



Sustainability

2026  
Report

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# Putting our values to work - Our focus on doing the right thing, the right way

The [14 Sustainability Focus Areas](#) in our Sustainability Report are those topics that we believe are most relevant to our company and important to society. We develop strategies, allocate resources, and execute plans to address risks and opportunities within each of them.

Meeting society's needs requires a long-term outlook and large-scale solutions. It takes a consistent focus on doing the right thing, the right way. And it takes collaboration – with everyone engaged in our business:

<h3>Communities</h3> <p>Be a trusted partner that creates high-quality jobs, operates safely with care for the environment, and invests to address socioeconomic challenges.</p>	<h3>Employees</h3> <p>Provide unrivalled opportunities for personal and professional growth, with safe, impactful work for an entire career.</p>	<h3>Customers</h3> <p>Meet their needs for affordable, reliable energy and products with lower GHG emissions intensity.</p>	<h3>Investors</h3> <p>Deliver industry-leading returns on the capital entrusted to us – today, tomorrow, and far into the future.</p>
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*We hold our people to the highest ethical standards and expect them to do what's right.*

## ExxonMobil's core values



### INTEGRITY

Be honest and ethical.  
Do what is right.



### EXCELLENCE

Hold ourselves to high standards.  
Be thoughtful, thorough and disciplined.



### COURAGE

Take initiative and make a difference  
Think boldly and act with conviction.  
Take personal ownership.



### CARE

Be respectful and inclusive.  
Look after each other.  
Contribute to the well-being of our communities and the environment.



### RESILIENCE

Be determined and persevere.  
Be purposeful and steadfast in our principles.

# Putting our values to work - Our approach to sustainability in our operations

Protect Tomorrow. Today. is the guiding principle behind our approach to sustainability in our operations.

In our Sustainability Report, we describe how it inspires us to look at what we do with the mindset to be the most responsible operator in our industry.

We encourage our leaders and teams to ask questions that go beyond “what are we required to do?” We are asking proactive questions like:

- How can we reduce or mitigate emissions, waste, or the resources we use in our operations?
- How can we increase benefits for our communities and reduce operational impacts?
- How can we collaborate on industry standards and regulations to improve outcomes?

The answers are as complex as our portfolio, and they will change over time. How we act on what we learn will ultimately help us capture the full value of our competitive advantages – in the right way.

Our [Operations Integrity Management System](#) (OIMS) provides a framework to help make it happen. It sets clear expectations supported by processes that help us manage risks everywhere we work – from remote environments to vibrant communities.



*“We have a philosophy to be the most responsible operator in our industry. For as long as there’s a demand for oil and gas, you want the most responsible companies producing that.”*

**Darren Woods**, ExxonMobil Chairman and CEO



# Our approach to sustainability Integrating sustainability into what we do

**Protect Tomorrow. Today.** is the guiding principle behind our approach to sustainability in our operations. It gives us a consistent focus on doing the right thing, the right way.

How we achieve our strategic priorities is as important as the results. Our directors, officers, and employees are expected to observe the highest standards of integrity.

## We are ExxonMobil leadership culture

The strength of our culture is foundational to our success. The *We are ExxonMobil* culture framework encompasses our core values and leadership expectations. This framework also outlines key behavioral skills that apply to all employees.

Our culture is built on a strong focus on leadership and key talent systems, including performance assessments, on-the-job experience, and formal training. Through our collaboration with the University of North Carolina, our leadership programs are designed to help our leaders connect *We are ExxonMobil* with our strategic priorities and unlock the collective potential of our employees. More than 1,700 leaders attended these training programs offered at locations around the world in 2025.



### 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 importance to society and ExxonMobil.

### Performance

Execution of plans, processes and stewardship of progress support delivery in areas of focus and drive continuous improvement.

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### RESILIENCE

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Be purposeful and steadfast in our principles.

Integrity is first among our core values for a reason. It underpins our dedication to uphold high ethical standards and to do what's right in all aspects of our business.

We encourage employees and contractors to ask questions and voice concerns, and we insist that alleged violations of company policies be reported. Our [open-door communication procedures](#) provide formal and informal mechanisms for employee feedback, including both a mailing address and 24-hour hotline for anonymous reports, among other options. Maintaining confidentiality to the extent possible is critical, and we have protections in place to prevent retaliation. In addition, our annual [year-end supplier expectations letter](#) provides mechanisms, including phone numbers by region, for feedback from suppliers.

A quarterly summary of reports of suspected violations of the Company's policies is provided to the [Board's Audit Committee](#). This committee consists of five independent (i.e., non-employee) directors who help the Board in overseeing financial reporting, accounting, and internal controls. This includes legal and regulatory compliance, as well as compliance with company policy. Confirmed violations can lead to disciplinary actions, up to and including termination.

Regular internal audits and self-assessments help us verify the strength of our control systems and adherence to our [Standards of Business Conduct](#). Our team of internal auditors has access to all operations, records, personnel, and properties. They review our activities and processes on an ongoing basis, and suspected noncompliance is investigated.

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## Our Standards of Business Conduct

Our [Standards of Business Conduct](#) include what we call "foundation policies" defining the basis of our conduct worldwide. The Board of Directors has adopted and oversees the administration of the Standards, and no one at ExxonMobil can make exceptions or grant waivers to these policies.

Our foundation policies cover aspects of the environment, health, safety, product safety, customer relations, equal employment opportunity, harassment in the workplace, and more. They also define ethical conduct for our company, which includes our values on important matters like human rights, labor, the environment, and anti-corruption.

Our [Standards of Business Conduct](#) are a key part of onboarding new employees, and they are reinforced with employees annually. Wholly owned and majority-owned subsidiaries of Exxon Mobil Corporation generally adopt policies similar to our corporate standards.

Our directors, officers, and employees are required to review these policies annually and apply them in their work. Employees are regularly required to complete business practices training. And, of course, we require all employees, officers, directors, and those working on our behalf to comply with all applicable laws.

Employees in relevant job functions receive training on antitrust, anti-corruption, and trade laws (including anti-boycott, trade sanctions, and export controls topics) on an annual or biennial basis. ExxonMobil-specific and other relevant training is shared with contractors if required to perform contracted services. In 2025, more than 18,000 employees and contractors participated in relevant training.

### Corporate governance

Our Board of Directors oversees our strategy, providing strong corporate governance and guidance to management.

[Read more.](#)

## Our Sustainability organization

Our Sustainability organization touches every part of ExxonMobil, making use of our scale, capabilities, and the synergies between our business lines. A member of the Exxon Mobil Corporation Management Committee provides functional guidance to the Sustainability Vice President. This role is responsible for driving our *Protect Tomorrow. Today.* guiding principle in our operations.

This includes:

- Working with our Corporate Strategic Planning organization and the business lines to identify opportunities.
- Integrating opportunities into our plans and operations.

- Stewarding sustainability topics with our Chairman and the Management Committee at least once per quarter.

The Sustainability organization manages the environmental management system and sustainability focus areas. This centralized organization drives our sustainability efforts and initiatives, guides our value chains, and supports execution excellence across our focus areas. Experts within the team work with others across the company to seek out opportunities for continuous improvement.

