

**ExxonMobil**

# Progress Through Partnership



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# About ExxonMobil

ExxonMobil is the world’s largest publicly traded oil and gas company. For more than 125 years, we have helped provide the energy that is fundamental to improving the lives of billions of people around the world.

Energy underpins human comfort, mobility, economic prosperity and social progress. It touches nearly every aspect of modern life. We take our role to supply energy seriously, and we recognize that it comes with many responsibilities — to our shareholders, neighbors, customers and communities. ExxonMobil is a preferred partner for oil and gas operations around the world because of our employees, technical expertise, execution capabilities, financial strength, global reach and the management practices built into the fabric of our operations.

We are a globally integrated company, with Upstream, Downstream and Chemical operations on six continents. We participate in the development of all major resource types and supply key markets with high-value petroleum and petrochemical products.

We derive significant value from our globally integrated business model, which enables us to maximize the value of every molecule we produce and leverages the advantages of our organizational structure. This integration results in structural and market advantages that are difficult for competitors to replicate.

Today, more oil and gas resources are stranded in remote areas and challenging operating environments. Major projects are more capital intensive, and operating complexity places even greater emphasis on superior execution. What remains unchanged is ExxonMobil’s long-term perspective, disciplined approach to investment, technological leadership and focus on

world-class operational performance. ExxonMobil is committed to meeting these challenges with our industry, government and community partners.

We are a globally integrated company, with Upstream, Downstream and Chemical operations on six continents.

## Upstream

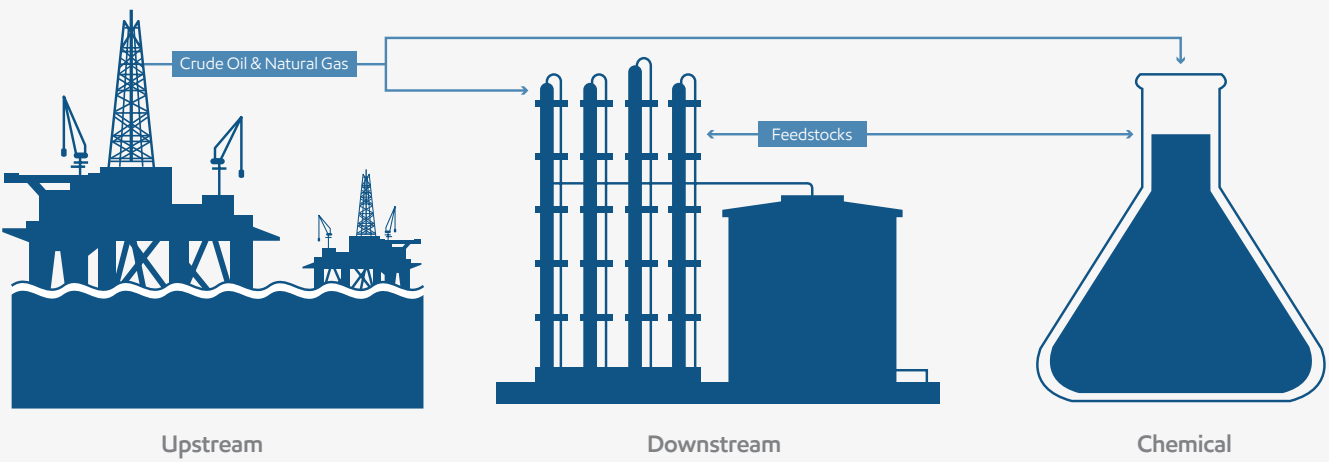
Our Upstream business encompasses high-quality exploration opportunities across all resource types and geographies, industry-leading execution capabilities, a portfolio of world-class projects and a diverse set of producing assets. We have an active exploration or production presence in about 35 countries.

## Downstream

Our balanced Downstream portfolio includes refining facilities in more than 15 countries. We are one of the world’s largest integrated refiners and manufacturers of lube basestocks and a leading marketer of petroleum products and finished lubricants. Our high-value 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 specialty and commodity businesses delivers superior returns across the business cycle. Enabled by proprietary technologies, we manufacture high-value chemical products in more than 15 countries. With a major presence in Asia Pacific, we are well-positioned to competitively supply the rapid chemical demand growth in this region.



