“I think every piece of this business is exciting. The way that we approach our business, the ethics that we bring, the standards that we hold ourselves to ... we do things the right way for the right reasons, and I love that about our company.”
– Darren Woods
Protect Tomorrow. Today.

Our stakeholders aren’t just here and now – they’re also among the almost 10 billion people projected to live on the planet in 2050. Access to affordable and reliable energy is part of every key measure of human development, and by operating responsibly, working ethically, and adhering to our core values, we’re positioning ExxonMobil to meet those needs.

That’s what sustainability means for us – managing our business in a way that creates value for our stakeholders, not just for the next quarter or the next year, but for the long run. In creating value, we ensure our efforts will be genuinely sustainable:

• For our communities, this means being a trusted partner that creates good jobs and operates in a safe and environmentally responsible fashion.

• For our employees, this means creating meaningful work that allows our diverse and engaged workforce to thrive, with an unrelenting focus on safety and respect for human rights.

• For our customers, this means meeting their needs for affordable, reliable, and lower-emissions energy and products, enabling billions of people around the world to elevate their living standards, life expectancy, education, and access to the global economy, even as we work to reduce carbon emissions from our own operations and those of third parties.

• And for our investors, this means delivering attractive returns on the capital they have entrusted to us – today, tomorrow, and throughout the energy transition.

Delivering sustainable value for our stakeholders is vital for the long-term strength of our business. When we succeed in fulfilling these goals, we make a positive contribution to the world and its people, now and into the future.

Access to affordable and reliable energy is part of every key measure of human development
Increasing transparency and communicating our progress

We work to continuously improve our disclosures, regularly engaging with our varied stakeholders.

What’s new?

In this year's report, we update and enhance our disclosures on a wide range of topics across our focus areas. This includes:

- Sharing enhanced information about our efforts on water conservation, including our collaborations on water stewardship, how we assess water risk, and site-specific strategies.
- Refocusing our “Reducing impacts to land and habitats” disclosures under the banner of “Caring for land and biodiversity,” emphasizing the value that ecosystems provide and bringing greater clarity to our efforts.
- Discussing the topics of just transition and environmental justice as they relate to people, communities and our business.
- Providing additional insight into how we manage environmental impacts and plan for decommissioning of our assets.
- Expanding our disclosures on our cybersecurity measures in response to increased interest from shareholders and others.

Our reporting

Our format this year is also new. We’ve consolidated our publications into a single area of our website to provide a clearer view by topic. And we continue to look for opportunities to improve our communications.

- Our Global Outlook shares our latest view of demand and supply dynamics for our industry through 2050, forming the basis of our business planning.
- Our Advancing Climate Solutions Report describes what we are doing to tackle the challenge of strengthening energy supply while reducing greenhouse gas emissions and growing long-term value.
- And this Sustainability Report completes the picture as it describes our approach to managing our business to create value for our stakeholders, not just for the next quarter or the next year, but, for the long run.

For additional insight into our workforce, please read our Investing in People report. For more information about how we engage with governments on climate and other topics, please read our lobbying reports.

ExxonMobil’s 14 Focus Areas

Delivering economic benefits
Respecting human rights
Advancing climate solutions
Caring for land and biodiversity
Expanding the plastics life cycle
Minimizing operational waste
Enhancing process safety
Evaluating product benefits with life cycle assessments
Conserving water resources
Progressing product safety
Improving air quality
Leading in personnel safety
Managing socioeconomic impacts
Investing in people
Integrating sustainability into what we do

In our view, the expectations of our We Are ExxonMobil leadership culture position us for long-term success. Our formal leadership training, redesigned and relaunched in 2022, is helping to unlock greater opportunities for our employees by connecting our core values with our strategic priorities.

In the context of sustainability, we’ve identified 14 Focus Areas we believe have the most potential impact to our company and society. To establish these focus areas, we examined potential environmental and social impacts in the context of our business strategies, in consultation with internal and external stakeholders and informed by the United Nations Sustainable Development Goals. We develop strategies, allocate resources, and execute plans to address the risks and opportunities within each area.

Our success is enabled by the people in our workforce – the cornerstone of our efforts to Protect Tomorrow. Today.

Sustainability approach

Leadership
Our governance and business ethics underpin our actions and behaviors. This internal leadership drives our policies, systems, expectations and standards.