## Our sustainability focus areas

Our 14 Sustainability Focus Areas were developed by analyzing our environmental and social impacts, business strategies, current events, and internal and external stakeholders' priorities. We believe these focus areas are the most relevant to our company and important to society. We develop strategies, allocate resources, and execute plans to address risks and opportunities within each of them.



## Topic selection process

We conduct regular assessments to identify sustainability-related topics of interest to stakeholders and to enhance our understanding of current events and evolving business priorities. The findings help inform the development of our Sustainability Report.

In 2024, we engaged a third party to refresh our topic selection in line with the Sustainability Reporting Guidance for the Oil and Gas Industry (4th edition, 2020, revised February 2023) developed by Ipieca, the American Petroleum Institute, and the International Association of Oil & Gas Producers, reaffirming the importance of the topics discussed in this report.

In 2025, Ipieca published a new edition.<sup>1</sup> It describes important topics as those that, in the view of a company's management and external parties, have the potential to significantly affect a company's sustainability performance

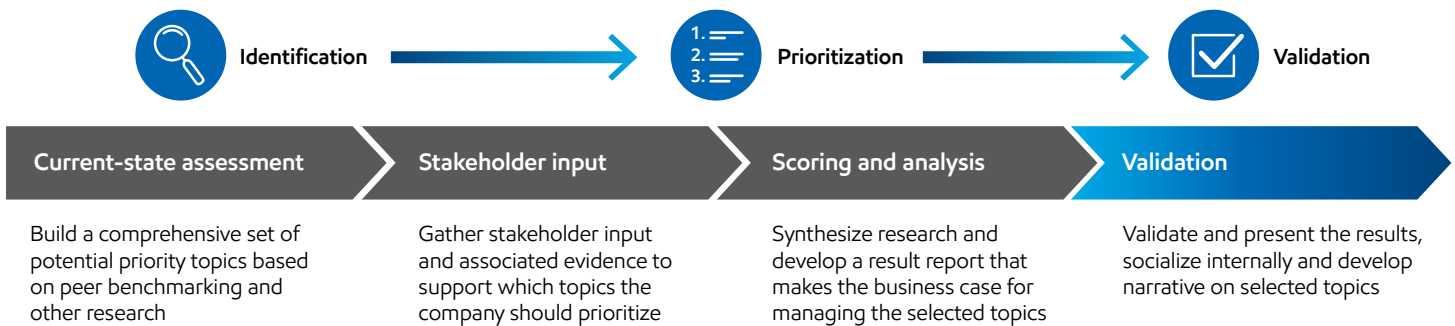
and stakeholder awareness, assessments, or decisions.<sup>2</sup>

To select our topics, we also analyze peer and industry reporting, regulations, and media to gain data-driven insights into strategic, regulatory, and reputational risks and opportunities.

Inputs include:

- Peer benchmarking.
- Review of leading sustainability frameworks.
- Regulatory guidance.
- Third-party research.
- Internal and external stakeholder engagement.

Our Sustainability leadership reviews and validates the results of this topic selection process.



## Communicating progress

### Performance data

Our [metrics](#) are informed by the Ipeca, the American Petroleum Institute (API), and the International Association of Oil & Gas Producers (IOGP) Sustainability Reporting Guidance for the Oil and Gas Industry (5th edition, 2025).

Our [Content Index](#) lists indicators from this guidance covered in our Sustainability Report.

### Our Publications

In addition to our Sustainability Report, we publish comprehensive reports to provide insight into how we create value through our integrated businesses and how we manage associated risks, opportunities, and impacts.

### Our reports

[Global Outlook](#)

[Advancing Climate Solutions](#)

[Annual Report](#)

[Investing in People](#)

[Worldwide Giving Report](#)

[Advocacy Report](#)

## Our systems, expectations, and standards

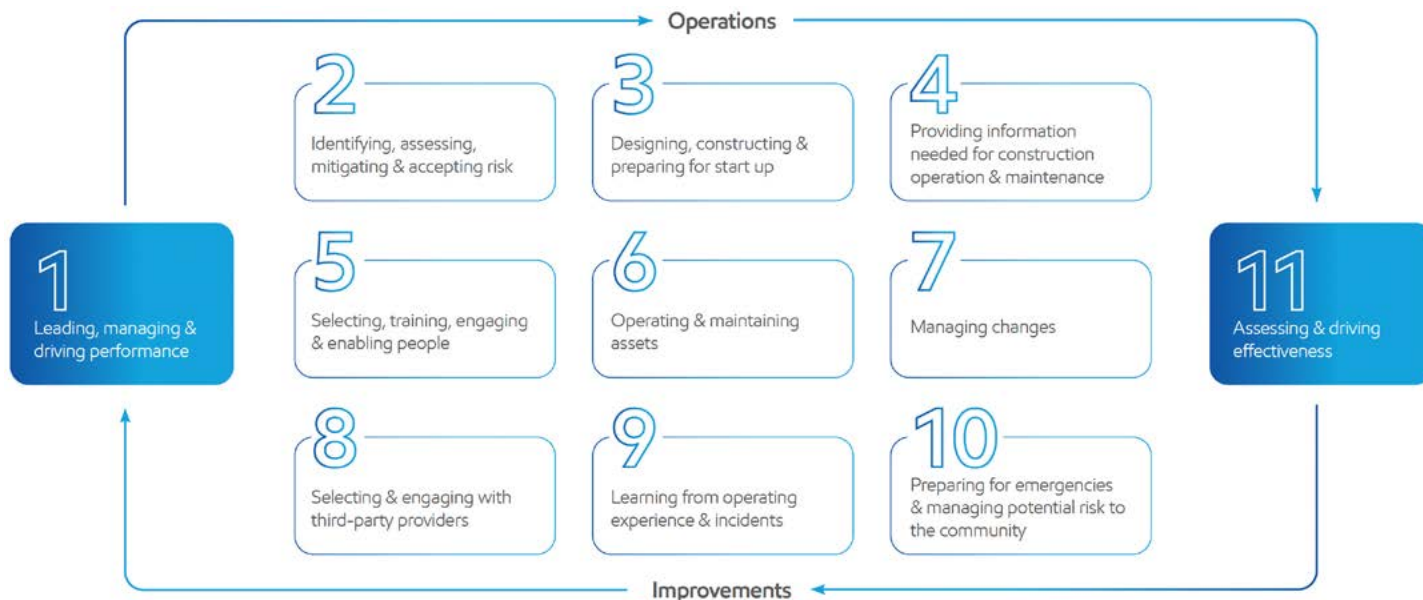
We have built an organizational and governance structure around our focus areas to ensure top-to-bottom and bottom-to-top alignment. Our objectives and strategies ensure a consistent approach across the company, while empowering our business lines to take action and advance our sustainability priorities.

Our [Environment Policy](#) is part of our [Standards of Business Conduct](#). It details our commitment to continuous efforts to improve environmental performance throughout our operations.

Across our global operations, we apply rigorous management systems to identify, track, and report performance metrics. These systems help us comply with applicable laws and regulations and provide a framework for maintaining high standards, even where laws or regulations don't exist.

Our [Operations Integrity Management System \(OIMS\)](#) establishes expectations, protocols, and guidance that apply across all our operations to address risks inherent to our business, including environmental risks.