ExxonMobil is a leading integrated oil and gas company

- ExxonMobil is the world’s largest publicly traded oil and gas company, with more than 125 years of experience in oil and gas operations.
- We are a globally integrated company, with upstream, downstream and chemical operations on six continents.
- ExxonMobil is a preferred partner for oil and gas operations around the world because of our employees, technical expertise, execution capabilities, financial strength, global reach and the management practices built into the fabric of our operations.





# Financial Strength

ExxonMobil can help structure unique deals to bring vital resources to market by leveraging unmatched experience and relationships with financial institutions.

## Financial capacity

ExxonMobil's project execution record improves lenders' perceptions of project risk and often results in our projects enjoying access to capital at superior rates. We have an extensive track record of successfully placing financing for major projects with optimal financing terms at the lowest possible cost.

We work with all types of partners on complex projects using innovative commercial and financing structures to facilitate business objectives. ExxonMobil has established relationships with major project finance lenders — commercial banks, capital markets, export credit agencies, multilateral agencies and bilaterals — and works with partners through the Joint Finance Team approach. This enables us to achieve efficient deal execution with optimum commercial and financial terms for those involved in development.

We have financed more than \$72 billion in projects since 2000. An example of our project financing expertise is the Papua New Guinea LNG Project, the largest construction project in this country's history. Ultimately, around \$19 billion in project costs were funded by partners, a variety of export credit agencies and commercial banks. The deal was recognized as the Global Deal of the Year in 2010 by Infrastructure Journal.

## Unparalleled position

We maintain a financial position unparalleled in the industry. Rating agencies Moody's and Standard & Poor's recognize our superior financial strength as reflected in the ratings that they assign to ExxonMobil. In fact, our disciplined investment approach has earned us a position as the highest-rated international energy company. This financial strength gives us the capacity to pursue and finance attractive investment opportunities throughout the business cycle.

## Disciplined investing

ExxonMobil's disciplined approach to investing focuses on the efficient use of capital. We gain advantage in our investments over the long term by combining rigorous standards for project assessment with proven project development expertise. This discipline is applied across our entire portfolio and includes identification of key growth opportunities and divestment of assets that no longer meet our long-term objectives. Our return on capital employed averaged 21 percent over the last five years, and we continue to lead the competition in this measure of long-term shareholder value.

ExxonMobil is  
unmatched in  
financial strength

- Our disciplined investment approach has earned us a position as the highest-rated international energy company.
- Our return on capital employed averaged 21 percent over the last five years, and we continue to lead the competition in this measure of long-term shareholder value.
- Our expertise and relationships have enabled more than \$72 billion in project financing since 2000.





# Project Management Expertise

## Industry-leading project execution

ExxonMobil consistently delivers complex, integrated projects on time and on budget. Our project management expertise is a result of the company's integrated organizational structure, consistent implementation of standards worldwide and focus on achieving long-term returns for ExxonMobil and its partners.

## Operations Integrity Management System

We use management systems throughout our global operations to ensure consistent application of high operating standards. ExxonMobil's Operations Integrity Management System is widely regarded as a model for exceptional operational performance. It provides a risk management framework with rigorously applied systems and processes to manage the safety, security, health and environmental risks inherent in our business and to achieve excellence in our operational performance. We continually assess the framework and its effectiveness, and we incorporate lessons learned to further improve performance. We use this approach around the world in all of our business lines and regularly test for system compliance.

ExxonMobil's Operations Integrity Management System is widely regarded as a model for exceptional operational performance.

## Capital Projects Management System

Our ExxonMobil Capital Projects Management System (EMCAPS) provides a framework to guide project development and execution. The system facilitates the consideration of environmental concerns and regulatory requirements early in the project design and implementation process. The standards focus on the most common types of impacts associated with oil and gas development. This proven project management system incorporates best practices developed from our extensive worldwide experience to rigorously manage our global project portfolio from initial discovery to startup.

## Rigorous standards, long-term returns

Investment decisions in the energy industry are characterized by time horizons measured in decades. We test projects over a wide range of scenarios to ensure that all relevant risks — including financial, fiscal, commercial, environmental and technical — are properly identified, thoroughly evaluated and effectively managed. As a result, ExxonMobil-operated projects perform at better cost and schedule certainty than projects operated by others in which we have an interest.



