield against all odds that was capable of accommodating one of the world’s largest aircraft.

The project was completed ahead of schedule and, over nearly 12 months, set an exceptional safety record of more than 60 million hours worked without a Lost Time Incident.

Developing local content

Of the 21,200 peak workforce, nearly 40 percent were Papua New Guinean citizens. We concentrated on developing the skill of Papua New Guineans through formal classroom, in-house and on-the-job training, as well as through internships and graduate programs. Our aim was to give workers in PNG transportable skill sets and maximize their participation during the production phase. During construction, the project and our contractors provided over 2.17 million hours of training through some 12,900 training programs.

Early in the project, we recognized the need for a well-planned and consistent approach to demobilization of the construction workforce. We worked closely with our contractors to develop strategies to support workers with the transition from construction-related work to new opportunities within and outside of the project.

As a result of these efforts, many workers have either secured roles within the Production organization or found opportunities with other projects or companies elsewhere in Papua New Guinea.

Supporting local businesses

Local businesses were crucial to supplying the labor, materials and services that were used to build project facilities. Landowner companies in particular provided a range of materials and services from catering to trucking and heavy equipment rental. Our total in-country expenditure on local goods and services reached more than \$4.49 billion. We continue to leverage local businesses in our production activities.

Deepwater



Deepwater leadership

Development of deepwater oil and gas resources is one important way to meet the increasing demand for energy. We project that the proportion of global liquid fuels supplied from deepwater to increase 70 percent by 2040.

Turning large, complex projects into profitable ones

ExxonMobil is a leader in operating complex projects cost effectively and safely. Our disciplined project management system, advanced technology development and core safety value ensure that the best possible practices and environmental standards are applied to every field.

Project management, execution and operations

Our robust project management systems enable us to complete complex projects on time and on budget. These systems include an integrated planning and concept selection process which increases efficiency. Our experience with a vast array of deepwater concepts, combined with our operations integrity systems, ensure safe and responsible production.

Advanced technology development

Our decades of dedicated engineering and geoscience research have delivered numerous proprietary technologies. Our rigorous process for qualifying and deploying new technology leads to continuous improvement in deepwater developments. We have a proven track record of finding innovative solutions to the unique problems associated with complex deepwater projects.

Safety and environmental performance

ExxonMobil's unsurpassed global integrity management systems and environmental standards leads to best-in-industry safety and environmental performance indicators. Our commitment to safe and responsible operations extends to joint-industry

programs such as the Marine Well Containment Company in the Gulf of Mexico where ExxonMobil is a lead participant.

Successful partnership in deepwater operations

Esso Angola has celebrated more than 20 years of safe and successful operations in Angola. Block 15 is a prime example of ExxonMobil's ability to integrate technological innovation with unparalleled project management to deliver results on time and on budget.

ExxonMobil was awarded operatorship of Block 15 in 1994, and the first discovery was made in 1998. As operator, Esso Angola holds a 40 percent interest in the block. More than 5 billion oil equivalent barrels have been discovered on the block. Block 15 developments are benchmark projects that set world record cycle times with the lowest unit-development costs for projects of this size and complexity.

Esso Angola has applied world-class energy technology to move Block 15 hydrocarbon development from front-end engineering and design to production as quickly and cost-effectively as possible. This includes installation of five massive floating production, storage and offloading vessels and two unique tension leg platforms.

The Kizomba projects involved one of the most challenging extended-reach drilling programs ever undertaken. The longest wells approach nearly four miles horizontal distance. Thin reservoirs made the horizontal sections extremely difficult to complete. ExxonMobil developed technologies to efficiently drill and complete many of the high-angle wells. Oil production from Block 15 has reached close to 2 billion oil equivalent barrels.

ExxonMobil, in partnership with its co-venturers and Angola's national oil company, has announced 45 discoveries in Angola. These discoveries represent a recoverable resource potential of about 10 billion barrels.

LNG



LNG leadership

As economies grow, and as billions around the world strive to attain an improved standard of living for themselves and their children, the demand for energy rises. In fact, we estimate that global energy demand will be 25 percent higher in 2040 than it was in 2014.

Natural gas is projected to be the fastest growing major fuel source through 2040 because it is cleaner-burning, reliable and abundant. Advances in technology have made it economical to ship natural gas all over the world, making it a truly global resource. Natural gas can be delivered via tanker from distant production areas to markets that need it by transforming gas from its natural state into liquefied natural gas (LNG).