Each element of OIMS contains overarching objectives, specific expectations, and detailed processes for implementation. The OIMS framework is applied across ExxonMobil, and we monitor the performance of our operated and non-operated assets (e.g., joint ventures) against OIMS expectations.



## Using OIMS to manage environmental performance and compliance

We use OIMS to bring our [Environment Policy](#) to life, from identifying risks to assessing effectiveness.

OIMS meets [International Organization for Standardization \(ISO\) 14001](#) standards for environmental management systems (certified by Lloyd's Register Quality Assurance) and the requirements of [American Chemistry Council Responsible Care](#)®. Across our global lubricants operations network, 19 of the 20 plants are ISO 14001 - certified, with the newest facility in India scheduled to be assessed.

Excellence in project execution is built on deep insight into the unique traits of the areas where we operate. It requires clear standards and an understanding of the potential impacts of the work we do.

### Key efforts that work with OIMS

Across our business, we use established tools and processes to help our people to identify, evaluate, and act on the wide range of environmental and socioeconomic aspects and risks in our operations.

## Environmental Aspects Guide (EAG)

The [EAG](#) is the foundation of our understanding of the environmental and socioeconomic implications of our business. Built on ISO-14001, the EAG helps us define the relevant environmental and socioeconomic aspects of our operations. Aspects are those activities, products or services that can interact with the environment, including those that primarily interact with the socioeconomic environment.

### Environmental Aspects Assessment (EAA)

Informed by the EAG, these assessments are a key step in evaluating the socioeconomic and environmental aspects we identify. Depending on the activity, this may include water use, air emissions, biodiversity, sound, land use, and others as appropriate. Through the EAA process, we identify and prioritize environmental aspects; assess potential environmental impacts and risks; and understand the setting in which our activities interact with the natural, regulatory, and socioeconomic environment.

### Risk Assessment

A deep understanding of the aspects in the EAAs enables us to identify and analyze key environmental, socioeconomic, and health risks, and to develop management strategies throughout an asset's life cycle. A variety of tools, catered to the work we're undertaking, may be deployed based on identified aspects, permitting needs, or other variables. For major new projects, we typically perform an Environmental, Socioeconomic, Health, and Impact Assessment (ESHIA).

## Environmental Planning

Environmental Planning is an annual process that reviews key environmental priorities, develops strategies to meet environmental objectives, and integrates those strategies into company plans. It helps balance economic growth, societal development, and environmental performance.

As we plan major capital projects, our Project Environmental Standards (PES) set the minimum environmental and socioeconomic requirements we follow, even where regulations fall short. Originating from standards created for our upstream projects, PES were formalized for all business lines in 2010 and harmonized company-wide in 2021. We continue to update them as needed.

We offer training on these processes and other environmental and socioeconomic topics to employees as part of our ongoing development efforts. Employees have completed more than 14,000 of these courses since 2022.

## Other procedures, practices, and systems

Across the company, we have a number of other systems and procedures to help us identify and manage risk – often tailored to specific parts of our business. Some key examples include:

- **ExxonMobil Capital Projects Management System (EMCAPS):** EMCAPS provides a framework for project development and execution and helps account for environmental and socioeconomic concerns, as well as regulatory requirements.
- **Environmental Data Management System (EDMS):** The EDMS is used to collect, collate, and consolidate site-level data at the corporate level to help manage environmental performance indicators globally.
- **Personnel Safety Management System (PSMS):** PSMS is a tool designed to consistently deliver “safety in the moment” by enabling effective management of safeguards before and during higher-risk work.
- **Product Stewardship Information Management System (PSIMS):** This system applies common global processes and a global computer system to capture and communicate information on the safe handling, transport, use, and disposal of our products.
- **Controls Integrity Management System (CIMS):** The CIMS is used to assess and measure financial control risks, identify mitigation procedures, monitor compliance with standards, and report results – an important validation of OIMS’ work.
- **Global Energy Management System:** This system identifies opportunities to improve energy efficiency and reduce greenhouse gas emissions intensity in downstream and chemical operations.
- **IMPACT:** This corporate-wide database captures and analyzes safety and environmental data on incidents, near-misses, observations, assessment findings, lessons learned, and follow-up activities.
- **Business Continuity Plans (BCPs):** We manage business continuity as a key component of OIMS and our controls to prepare us if an incident were to occur. Our BCPs include a suite of enablers that we can activate as needed.
- **National Content Guidelines, Strategies, and Best Practices:** This document outlines the key elements of our national content strategy and plan, models, and tools for the successful development of national content, as well as roles and responsibilities at the corporate, country, and project levels.
- **Technology Management System:** This system includes processes for technology investments that follow a gated management system from early technical innovation to final deployment.
- **Cyber Business Continuity Plans:** As part of our cybersecurity program, cyber BCPs provide a basis for cyber resiliency and incident response across the company. Our [Form 10-K](#) filing provides details about the management and scope of our cybersecurity program.
- **Data protection and privacy:** We maintain comprehensive programs to protect personal data. We handle personal information in line with applicable laws, guided by a data privacy code of conduct and common principles (e.g., purpose limitation, transparency, data security, accuracy, and data minimization).

## More information

[Management systems, standards and controls](#)

## Responsible AI Principles

We have a history of leveraging technology to drive business value. We consider potential security and safety risks of new and developing technologies.

The power of artificial intelligence (AI) technology, for example, can expand the capabilities of our workforce. AI has the potential to empower our employees to leverage their skills and, in doing so, boost operational efficiency and enhance our business capabilities.

To bring AI-enabled solutions to our business at scale we:

- Test reliability, security, and performance.
- Develop tools and best practices.
- Gain exposure to emerging technologies and suppliers.
- Develop guardrails and our AI strategy for adoption at scale.

Our strategy brings our efforts together in a single ecosystem to help scale AI technology across the organization.

Our strategy is built on six elements:

- **Business-led:** Reimagine our business functions and deliver outstanding customer experiences at lower costs.
- **Talent:** Equip people with AI skills and capabilities to envision and execute innovation.
- **Operating model:** Develop synergies as we find uses for AI across the company at pace and scale, while reducing costs.
- **Technology:** Provide the right tools and technology to address business needs and opportunities.
- **Data:** Continuously improve the quality and availability of our data to provide relevant insights and enhance decision making.
- **Responsible AI:** Based on industry standards like the NIST AI Risk Management Framework, our Responsible AI Principles guide our efforts in aspects related to safety, security, fairness, and privacy.

## Supporting the United Nations Sustainable Development Goals

The United Nations has adopted the [Sustainable Development Goals \(SDGs\)](#) to achieve progress on global economic, social, and environmental challenges. The goals are directed at governments, but the private sector and civil society play an important role in supporting national plans. We support governments' efforts to meet the SDGs.

For example, our corporate strategy directly supports progress toward SDG 7, "Affordable and Clean Energy." To meet the U.N.'s goal to "end poverty in all its forms everywhere," providing for basic energy needs is a must. As described in our [Global Outlook](#), about 4 billion people – half the world's population – lack access to the energy needed for housing, infrastructure, jobs, and other basic human needs. Our analysis estimates that the most basic living standards require a person to use at least 50 million British thermal units (MMBtu) per year. To put that in perspective, people in developed countries around the world use more than three times that amount – about 160 MMBtu per person. With 50 MMBtu per capita, a country can:

- Provide universal access to electricity.
- Eliminate abject poverty.
- Provide universal access to clean cooking fuels.