ExxonMobil's project execution record is unparalleled in the oil and gas industry

- ExxonMobil's model for operational excellence forms the cornerstone of our commitment to exceptional performance.
- ExxonMobil-operated projects outperform industry averages on cost and schedule certainty.





# Technology and Innovation

## High-impact technologies

Continuous technology improvement is vital to our long-term success. We invest in research and development to produce new tools that unlock resources and improve our efficiency. Our ongoing focus on innovation and technology creates a competitive advantage and strengthens our reputation as a preferred partner.

## Unlocking resource value

Our Upstream technologies provide advantages across the entire value chain, from early reservoir modeling to the drilling and completion of record-length wells, to safely producing oil and gas in some of the world's harshest environments. Technology produces value in previously uneconomic resources and reduces our environmental footprint. For example, our patented full-wavefield inversion seismic technology yields unparalleled high-definition subsurface images, a key advantage in identifying new resources and optimizing drilling and reservoir development.

Extended-reach drilling technology enables access to challenging and complex reservoirs, reducing the number of wells needed to produce oil and gas. Notably, we have drilled 8 of the 10 longest-reach horizontal wells in the world, the longest about 8.5 miles long that we drilled in the challenging sub-arctic environment near Sakhalin Island in Russia.

ExxonMobil invests in technology to enhance reliability and longevity, ensuring our wells produce and facilities operate efficiently over the life of an asset. Advances in completions technology and well simulation have enabled access to profitable barrels of oil that otherwise would have remained in place. Our expertise in computational fluid dynamics and proprietary well performance simulation is leveraged to design and optimize well completions for a variety of operating conditions.

## Improving operational efficiency

Technology also supports increased production by improving reliability, removing operating constraints and expanding market outlets. For example, our robust systems and supply chain models help us place molecules in the right market at the right time. In addition, advantages in catalyst technology enable "step skipping" versus traditional production routes, resulting in lower energy consumption and processing cost for the same amount of production.

## ExxonMobil invests in new energy supplies

- ExxonMobil invested a record \$38.5 billion to find and produce new supplies of oil and natural gas in 2014.
- ExxonMobil invests \$1 billion annually in research and development and is an industry leader in the advancement and application of energy technology.





# Safety

## Prioritizing safety

Safety is a core value for us — one that shapes our decisions every day at every level of our operations. We are dedicated to providing a safe work environment for our employees, our contractors and the communities in which we operate.

## An industry leader in safety performance

Our robust internal safety control system recognizes hazards and mitigates risk. Our goal is that nobody gets hurt. Beyond keeping our people safe, an added benefit of a comprehensive focus on safety and operations integrity is higher production uptime. ExxonMobil-operated fields consistently outperform the production reliability of fields operated by others — a widening gap in recent years.

## Unparalleled process safety

Process safety management calls for managing the integrity of operating systems by applying good design principles and engineering, as well as sound operating and maintenance practices. Effective process safety management prevents the uncontrolled release of hydrocarbons and other hazardous substances. We investigate incidents and near misses, capture incidents in a common database and share them with engineering networks.

ExxonMobil-operated fields consistently outperform production reliability of fields operated by others.

## Emergency preparedness

Effective emergency preparedness depends on competent response teams. We establish emergency support groups comprising representatives across the company to develop and practice emergency response strategies. We routinely test these trained teams on a range of possible scenarios, including simulated spills, fires, explosions, natural disasters and security incidents. Every site conducts emergency drills in accordance with regulatory requirements and internal guidelines. In countries that do not have clear emergency response requirements, we apply global best practices to determine the frequency of emergency drills.



## ExxonMobil prioritizes safe and responsible operations

- The U.S. National Safety Council awarded ExxonMobil the 2013 Green Cross for Safety® medal for our comprehensive commitment to safety excellence.
- The company conducts emergency response drills to improve preparedness.
- ExxonMobil has reduced its lost-time rate by more than 50 percent for employees and contractors over the past 10 years.





# Corporate Citizenship

ExxonMobil conducts business in a manner that is compatible with the environmental, social and economic needs of the communities in which we operate.