Application
Strategies, capital, innovation, and stakeholder engagement enable us to focus our resources and develop plans in the areas of greatest potential impact to ExxonMobil and society.

Performance
Execution of plans, processes and stewardship of progress support delivery in areas of focus and drive continuous improvement.
Operations Integrity Management System

Our Safety, Security, Health, Environmental, and Product Safety policies are put into practice through a comprehensive, disciplined management framework called the Operations Integrity Management System (OIMS).

Our OIMS framework establishes consistent worldwide expectations for our company and people. It addresses risk in all aspects of our business, including potential impacts to personnel and process safety, security, health, our communities, and the environment.

Each of the 11 elements within OIMS contains consistent objectives, specific expectations, and detailed processes for implementation.

We often operate in remote and sensitive environments and in highly populated, thriving communities. This means the systematic, structured, and disciplined approach OIMS provides is vital to delivering value and helping us to measure progress and track accountability.

The OIMS Framework is applied across ExxonMobil, and we monitor our joint ventures and company assets operated by others against OIMS expectations – a collaborative exercise to reduce risk in activities beyond our operational control.
Progressing environmental initiatives

Our Advancing Climate Solutions Report details our approach to increasing the supply of energy and essential products while helping reduce greenhouse gas emissions in support of a net-zero future.

But our environmental story doesn’t end there. Biodiversity, waste management, water conservation, air quality – all are important issues to us. Specifically, we are focused on:

- **Our efforts to reduce impacts to land and biodiversity,** beginning by understanding and measuring the benefits gained from an ecosystem’s biodiversity, such as pollination of crops, food, clean air, and physical and spiritual well-being for humans and animals.

- **The quality and supply of freshwater** in the communities where we operate, as demonstrated in our Permian Basin operations by our 10-year water management roadmap to reduce freshwater intake and manage disposal.\(^2\)

- **The fact that air quality** is vital to the health of our communities, which is why we continue to focus on emission-reduction activities, including those that aim to reduce nitrogen oxides and volatile organic compounds at our operated assets.

- **The use of a waste mitigation hierarchy** that prioritizes waste avoidance. When waste is unavoidable, we work to reduce, recover, or reuse it whenever possible.

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100% of the water used in our Permian hydraulic fracturing operations comes from recycled or brackish sources*

14 Conservation Certification® programs in the U.S. and Canada

>90% of waste produced at our network of lubricants blending & packaging plants diverted from landfill

23% reduction in total reportable emissions of VOC, SOx and NOx from 2016 to 2022*

38% reduction in controlled hydrocarbon discharges to water from 2016 to 2022*

0 reportable plastic pellet losses from resin-handling facilities*

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Data refers to 2022 unless otherwise noted.

* Refers to operated assets only
Creating sustainable solutions

We’re pursuing more than $20 billion in lower-emission investments from 2022 through 2027. About 50% of those investments are targeted at reducing emissions from our operated assets, with the balance going toward enabling other companies to reduce their emissions through technologies such as carbon capture and storage, as well as the use of hydrogen, lithium, and biofuels. Our Advancing Climate Solutions Report describes our resolve to drive meaningful change, the results we’re already delivering, and the resiliency of our plans under a wide range of scenarios.

Plastics play a vital role in meeting society’s needs. You will find plastics in our cars, homes, hospitals, kitchens, daycare centers, science labs, and anywhere humans are thriving. Our expanding advanced recycling capacity offers greater opportunities for collecting and processing hard-to-recycle plastic waste. And our Product Solutions business offers products to help our customers more effectively incorporate recycled plastic into their products and make plastic packaging easier to recycle.

Our scientists and product stewardship professionals collaborate with industry and academic researchers, regulatory bodies, and policy makers to help ensure that the best available science informs industry product safety policy. We work to identify and manage risks associated with our products and to avoid the manufacture and sale of products that cannot meet an appropriate level of safety for people and the environment. We also have a continuous process of updating and translating into multiple languages our vast library of safety data sheets listing risks and proper use of products.
Engaging communities and our supply chain

Stakeholder feedback is invaluable as we work to safeguard the health and security of our employees and the public, responsibly manage our social impacts, and demonstrate our respect for human rights in our operations.

Our Standards of Business Conduct detail our foundation policies – our expectations for global ethical conduct in our business and the way we put our core values into practice. These expectations are extended to our supply chain. We seek to work with suppliers that share our commitment to promoting responsible sourcing, respecting human rights, and working to reduce impacts to the environment.