As we continue to help supply the energy products the world needs, we also support progress toward SDG 13, "Climate Action." Reducing greenhouse gas emissions is the other half of [our "and" equation](#). We're pursuing approximately \$20 billion of lower-emission investments between 2025 and 2030.<sup>3</sup> Pacing of these opportunities will continue to be contingent on the development of supportive policy and broader market formation, balancing risks and opportunities to ensure strong returns and delivery of shareholder value.

This investment also supports our 2030 greenhouse gas emission-reduction plans. We have achieved and beat our plans for reducing GHG and flaring intensity and expect to reach our planned 2030 methane intensity reductions in 2026.<sup>4</sup>

ExxonMobil Product Solutions supports progress toward SDG 12, "Responsible Consumption and Production," by providing the plastics that make modern life possible. Our customers use our materials for applications in healthcare and medical equipment, agriculture, food and beverage, and other critical areas. We are advancing infrastructure and technology for collecting, sorting, and processing discarded plastics. Our third advanced recycling unit at our facility in Baytown, Texas, is now operational, increasing our capacity to process up to 250 million pounds of plastic waste annually. Advanced recycling allows for a substantially broader range of plastic waste to be recycled into high-value raw materials versus conventional recycling.

Throughout this report we highlight relevant U.N. SDGs for the topics discussed.



## Stakeholder engagement

We work to foster mutual understanding, trust, and cooperation with many different stakeholder groups.

Through open dialogue, we're able to gather feedback, hear concerns, discuss approaches, share our plans, and tailor our approach to best understand and address individual perspectives and needs.

### Stakeholder groups include:

- Shareholders
- Governments
- Communities
- Customers
- Employees
- Suppliers
- Academia
- Non-governmental organizations
- Trade associations and industry groups

### Engagement methods include:

- Community meetings
- Open-door communications
- Digital and social media
- Corporate publications
- Direct mail communications
- Participation in local organizations, trade associations, and other groups
- One-on-one or group discussions

### Two-way engagement topics include:

- Technical aspects of projects
- Community benefits and opportunities
- Potential impacts to the environment and community
- Local concerns
- Public policy development
- Project development progress
- Market-based approaches to sustainability matters
- Policy insights
- Safety, environmental, and human rights practices

## Engaging with shareholders

Ongoing engagement with our shareholders is vitally important as we seek to understand their wide range of perspectives and keep them informed about our business. We engage with shareholders and their representatives on a range of issues throughout the year.

### 2025 engagement highlights

<p><b>Engaged with:</b></p> <ul style="list-style-type: none"> <li>▪ Institutional investors</li> <li>▪ Retail shareholders</li> <li>▪ Pension funds</li> <li>▪ Religious organizations</li> <li>▪ Non-governmental organizations</li> <li>▪ Proxy advisory firms</li> <li>▪ Environmental, Social, and Governance (ESG) rating firms</li> <li>▪ Industry thought leaders</li> <li>▪ Shareholder proposal proponents</li> </ul>	<p><b>Engaged through:</b></p> <ul style="list-style-type: none"> <li>▪ Individual and group investor meetings</li> <li>▪ Corporate plan update</li> <li>▪ Quarterly earnings calls</li> <li>▪ Investor conferences</li> <li>▪ Spotlight events</li> <li>▪ Annual shareholder meeting</li> <li>▪ Shareholder webcasts</li> <li>▪ Stakeholder outreach</li> </ul>	<p><b>Engagements include:</b></p> <ul style="list-style-type: none"> <li>▪ Independent directors</li> <li>▪ Chairman/CEO/Management Committee</li> <li>▪ Senior management</li> <li>▪ Subject matter experts</li> <li>▪ Other employees</li> </ul> <p><b>Sustainability engagements:</b></p> <p><b>&gt;90% increase</b> since 2020</p>
<p><b>Engaged with shareholder representing:</b></p> <p><b>2.0 billion shares</b> ~46% of total outstanding shares and ~76% of institutional shareholdings</p>	<p><b>Information shared through:</b></p> <ul style="list-style-type: none"> <li>▪ SEC filings</li> <li>▪ Press releases</li> <li>▪ Annual Report</li> <li>▪ Company website</li> <li>▪ Investing in People report</li> <li>▪ Global Outlook</li> <li>▪ Advancing Climate Solutions report</li> <li>▪ Sustainability Report</li> <li>▪ Advocacy Report</li> <li>▪ Earnings Calls</li> </ul>	

In addition, the [Nominating and Governance Committee](#) has procedures for shareholders and others to reach out to Board members. Individuals can email our non-employee directors through our website. All communications are recorded by an assistant secretary or designated staff member and forwarded to the appropriate director or directors, or otherwise handled as the Committee directs.

Our engagements can often address areas of interest without the need for formal shareholder proposals. Each year, shareholders or their proxies submit proposals as allowed by SEC Rule 14a-8. Company management and the Board consider each proposal, and the company seeks a dialogue with the proposal sponsor.

At the 2025 annual meeting, shareholders owning more than 3.6 billion outstanding shares, or approximately 84%, were represented. In 2025, the shareholder vote aligned with the Board’s recommendations on all items. More information on the voting outcomes can be found in the 2025 proxy voting results.

[Corporate governance](#)  
[2025 Proxy Statement](#)  
[2025 Proxy Results](#)

## Engaging with governments

Policy decisions made at all levels of government can affect our operations, now and in the future. We actively participate in discussions around the world to support policies that promote economic growth, stable investment for long-term business viability, energy security, and the development and acceleration of lower-emission solutions.

We focus on rational and constructive policy that reflects the “and” equation – growing the supply of affordable and reliable energy products that improve living standards around the world **and** supporting scalable development and deployment of lower- and zero-greenhouse gas emission technologies.

Such policies can further encourage investments in lower-emission technologies to advance an energy transition at the lowest cost to society.

ExxonMobil’s positions on climate, including its 2030 greenhouse gas emission-reduction plans,<sup>5</sup> are available on our website and in our Advancing Climate Solutions report, along with our annual proxy statement, press releases, and the Exxchange, our online advocacy hub. Our lobbying and political contributions are aligned with these positions.

[Positions and principles](#)  
[Advocacy Report](#)  
[Advancing Climate Solutions](#)  
[2026 Proxy Statement](#)  
[Press releases](#)  
[Exxchange](#)  
[Political contributions](#)

## Transparency in payments to governments

We believe that disclosing relevant payments to governments is an important tool to reduce corruption, improve government accountability, and promote greater economic stability worldwide. We consider the most successful transparency initiatives to be those that:

- Apply to all foreign, domestic, and state-owned companies.
- Protect proprietary information to promote commercial competitiveness.
- Comply with international trade conventions and treaties.
- Do not violate host government laws or contractual obligations.

ExxonMobil is a founding member of Extractive Industries Transparency Initiative (EITI), a global organization that promotes the accountable management of oil, natural gas, and mineral resources.

We share EITI's view that fiscal transparency helps citizens hold their government leaders accountable and combat corruption. This idea squarely aligns with our values, and it's important for good resource governance. Every year, an ExxonMobil representative serves on the EITI board as either a primary or alternate member, and we actively participate at the EITI secretariat and country levels. Companies and governments participating in EITI report payments and revenues, which enables EITI to reconcile any differences between the totals and publish validated total government revenues. ExxonMobil reports project-level data regarding our payments to governments or their agents where applicable in EITI implementing countries, specifically where we conduct upstream operations.