## Promoting good health

Over the past several years, ExxonMobil has emerged as a corporate leader in the fight against malaria. The company is the largest nonpharmaceutical corporate donor to malaria research and development efforts. Since 2000, our funding has supported the distribution of 13.5 million bed nets, nearly 2.1 million doses of antimalarial drugs, 2.2 million rapid diagnostic kits and training for more than 400,000 health care workers.

Since 2000 we have reached more than 124 million people worldwide. Our cash grants during that period totaled more than \$130 million, making us the largest private-sector grant-maker in the fight against malaria.

We recognize that no single approach is sufficient. Therefore, ExxonMobil funds a range of interventions and efforts, including research, advocacy, treatment and prevention to ensure a comprehensive response. Each grant supports specific solutions that are filling gaps in the fight against malaria. ExxonMobil also leverages its internal expertise to support organizations across the malaria field.

## Expanding access to education

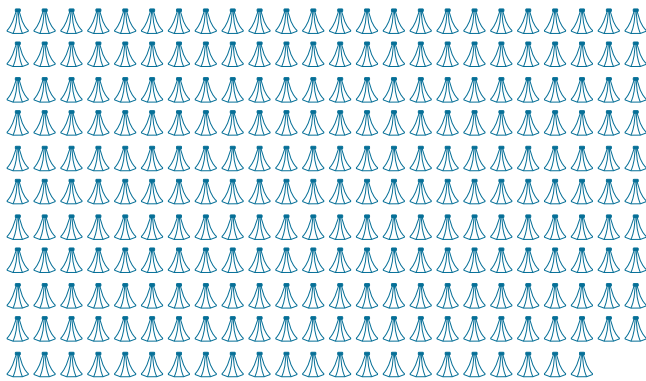
Education ranks as one of the most important policy issues to improve global economic development. The World Bank has concluded education is a powerful driver of development and improved health, peace and stability. Over the past 15 years we have contributed more than \$1 billion for education programs around the world.

## Commitment to health in Africa and Asia



400,000+ trained health care workers

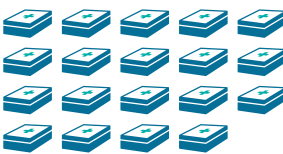
## 13.5 million bed nets



## 2.1 million doses of antimalarial drugs



## 2.2 million rapid diagnostic kits



ExxonMobil improves health, increases access to education and empowers women

- ExxonMobil has invested more than \$130 million toward the fight against malaria, reaching more than 124 million people.
- Over the past 15 years we have contributed more than \$1 billion for education programs around the world.
- Over the past 10 years ExxonMobil has invested more than \$82 million in promoting economic opportunities for women. This support has reached tens of thousands of women in more than 90 countries.





Empowering women

To empower a woman is to empower a nation. When women have control over their incomes, they invest in the health, education and the well-being of their families. That leads to lower infant and child mortality rates, disease prevention, higher income and productivity rates and broader economic growth.

This is why we work globally to help women fulfill their economic potential and serve as drivers of economic and social change in their communities. The ExxonMobil Women’s Economic Opportunity Initiative is a global effort launched in 2005 that helps women fulfill their economic potential and drive change in their communities. The initiative develops female entrepreneurs and business leaders through skills development training, mentoring programs and businesswomen’s networks. It creates opportunities for women’s economic participation through advocacy and research programs. The initiative also identifies and deploys technologies that accelerate women’s economic advancement.

Over the past 10 years ExxonMobil has invested more than \$82 million in promoting economic opportunities for women. This support has reached tens of thousands of women in more than 90 countries. Our contributions in 2014 totaled \$12 million.

In Chad, we’re providing women from rural areas with access to financial credit, and training them in entrepreneurship and marketing skills. With funding from ExxonMobil Foundation, the Economic Empowerment of Women Entrepreneurs initiative provides microcredit funding and training for more than 80 traditional women’s cooperatives in the oilfield area. The program has increased the incomes of women in these cooperatives by an average of 75 percent since its inception.

In Nigeria

ExxonMobil has built or renovated more than 100 schools and furnished classrooms with equipment and material to enhance studies of science, technology, engineering and math. We partner with universities to enhance education for geology students and fund secondary and post-graduate student scholarships.



In Equatorial Guinea

ExxonMobil funded water and environmental sanitation projects in schools to increase student retention rates by providing healthy and secure school environments. We are expanding the potential of future generations by improving education and supporting student achievement.