In every ExxonMobil site around the world we work to be transparent and promote long-term, positive relationships with our communities. Guided by globally recognized principles, our commitment to respecting human rights is embedded across the company’s operations.

Informed by a scientific understanding of our potential environmental impacts and insights into community needs, our integrated socioeconomic management approach helps to avoid, reduce, or remedy risks and identify opportunities to have a positive impact. Our work includes initiatives to support and invest in economic development and respect cultural heritage.
Caring for our workforce

Care is one of our core values and a key part of our We Are ExxonMobil leadership culture.

We continue to build a culture where we expect our employees to be respectful and inclusive, to look after each other, and to contribute to the well-being of our communities and the environment.

In our Investing in People report, we describe how we develop our workforce to advance these behaviors to align with our values and support our business objectives. We invest in and support employees for long-term careers and are committed to the meaningful development of a diverse and engaged organization where employees have opportunities for personal and professional growth.

These efforts support our work to play a leading role in a thoughtful energy transition, as the capabilities of today’s workforce reflect many of the same critical skills required for us to help meet the world’s energy needs in a lower-emission future.

Our safety programs are focused on the very clear goal of Nobody Gets Hurt. They are underpinned by our Operations Integrity Management System, a framework that provides detailed processes so our people can do their part to protect the safety, security, and health of our employees, contractors, and others involved with our operations, as well as our customers and the public.

ExxonMobil’s Core Values

<table>
<thead>
<tr>
<th>Integrity</th>
<th>Care</th>
<th>Courage</th>
<th>Excellence</th>
<th>Resilience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be honest and ethical</td>
<td>Be respectful and inclusive</td>
<td>Take initiative and make a difference</td>
<td>Hold ourselves to high standards</td>
<td>Be determined and persevered</td>
</tr>
<tr>
<td>Do what is right</td>
<td>Look after each other</td>
<td>Think boldly and act with conviction</td>
<td>Be thoughtful, thorough and disciplined</td>
<td>Be purposeful and steadfast in our principles</td>
</tr>
</tbody>
</table>

Data refers to 2022 unless otherwise noted.
We appreciate your interest in our sustainability journey, and invite you to explore our full Sustainability Report on our website.

Footnotes
2. Roadmaps aim to identify opportunities, which are subject to change as a result of a number of factors, including the Company’s planning process, supportive government policy, and/or technology developments.
3. Pellet loss means plastic waste finding its way into the environment potentially accumulating in the external water environment (https://www.opcleansweep.org/).
4. Universum World’s Most Attractive Employers 2022, p.27.

ExxonMobil's Papua New Guinea Biodiversity team engaging community members in mapping the natural resources
Images or statements of future ambitions, plans, goals, events, projects, projections, opportunities, or conditions in the publications, including plans to reduce, abate, avoid, eliminate avoidance of emissions or reduce emissions intensity, sensitivity analyses, expectations, estimates, the development of future technologies, product plans, and sustainability efforts and performance represent forward-looking statements. Similarly, emission-reduction roadmaps to drive toward net zero and similar roadmaps for emerging technologies and markets, and water management roadmaps to reduce freshwater intake and/or manage disposal, are forward-looking statements. These statements are not guarantees of future corporate, market or investment performance and are subject to numerous risks and uncertainties, many of which are beyond our control or are even unknown.

Actual future results, including the achievement of ambitions, will be determined by companies rather than ExxonMobil. The ambiguity of the terms “net zero,” “greenhouse gas emissions,” and “carbon intensity” may also be subject to interpretation in a manner that is inconsistent with ExxonMobil’s intentions. Carbon credits, carbon swaps, carbon offsetting, and other derivative financial instruments may be available for purchase or sale. These carbon credits or offsets may be created or destroyed by market forces. Similarly, reporting standards may change as methods, data quality, and technology improvements occur, and changes to performance data may be updated. These publications cover Exxon Mobil Corporation’s owned and operated businesses and do not address the performance of any company in which ExxonMobil has a significant financial interest, nor the performance of any joint venture, partner or co-venturer. Emissions performance statistics reflect data for exxonmobil’s owned and operated facilities unless specifically noted. These reports do not provide a complete foundation for the operation of its business, including its climate-related and sustainability-related ambitions, plans, goals, commitments, and investments.

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