[Our approach to tax](#)

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<sup>1</sup> <https://www.ipieca.org>

<sup>2</sup> Sustainability Reporting Guidance for the Oil and Gas Industry (5th edition, 2025) developed by Ipieca, the American Petroleum Institute, and the International Association of Oil & Gas Producers.

<sup>3</sup> Lower emissions investments include cash capex attributable to carbon capture and storage, hydrogen, lithium, biofuels, Proxima™ systems, carbon materials, and activities to lower ExxonMobil's emissions and/or third party emissions. Source: 2025 Corporate Plan Update.

<sup>4</sup> Middle East and related disruptions to throughput may affect progress of our planned methane-intensity reductions in 2026; however, ExxonMobil's 2030 methane-intensity reduction plan remains unchanged. Intensity is calculated as emissions per metric ton of throughput/production. ExxonMobil 2030 GHG emission-reduction plans are intensity-based and for Scope 1 and 2 greenhouse gas emissions from operated assets compared to 2016 levels. For more information, see our [Advancing Climate Solutions](#) report.

<sup>5</sup> ExxonMobil 2030 GHG emission-reduction plans are intensity-based and for Scope 1 and 2 greenhouse gas emissions from operated assets compared to 2016 levels. For more information, see our [Advancing Climate Solutions](#) report.

Pursuing environmental excellence

# Caring for land and biodiversity



**We work under a broad range of natural and socioeconomic settings – and every location is unique.**

Everywhere we work, we strive to deliver leading environmental performance. The standards and practices we apply around the world often go beyond local legal requirements.

Our operations are in areas that include:

- Forests
- Grasslands
- Marshes
- Deserts
- Aquatic and marine environments

These ecosystems, functioning in a healthy relationship, provide benefits (i.e., ecosystem services) like pollination of crops, food, clean air, and physical and spiritual well-being. The scale of our operations means that we have to consider ecosystems and work to reduce potential impacts to them and the value they provide. Knowing how our activities interact with ecosystems is key to supporting nature and communities.



**United Nations Sustainable Development Goals related to this content.**

## Our approach

*Protect Tomorrow. Today.* is our guiding principle, and our [Environment Policy](#) details our commitment to continuous efforts to improve environmental performance.

We employ a comprehensive process to understand the connection between our business and the communities and environments where we operate.

- Using our [Operations Integrity Management System](#) and [Environmental Aspects Guide](#), we work to understand risks to land and biodiversity and the benefits gained from ecosystems where we operate.
- Our environmental management system helps us identify, mitigate, and monitor potential impacts to any given environment.
- Engagement with academia, industry, community leaders, and others helps us identify relevant biodiversity and ecosystem services.

Our work is also informed by the [United Nations Sustainable Development Goals](#).

**Care is a core value.** We aim to contribute to the well-being of the communities and environment where we operate. That’s what Care means for us. The way we manage land and habitats, and the biodiversity within them, is critically important to this objective.

We use our Environmental Aspects Assessment (EAA) process to identify, assess, and establish solutions (e.g., potential mitigation measures) across the life cycle of an asset. For major projects, we use our Environmental, Socioeconomic, and Health Impact Assessment (ESHIA) process to evaluate environmental, socioeconomic, and health risks related to land and biodiversity.

As part of our Project Environmental Standards (PES), standards for Land Use and Marine Sound inform how we design our facilities. They help us to:

- Avoid or reduce environmental and socioeconomic impacts related to short- and long-term land use, including lands in critical habitats or with high ecosystem value.
- Identify, assess, and manage risks linked with our work that may produce marine sound, and reliably and effectively implement our mitigation efforts.

Our standards provide guidance for avoiding land use in areas of high “ecosystem services” value or critical habitats.<sup>1</sup> Our guidance includes more than a dozen categories for consideration, including statutory protections, impacts from other industrial activities, and importance to Indigenous peoples. To help avoid, reduce, restore, and offset impacts to biodiversity, we follow a biodiversity mitigation hierarchy, and our work is informed by the [Cross Sector Biodiversity Initiative](#). As part of this decision-making process, we look for ways to protect, conserve, or restore ecosystems from the start of a project through the end of an asset’s life, including remediation and restoration.

Through training, we bring our core value of Care to life with our employees. Land and habitat management is emphasized in online training, in-person meetings, and interactive virtual sessions. Online training courses covering sustainability topics have been available to all employees since 2022, including a module to reinforce the importance of our focus areas like “Caring for land and biodiversity.” Through December 2025, more than 4,100 employees have completed this module. Some employees receive more training with a deep focus on environmental management, based on their roles.

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## What are ecosystem services?

Ecosystems are how nature works. From water and air ... to plants and animals ... to food and raw materials, nature is interconnected and essential for human life.

The concept of ecosystem services links the socioeconomic and environmental settings in each area where we operate. Ecosystem services are the way that nature contributes, both directly or indirectly, to human health and prosperity. These can be complex – like the role of insects in pollinating crops and natural plants. Or they can be as simple as the beauty of natural landscapes that improve spiritual and mental well-being.

We look to assess the significance of our activities and the potential impact those activities might have on ecosystem services – that is, we seek to understand how the ecosystems benefit people and the environment. By identifying the biodiversity and relevant ecosystem services around our sites, our project designs and operational practices can both reduce potential impacts and find opportunities for added benefits.

## Operations near protected areas

We check our sites against the [World Database of Protected Areas](#) and adjust our business plans as needed to enhance emergency response plans and protective measures. In 2025, 35% of major operating sites<sup>2</sup> were within 5 km of designated protected areas on land and 10 km of designated marine protected areas.

The table<sup>3</sup> below lists our major operating sites near the following sensitive areas:

- International Union for Conservation of Nature (IUCN) Category I and II protected areas (strict nature reserves, wilderness areas, and national parks).
- Ramsar sites (wetlands of international importance).
- UNESCO World Heritage Sites (natural and cultural).

Major operating site <sup>4</sup>	Protected area name	Designation/type	Location	Facility type	Country
Long Island Point	Mornington Peninsula and Western Port Biosphere Reserve	UNESCO - Man and Biosphere (MAB) Programme, Ramsar site	Within 1 km	Fractionation plant and storage	Australia
Fawley	Solent and Southampton Water	Ramsar site	Within 1 km	Petroleum refinery and lube oil blending plant	United Kingdom
Fife Ethylene Plant	Firth of Forth	Ramsar site	Within 5 km	Chemical plant	United Kingdom
Barenburg Operations	Diepholzer Moorniederung	Ramsar site	Within 5 km	Oil and gas processing	Germany
Vallejo	El Tepeyac	IUCN Cat II	Within 5 km	Lube blending plant	Mexico

## Site-specific strategies

Our work is catered to the needs of each community and ecosystem. We seek opportunities for:

**Research** to increase shared knowledge about ecosystems and how they work.

**Engagement and collaboration** with local communities, governments, and academia to connect our work with regional strategies.