In Angola

We expanded book collections and improved technology in libraries at secondary schools, purchased education equipment for school children with special needs and provided training for teachers. Esso Angola employees provide training and academic materials to high school and university students majoring in mathematics, chemistry and physics.





# Economic Development

ExxonMobil is a preferred partner for oil and gas operations because of our positive impact on local economies, including the development of local workforces and suppliers.

## Strengthening local economies

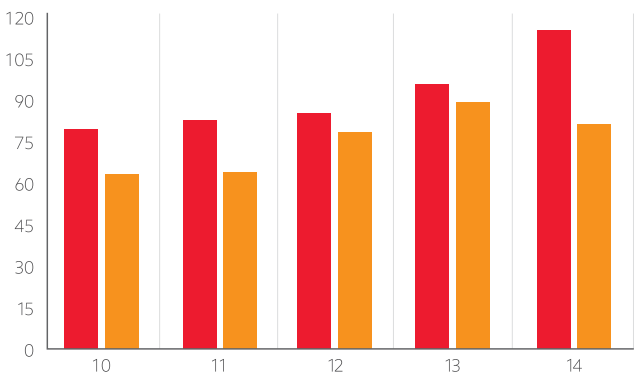
ExxonMobil works systematically to develop local economic capacity in a way that benefits people, communities and our business over the long term. Contributing to the economic development of local communities is an important part of our business. This strategic objective is embedded in our project plans. For example, ExxonMobil celebrated the completion of the first offshore structures to be designed, procured and constructed in Nigeria by Nigerian contractors. The event represented years of dedication and collaboration between joint venture partners Mobil Producing Nigeria and Nigeria National Petroleum Corporation. The project supports ExxonMobil’s goal to build and maintain a reliable and globally competitive supply chain wherever we operate.

## Hiring locally

We have a responsibility to build a legacy of economic progress in all places where we operate. We fulfill this responsibility by developing a globally competitive workforce and maximizing local employment opportunities. While local employment helps us meet our hiring needs, it also advances economic development and education in the countries where we operate. We tailor our local content approach to the specific needs of each location. We develop local strategies based on factors such as governments’ development priorities, stakeholder expectations, the regulatory environment and social capacity. For example, in Indonesia, more than 85 percent of employees are Indonesian, 26 percent of whom are women; local staff hold more than

Training Expenditures and Number of Employees Trained

Spending (millions of dollars)  
Employees trained (participants)



75 percent of supervisory or managerial positions.

Today, 90 percent of our employees in Africa are nationals. Our Technical Training Centre in Eket, Nigeria, has been instrumental in developing a skilled, internationally competitive workforce for the Nigerian oil and gas industry. More than 600 people have graduated from the center, and more than 500 have joined ExxonMobil’s affiliated companies in Nigeria to date.

ExxonMobil creates long-term benefits for host communities

- ExxonMobil has established a national workforce that on average accounts for 85 percent of the workers in Angola, Chad, Equatorial Guinea, Indonesia and Nigeria through aggressive local recruitment and world-class training and development programs.
- ExxonMobil has helped establish and maintain Enterprise Centers in several locations – including Kazakhstan and Papua New Guinea – to provide business training, mentoring and advisory services to local businesses.



# 17,000+

Papua New Guinean entrepreneurs  
assisted through an ExxonMobil  
Enterprise Center

## Local workforce and supplier development

Wherever we operate, we strive to maximize employment opportunities for local workers. During peak construction at the end of 2012, the PNG LNG project employed approximately 21,220 workers, 40 percent of whom were Papua New Guineans. To help develop the technical and professional skills of our workforce, we established a variety of training programs during construction. Many of these have continued into production.

In 2010, we helped establish the Enterprise Center, a resource center that provides business training, mentoring and advisory services to local businesses. To date, the Center has assisted more than 17,000 Papua New Guinean entrepreneurs with business assessments so they can develop nationally competitive companies. By the end of 2014, we had spent approximately \$4.4 billion on goods and services in PNG, including more than \$1.7 billion spent with companies owned by local landowners.





# Environmental Stewardship

## Responsible operations

ExxonMobil is committed to operating in an environmentally responsible manner everywhere it does business. The company's efforts are guided by an in-depth scientific understanding of the environment in which we operate and the potential impact of our operations on the environment. All design and operational plans are based on the goal of eliminating unacceptable environmental impacts, with today's experience used as a basis for improving future performance.