Expertise across the LNG value chain

LNG facilities usually require the execution of several concurrent and interconnected projects, as well as an international commercial structure, to form the value chain that delivers gas to the customer. Given the complexity of these projects, it is important that customers partner with experienced developers that have not only technical and commercial expertise but also can manage the risks to deliver the resource to market. This requires financial strength, world-class project execution capabilities, diverse supply and customer portfolios, and a strong track record for reliability and timely delivery.

ExxonMobil has excelled in the LNG business for over 40 years. Our experience spans the entire LNG value chain, including natural gas production, pipelines, liquefaction plants, shipping and regasification terminals. Our ability to successfully link these complex elements distinguishes us from our competitors and provides a reliable gas supply to buyers and end users. We can also market LNG volumes across the globe by utilizing our extensive network of gas marketing organizations.

Industry leader in LNG development

ExxonMobil is a key leader in the LNG business, with over 40 years of LNG project development experience. That experience spans the entire LNG value chain, including upstream development, pipelines, liquefaction plants, shipping, and regasification terminals. The ability to successfully link these complex elements distinguishes ExxonMobil from competitors and provides a reliable gas supply to buyers and end-users.

Over the past decades, the State of Qatar and ExxonMobil have formed a very successful relationship in LNG. By working together, Qatar Petroleum and ExxonMobil have increased the country's LNG production to 77 million tons per year. Qatar is now the world's largest supplier of LNG — diversifying the global energy portfolio and strengthening energy security in Europe, Asia and beyond.

Combining the unique strengths of the two companies, Qatar Petroleum and ExxonMobil have worked together to develop new technologies that have expanded and economized the LNG value chain. These include liquefaction trains nearly four times the size of previous trains, as well as LNG tankers capable of carrying up to 80 percent more natural gas than a conventional LNG ship. The largest of these ships, the Q-Max, has a capacity of more than 265,000 cubic meters. Such advances have underpinned the creation of a global LNG market.

Most recently, the successful PNG LNG project underscores ExxonMobil's ability to complete a complex project and develop a world-class resource in a challenging environment, on schedule, and at a competitive cost. Over the life of the project, 9 trillion cubic feet of natural gas is expected to be produced and sold.

As a proven industry leader and innovator, ExxonMobil is well-positioned to help fuel the future with LNG.

Unconventionals



Unconventional leadership

Global demand for natural gas is projected to rise by 50 percent from 2014 to 2040, faster than most other fuels and more than twice as fast as oil. In total, 60 percent of the projected rise in global natural gas demand is expected to be met by unconventional supply, mostly from North America.

ExxonMobil is uniquely positioned to deliver commercial shale gas production in a safe and environmentally sound manner, combining field expertise and innovation with advanced laboratory analytics, modeling and invention.

ExxonMobil is an industry leader in shale gas operations around the world

- Leading natural gas producer in North America with activities on several continents
- Industry-leading safety and operations integrity form the foundation of ExxonMobil
- Robust drilling and well integrity best practices ensure groundwater protection and improves safety
- “Protecting tomorrow. Today.” is our commitment and core value, with a focus on efficient land use, emissions control and optimized water use

ExxonMobil uses advanced technology that provides a competitive advantage

- Reservoir Characterization: Superior understanding of shale gas reservoirs through decades of source rock geology leadership and in-house proprietary laboratory capabilities
- Advanced Stimulation Modeling: Higher recovery and lower unit costs through optimized pad development, drilling and completion techniques

- Extended Reach Drilling: Environmentally responsible drilling approach to optimize performance, with technology to improve safety and reduce surface footprint

Developing challenging reservoirs

ExxonMobil's advanced technologies in the areas of reservoir characterization, drilling and completions enable us to find and develop challenging reservoirs. Accurately measuring and characterizing rock properties in unconventional reservoirs is essential to designing effective and economic projects.

The properties of the ultra-low permeability rocks found in unconventional reservoirs are difficult to measure. ExxonMobil's expertise in this area is enabled by our cutting-edge laboratory and analytical capability and our unmatched dataset of unconventional assets. We are leveraging this expertise to develop new standards for characterizing rock properties in low-permeability reservoirs. This allows us to better predict their production behavior over time.

ExxonMobil's proprietary acoustic fluid inclusion volatile technology evaluates the production intervals within tight liquid and shale gas systems. The acoustic signals generated during the crushing of rock samples are correlated to specific rock properties. We use this innovative technology to distinguish brittle, silica-rich shales — which are more productive — from softer, clay-rich shales. This information allows us to optimize our design and development plans to maximize profitable recovery.