**Remediation and conservation** to bring new life to areas where we operate.

For example, our ecosystem restoration projects can include planting native tree species suited to local conditions. [Loblolly pines](#) are native in some areas near our operations – and they typically need less water and long-term care than non-native species. They also provide food and shelter for wildlife, support soil stability, and offer a range of ecosystem benefits.

Before planting begins, restoration sites are carefully planned to ensure appropriate spacing and placement for healthy growth. Over time, progress is tracked by measuring tree health, assessing soil and water quality, and observing the return of native wildlife – key signs of a recovering ecosystem.

## Spotlight: 15 years of ExxonMobil Research Qatar

[ExxonMobil Research Qatar \(EMRQ\)](#) celebrated 15 years of research in support of Qatar's efforts to protect and restore ecosystems. In 2023, EMRQ transitioned to a center for Nature-based Solutions (NbS). EMRQ works with QatarEnergy LNG, Qatar University, and the Ministry of Environment and Climate Change to define and deploy solutions to help protect, manage, and restore ecosystems.

Mangrove habitats, for example, can provide multiple "co-benefits" such as supporting biodiversity, stabilizing shorelines, and sequestering carbon. Constructed wetlands are another avenue of research, as they can be used for wastewater treatment and reuse.

In 2025, EMRQ collaborated with Dadu, Children's Museum of Qatar, to develop a STEM program for young learners. The program introduces children to Qatar's mangroves and coastal ecosystems, turning scientific research into accessible learning.

EMRQ is a founding member of Dadu and the exclusive sponsor of the museum's Sustainability and Valuing the Environment Gallery, a dedicated space that teaches children about Qatar's environment and biodiversity.



Photo: At the ExxonMobil Research Qatar booth, children explored mangrove ecosystems through an educational space created in collaboration with Dadu.

## Spotlight: Ten years of biodiversity management in Papua New Guinea

In 2024, our affiliate in Papua New Guinea (EMPNG) celebrated 10 years of liquefied natural gas (LNG) production – and 10 years of contributing to the preservation of biodiversity. EMPNG’s Biodiversity Implementation and Monitoring Program has resulted in the identification and documentation of new species, increased technical capacity of conservation professionals, and resource mapping for conservation planning near upstream operations.

These programs come to life through on-the-ground actions. For example, EMPNG conducted biodiversity surveys to monitor and help protect unique species and habitats. In Papua New Guinea, our affiliate continues to monitor biodiversity in areas near PNG LNG infrastructure to track changes in species diversity and abundance. These surveys help assess any potential impacts from development activities.

In 2024, EMPNG added more than a dozen survey plots to the plant surveys near Moro and Hides Ridge. Our affiliate also continues to develop Papua New Guinea’s largest “camera trapping” program, with 80 cameras monitoring animals at ground level. Bioacoustic recorders provide additional data, used for monitoring bird and frog populations.

A new species, named the Gigira Ridge treefrog (*Litoria skeliphros*), was discovered during the 2017 biodiversity survey. Two specimens were found at a single site on Gigira Ridge, a limestone spur in the Hela Province. In 2024, it was scientifically described in a peer-reviewed study and recognized as [a new species](#).

Another previously undescribed species, the Hooded Jewel-babbler (*Ptilorrhoa urrissia*), was found at Iagifu Ridge. Notably, the species description was developed without the collection of a physical specimen. Instead, it was based on 94 high-quality photographs captured by 11 remote cameras across a 16-hectare area over nearly a decade of monitoring. The [findings](#) were published in a peer-reviewed journal.

For a deeper look at how the PNG LNG project, operated by ExxonMobil affiliate Exxon Mobil PNG Limited, is approaching biodiversity and other topics, please refer to the [PNG LNG Environment](#) page.



Photo: Gigira Ridge treefrog (*Litoria skeliphros*).



Photo: Hooded Jewel-babbler (*Ptilorrhoa urrissia*).

## Spotlight: Using eDNA to assess biodiversity in Centreville

Environmental DNA (eDNA) is genetic material naturally shed into the environment by living organisms through sources such as skin cells, hair, pollen, and other plant material. By collecting and analyzing eDNA from air and soil samples at the Centreville, Mississippi site, a broad range of species can be detected – often without direct observation or disturbance to the environment.

Air-based eDNA sampling compliments traditional ecological and soil-based assessments, strengthening our ability to understand biodiversity patterns across the landscape.

Two air-sampling methods are used:

- Active air samplers draw surrounding air into distilled water, which is then filtered and sent to a lab for analysis.
- Passive air samplers are placed in the field for a set period of time, allowing dust and pollen to collect naturally before being processed and analyzed.

Together, these methods help capture a broad snapshot of biodiversity within an area. This information helps us to make decisions about how we can best manage the land we use and care for the ecosystems around it.

This work supports the ongoing beneficial-use remediation work on the 240-acre site. Other efforts there include:

- Achieving WHC Certification®, powered by Tandem Global, a voluntary standard focused on biodiversity enhancement and conservation education activities.
- Advancing land management pilots, including integrated grassland management and pilot reforestation for long-term transition towards native forest conditions.
- Continuing [STEM education](#) with the University of Southern Mississippi to support conservation education for teachers and classrooms across the state and beyond.



Photo: Active air sampler used for collecting eDNA.

## Spotlight: Armand Bayou Nature Center

Building on 50 years of collaboration, Armand Bayou Nature Center (ABNC), Harris County, and ExxonMobil worked together in a landmark conservation effort to create the largest urban wilderness preserve in Texas.



Photo: Armand Bayou Nature Center.

The agreement adds 1,147 acres, formerly part of the Clear Lake Oil Field, to ABNC's conservation footprint, including extensive Texas Coastal Tallgrass Prairie and riparian forest along the upper Armand Bayou. These ecosystems play a vital role in flood mitigation, water purification, and carbon sequestration. The preserve is a powerful natural buffer for surrounding communities – just one acre of prairie can absorb 1 to 1.5 million gallons of floodwater and sequester nearly a ton of carbon each year.<sup>5</sup>

*“Think about what 1,147 acres does for the environment and the health of our community,” said Tim Pylate, Executive Director of ABNC. “We can’t wait to begin the work of returning this land to its former glory. This is our ecological heritage.”*

ExxonMobil's transfer of the property enabled its home county to leverage federal and local grants, while ABNC secured additional funding from private foundations and state environmental programs. This public-private collaboration demonstrates how strategic conservation investments can deliver tangible ecosystem benefits for the region.

## Working to support biodiversity through strategic collaborations

We work with local education and research institutions, and we participate in community programs to:

- Promote conservation of native species.
- Support field surveys and collection of data.
- Increase awareness and engagement.
- Improve biodiversity management.

In 2025, we participated in the IUCN World Conservation Congress (WCC) in Abu Dhabi, where we engaged with the conservation and scientific communities at a technical level to share our experience and advance practical approaches to site-level biodiversity management.



Photo: Ram Narayan, ExxonMobil's Principal of Land and Biodiversity (Onshore), speaks at Ipieca's BES peer-to-peer workshop.

Our people participated in Ipieca-led roundtable discussions, a biodiversity and ecosystem services (BES) peer-to-peer workshop, and a marine net-positive impact principles workshop.