Globally, our projects and operations are set in a diverse range of environments that carry different sets of environmental, social and health risks, which we carefully identify, assess, manage and monitor throughout the project life cycle.

## Assessing our surroundings

We conduct risk-based assessments on the impact of our upstream projects. These assessments identify local concerns, as well as the environmental, social and economic conditions in the communities in which we operate. Our goal is to manage risk to the lowest level practical. This hierarchical mitigation approach ensures that we first consider modifying aspects of a project's design or execution plan to avoid an impact.

## Designing our facilities

We follow local environmental regulations everywhere we operate. We operate to standards that protect the environment in places where regulations are not fully developed or implemented. Our ExxonMobil Capital Projects Management System provides a framework to guide project development and execution. This system considers environmental concerns and regulatory requirements early in the project design and implementation process. We continue to develop Project Environmental Standards for each of our business lines. As part of the process, we study existing and proposed regulations of a number of countries, as well as the environmental guidelines established by several international organizations, including the World Health Organization. These standards, which apply to new projects, constitute an additional layer of protection beyond host country regulatory requirements. Our standards help ensure that we operate in an environmentally responsible manner.



ExxonMobil operates in an environmentally responsible manner

- Over the past decade, we have reduced the number of spills greater than 1 barrel by approximately 10 percent.
- ExxonMobil reduced combined emissions of volatile organic compounds, sulfur dioxide and nitrogen oxides by more than 40 percent over the past 10 years across all of our operations.
- ExxonMobil has returned approximately 1,400 properties to beneficial use since 2008.







Over the past decade we have reduced the number of spills greater than 1 barrel by approximately

# 10 percent

### **Robust environmental standards**

To date, we have developed standards in the areas of air emissions, flaring and venting reduction, energy efficiency, marine geophysical operations, socioeconomic management, water management, drill cuttings discharge, land use and waste management. We assess the environmental aspects of our facilities every three to five years to verify that our standards are being implemented and to facilitate continuous improvement.

### **Environmental life cycle**

In addition to being a producer of oil and gas, ExxonMobil is a leader in environmental remediation, reclamation and restoration. Using proven methods and systems, ExxonMobil returns former industrial sites to productive use. We mitigate environmental risks and create community value by ensuring that these facilities are useful to the community long after oil and gas production has ended.





# Integrity

## Operating with integrity

ExxonMobil upholds high ethical standards and promotes transparency in our operations. We care about how results are obtained, not just the results themselves. These standards are applied globally in all aspects of our business.

## High ethical standards

Performing with the highest ethical standards of business conduct is a key competitive strength — critical to maintaining our global license to operate. Our presence in nearly every country of the world requires training on international trade laws, including compliance with U.S. anti-corruption and antitrust laws, as well as those in other countries where we do business. All employees are expected to uphold the highest ethical standards of business integrity and conduct. Each employee must comply with all applicable laws and accurately record and track all business transactions.

Employees are subject to disciplinary action, including termination, for violations of our standards of business conduct.

Employees are trained in our ethics policy, business conduct standards, implementation guidelines and procedures, and antitrust and anti-corruption policies every four years. These general training sessions, in addition to more comprehensive training given to designated functions and positions on a more frequent basis, are a condition of employment at ExxonMobil.

## Promoting transparency

The Extractive Industries Transparency Initiative (EITI) is an important global program that encourages transparency and collaboration among governments, companies, civil societies and financial institutions. EITI is dedicated to strengthening governance by improving transparency and accountability in the extractives sector. Companies and country governments participating in the initiative separately report payments and revenues, respectively, allowing EITI to reconcile any differences and validate both government revenues and company payments.

Since the initiative's inception in 2002, ExxonMobil has actively participated at both the board and country levels, and the company has continuously had a seat on the EITI board.

We care about how results are obtained, not just the results themselves. These standards are applied globally in all aspects of our business.



ExxonMobil operates with integrity around the world

- ExxonMobil is an active member of the Extractive Industries Transparency Initiative and supports the expansion of this important initiative to additional countries.
- ExxonMobil employees comply with all applicable laws and accurately record and track all business transactions.