In Papua New Guinea, our affiliate works with the [New Guinea Binatang Research Centre](#) to enhance conservation capacity for practitioners in the country. For example, twenty people have received ranger training in recent years, eleven of which were participants in a [historic conservation deed signing](#) in 2023. Biodiversity scholarships take capacity-building to the next level, helping to create a new generation of graduate and post-graduate experts in the region. One of the first recipients, Samson Hege from Eastern Highlands Province, graduated with a master's in applied chemistry from the PNG University of Technology in 2024 and is now a researcher and lecturer in organic chemistry.

We also support [NatureServe](#) in its mission to leverage the power of science, data, and technology to guide biodiversity conservation and stewardship. In 2025, our grant supported improvements to data integration and visualizations to make at-risk species information more accessible and usable for land managers and conservation planners.



Photo: Golden lion tamarin.

## Spotlight: Supporting wildlife conservation in Brazil

Our affiliate in Brazil, ExxonMobil Exploração Brasil Ltda., supports conservation initiatives by helping restore populations of iconic species like the golden lion tamarin.

The golden lion tamarin, a symbol of nature conservation in Brazil, has seen a resurgence thanks to conservation efforts in recent years. Since 2019, our affiliate has allocated more than \$1.3 million to the Golden Lion Tamarin Association, whose work has contributed to a near doubling of the tamarin population in the wild from 2,500 in 2019 to 4,800 in the 2023 census. Our affiliate also supports the Golden Lion Tamarin Ecological Park in Silva Jardim, Rio de Janeiro, where they help advance environmental education efforts that engage thousands of ecotourists and local students.

## 30+ years of habitat conservation with the Wildlife Habitat Council

We are a founding member the Wildlife Habitat Council, which combined with the World Environment Center to form Tandem Global in 2025. For more than three decades, we have worked with the council to promote sustainability, wildlife preservation, biodiversity, and conservation education at our sites. These projects vary from large-scale habitat restoration to community nature outings.

The WHC Certification® is a voluntary standard designed for:

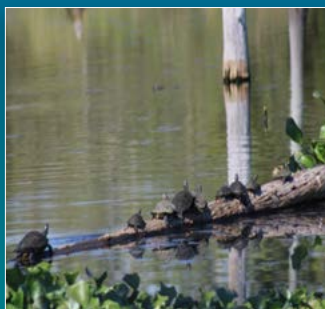
- Broad-based biodiversity enhancement.
- Conservation education activities.
- Corporate landholdings.

In 2025, ExxonMobil Pipeline Company’s Sorrento Salt Dome site in Louisiana moved from Silver to Gold level certification, in recognition of the team’s work to offer education on biodiversity, engage local communities, monitor wildlife progress, and work to improve wildlife habitats. The Sorrento Dome is one of five ExxonMobil Pipeline Company sites to achieve WHC Certification®.

The Joliet Refinery site in Illinois was also recertified at Gold level in recognition of the team’s adaptive management practices to enhance their tallgrass prairie and avian habitats conservation efforts.



A Common Buckeye stopping by the marigolds for a quick refuel at the ExxonMobil Baton Rouge Arboretum and Learning Center.



Turtles basking at the Sorrento salt dome storage facility in Louisiana.



Moose and wildlife management at the Imperial Oil Cold Lake site.



Sawmill Creek trout pond voluntarily constructed for natural spawning out of the Colorado Review Cutthroat Trout at the Black Canyon Facility.



# WHC CERTIFICATION®

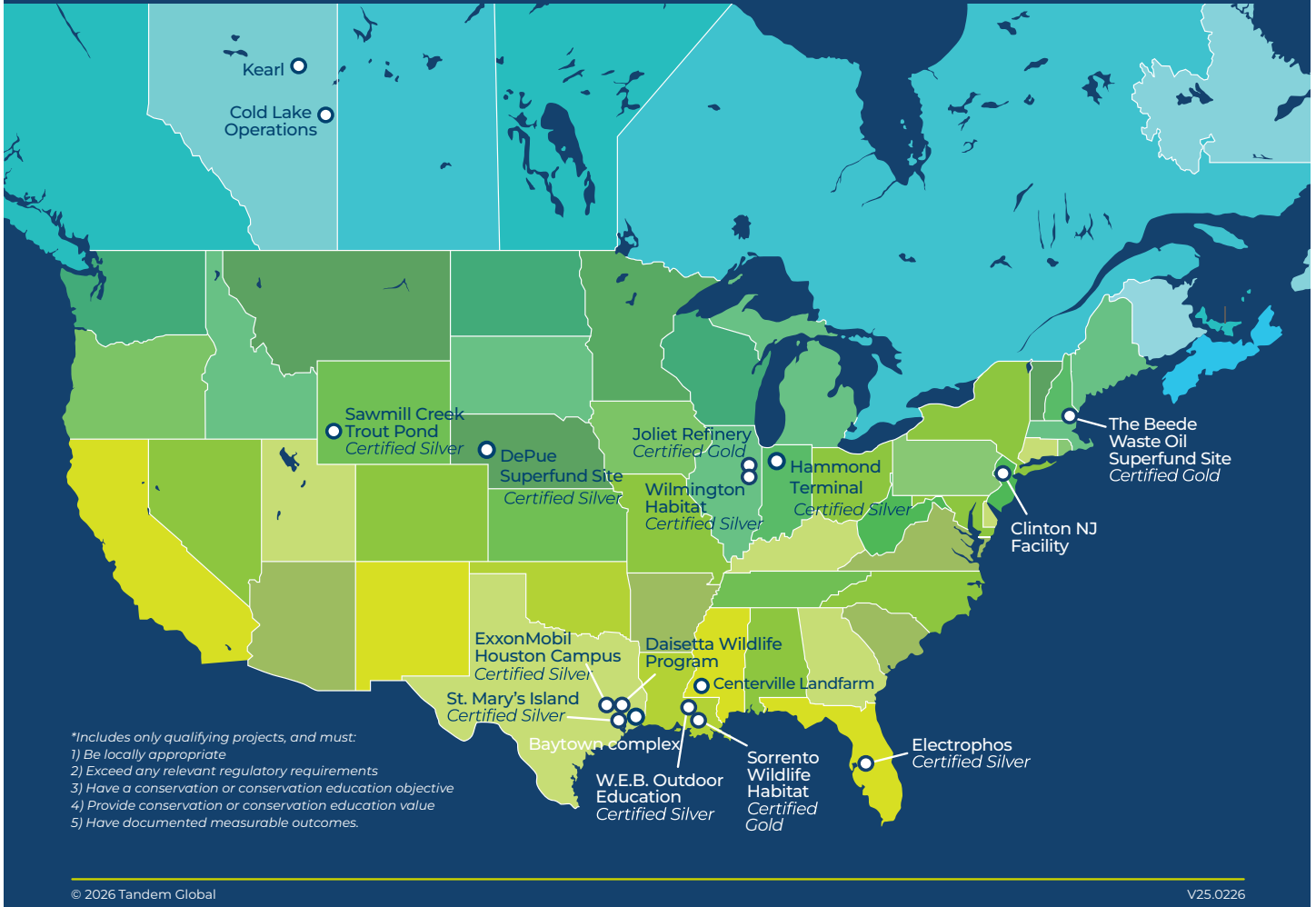
Powered by Tandem Global

## TANDEM GLOBAL AWARDS PRESENTED TO EXXONMOBIL

- 2025 Wetlands and Water Bodies Project Award (Finalist), Sorrento Wildlife Habitat
- 2025 Other Habitat Project Award (Winner), St. Mary's Island.
- 2024 Other Species Project Award (Finalist), Sawmill Creek Trout Pond
- 2017 Remediation Project Award (Finalist), Beede Waste Oil Superfund Site
- 2017 Landscaping Project Award (Finalist), Irving HQ
- 2012 Rookie of the Year (Finalist), Boomer, WV NOSS Site
- 2009 Rookie of the Year (Finalist), Fife Ethylene Plant
- 2009 Corporate Lands for Learning Award (Winner), Fife Ethylene Plant

**17** WHC Certification® programs in the U.S. and Canada

**42** Habitat, species and education projects on-the-ground\*



\*Includes only qualifying projects, and must:  
 1) Be locally appropriate  
 2) Exceed any relevant regulatory requirements  
 3) Have a conservation or conservation education objective  
 4) Provide conservation or conservation education value  
 5) Have documented measurable outcomes.