# Partnerships

ExxonMobil works closely with its partners around the world to develop energy projects. Our exceptional record in Qatar, Angola and Russia are examples of why ExxonMobil is a preferred partner for oil and gas operations worldwide.



## Qatar

ExxonMobil recognized a historic opportunity to partner with Qatar to deploy innovative technologies and creative commercial arrangements to develop the North Field. Since the early 1990s, Qatar Petroleum and ExxonMobil have worked together to develop the world's largest non-associated gas resource, making Qatar the largest exporter of liquefied natural gas to markets across the globe. Together, Qatar Petroleum and ExxonMobil are realizing the full potential of the North Field, which covers more than 6,000 square kilometers and holds reserves in excess of 900 trillion cubic feet.

Through our joint venture partnerships, ExxonMobil has helped develop 12 of the 14 liquefaction facilities, 27 of the world's largest LNG ships to carry it to distant markets, and three terminals where LNG is regasified and distributed for local use in power plants, factories and homes.

ExxonMobil is the only foreign participant in two domestic gas development projects: the Al Khaleej Gas and the Barzan Gas projects. Through an affiliate, ExxonMobil also participates in the Laffan Refinery.

Underpinning the relationship between Qatar Petroleum and ExxonMobil is a shared view that advances in technology will play a critical role in meeting the energy demands and challenges of the future. Together, we have implemented key technologies in Qatar that have resulted in significant cost reductions throughout the value chain and have been major contributors to Qatar's prominent success in the LNG business.



## Partnerships

- Qatar Petroleum and ExxonMobil have worked together to develop the North Field, the world's largest non-associated gas resource.
- In Angola, 82 percent of our personnel are Angolan, and 25 percent of that number are women.
- ENL and the Sakhalin-1 consortium have provided more than \$220 million for community infrastructure projects in Sakhalin and Khabarovsk Krai.







## Angola

In Angola, ExxonMobil has interests in three deepwater blocks covering more than 3 million acres (gross). As of year-end 2015, ExxonMobil and its partners have announced 45 discoveries in those blocks with a gross recoverable resource potential of approximately 10 billion oil-equivalent barrels.

ExxonMobil's commitment to Angola extends beyond hydrocarbon resource development. We consider our company successful when we become a valued partner with host governments and local communities in building a sustainable workforce and supporting economic and social progress. That means growing our pool of diverse and talented employees by recruiting and training locally.

It requires us to promote opportunities to develop the skills and experiences of local suppliers. And it means developing local economic capacity in a way that benefits people, communities and our business over the long term.

In Angola, we expanded book collections and improved technology in libraries at secondary schools, purchased education equipment for school children with special needs, provided scholarships for orphaned and underprivileged children and supported training for local teachers. Esso Angola also provides training and academic materials to high school and university students majoring in mathematics, chemistry and physics. By improving education and supporting student achievement, we're expanding the potential of future generations.

As we develop oil and gas resources to meet the world's growing energy needs, we sustain local economic growth and improve social conditions. In Angola, 82 percent of our personnel are Angolan, and 25 percent of that number are women. Esso Angola helped establish a local business center to enable local suppliers to participate in the competitive bidding process, build relationships with the procurement departments of oil and gas companies and improve their contract management capabilities.

## Russia – Sakhalin

The Sakhalin-1 Project is operated by Exxon Neftegas Limited (ENL), a subsidiary of ExxonMobil, on behalf of the multinational Sakhalin-1 consortium. Co-venturers include two Rosneft affiliates, the Japanese consortium SODECO and the Indian state-owned oil company ONGC Videsh Ltd. The Sakhalin-1 Project is one of the largest single international direct investments in Russia, and is expected to bring more than \$89 billion in taxes, royalty payments and the state's share of oil and gas to the country over the life of the project.

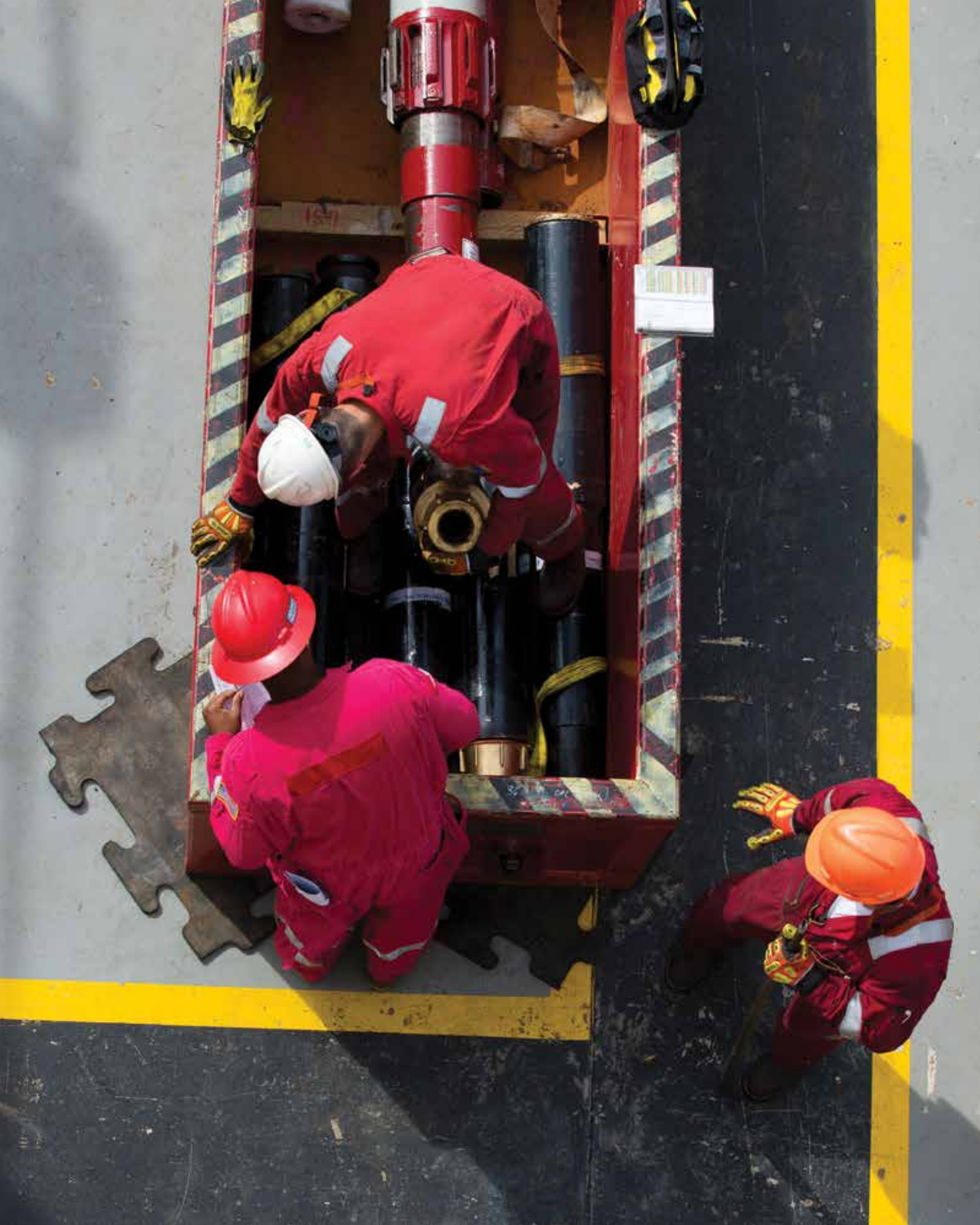
Developing a national workforce and supporting the community are key factors in the project's ongoing success. To date, the Russian content of contracts awarded for the Sakhalin-1 Project is over US\$ 7.7 billion, or over two-thirds of the total. ENL has also invested in the training and development of national personnel; currently, almost 90 percent of the Sakhalin-1 Project workforce is Russian.

The Sakhalin-1 Project contributes directly to infrastructure enhancements, including improved roads, bridges, power and water facilities, airports, harbors and public medical facilities. ENL and the Sakhalin-1 consortium have provided more than \$220 million for community infrastructure projects in Sakhalin and Khabarovsk Krai.

ENL implements a variety of contributions programs to support local education and health care, as well as civic organizations, the arts and sports. The Sakhalin-1 consortium has also provided over \$23 million to purchase education equipment and enhance training programs, including a \$5 million contribution in 2014 to establish a science, technology, engineering and math (STEM) center for Sakhalin State University.







ExxonMobil





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