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V25.0226

<sup>1</sup> Critical habitats, as described by the International Finance Corporation (IFC) Performance Standard 6 (PS6) on Biodiversity Conservation and Sustainable Management of Living Natural Resources (IFC, 2012a), are areas with high biodiversity value, including (i) habitat of significant importance to Critically Endangered and/or Endangered species; (ii) habitat of significant importance to endemic and/or restricted-range species; (iii) habitat supporting globally significant concentrations of migratory species and/or congregatory species; (iv) highly threatened and/or unique ecosystems; and/or (v) areas associated with key evolutionary processes.

<sup>2</sup> Major operating sites are "operated assets in operational or development phase to include onshore and offshore, oil and gas production facilities, refineries and manufacturing sites, upstream central facilities, and gas plants." (Sustainability Reporting Guidance for the Oil and Gas Industry (5th edition, 2025) developed by Ipeca, the American Petroleum Institute and the International Association of Oil & Gas Producers).

<sup>3</sup> Protected Area, Key Biodiversity Area, and Species data reproduced and incorporated under license from the Integrated Biodiversity Assessment Tool (IBAT) (<https://www.ibatalliance.org/>). IBAT is provided by BirdLife International, Conservation International, IUCN and UNEP-WCMC. Contact [ibat@ibat-alliance.org](mailto:ibat@ibat-alliance.org) for further data.

<sup>4</sup> Major operating sites as of end of reporting year (i.e., December 31, 2025) are included in the table.

<sup>5</sup> Source: EPA: Functions and Values of Wetlands, page 2.

# Conserving water resources

**Water is a finite resource – essential for the world’s ecosystems, human development, and life itself. As populations grow, so will demand for water.**

Understanding our water use, local water stress, and our potential impacts across our operations and at the local level is an important part of how we enhance our risk management processes.

Each community and ecosystem is different. Everywhere we work, we strive to deliver leading environmental performance. The standards and practices we apply around the world often go beyond local legal requirements.

Without water, we would not be able to operate our sites and meet society’s needs for energy and products. Water scarcity has the potential to pose business continuity and other risks. That’s why we need resilient water systems for our operations. We engage externally to gain insights and perspectives into water risks in the areas where we operate, and we consider these in our project designs and practices.



United Nations Sustainable Development Goals related to this content.

## Our approach

*Protect Tomorrow. Today.* is our guiding principle, and our [Environment Policy](#) details our commitment to continuous efforts to improve environmental performance.

We strive to be a leader in safeguarding water resources. Our priority is the quality and supply of freshwater in the communities and environments where we work. We focus on prudently managing and monitoring the water we use. Through our water stewardship efforts, we seek to:

- Help protect the health of people and the environment.
- Consider local water needs as we meet the needs of our operations.
- Continuously improve our capabilities and performance.
- Engage externally on water solutions.

Our [Operations Integrity Management System](#) and [Environmental Aspects Guide](#) help us understand and manage risks associated with water use at our facilities. Our overall water management process is consistent with [Ipicca’s Water Management Framework](#).

Our work is also informed by the [United Nations Sustainable Development Goals](#).

## Water use at ExxonMobil

We use water in many parts of our business, such as cooling machinery and making steam. To make this possible, we withdraw or purchase fresh, brackish, and saline water across our operations. This includes upstream exploration and production, downstream refining and chemicals production, and our growing Low Carbon Solutions business.

We focus our efforts on prudently managing and monitoring the water we use, including freshwater used in our operations, wastewater treatment and discharge, and recycling produced water (i.e., water that comes to the surface during oil and gas production) to reduce freshwater consumption in upstream processes. When sourcing water for operations, we consider local needs, and available sources of supply.

[Our Environmental Aspects Guide \(EAG\)](#) informs our Environmental Aspects Assessment (EAA) process. Through this process, we identify the business activities, products, or services that may interact with the environment and evaluate their potential environmental and socioeconomic impacts and risks. Aspects such as water withdrawal and consumption are key considerations in our evaluation of water resources. Through the EAA, we screen water-related aspects in a consistent manner and identify areas where additional evaluation may be required.

Further evaluation of a project's water aspects is integrated into our Environmental, Socioeconomic, and Health Impact Assessment (ESHIA) process. This process examines how our work may affect water resources, communities, and ecological systems – including potential cumulative effects. The ESHIA also helps us incorporate measures to avoid, minimize, or mitigate water-related environmental, socioeconomic, and health risks throughout a project's life cycle.

ExxonMobil works to responsibly manage wastewater and produced water from our operations, and we proactively look for opportunities to address any potential water quality issues. In our Project Environmental Standards (PES), our Water Management Standard sets out a broad range of requirements for major new projects, including those related to water sourcing and wastewater treatment. This standard establishes the planning and design basis for reducing impacts to surface water, groundwater, estuarine and marine water, not only from a water use or consumption viewpoint, but also with regard to discharge quality. We hold ourselves to this internal standard, which sets requirements even when a country has no water-use standards or less stringent standards than our own.

## Assessing and managing water risk

We use tools such as the World Resources Institute's Aqueduct™ tool (known as the "WRI tool") and local assessments to evaluate water risks and scarcity near our operations.

We research and analyze our operations to continuously improve the processes and technologies we use in our efforts to reduce total water use and impacts to freshwater dependent ecosystems.

Our strategies include:

- Water conservation technologies.
- Use of alternative sources.
- Recycling of municipal and industrial wastewater.

Identifying and managing risks related to water availability, supply and quality is especially important in areas of water stress. Water stress is defined by measuring the ratio of water withdrawals to available renewable water supplies. We estimate that about 12% of the freshwater volume we withdraw is from water-stressed areas, based on analysis using the WRI tool. This represents a 7% decrease since our last report, primarily driven by ongoing portfolio optimization in the Permian Basin. By site, this represents about 23% of our locations.<sup>1</sup>

In 2022, we piloted our Water Aspect Assessment Tool to strengthen our focus on water risks and embedded the tool into our PES and EAA processes in 2024. This tool has helped us clarify our understanding of water availability (quantity and quality), accessibility, and dimensions of water-related risks beyond water stress.

## Site-specific strategies

We consider many factors in our approach at a given process or site, including local water availability, quality, and environmental impact. At some water-stressed sites, this includes assessing actual costs and potential tradeoffs, such as reduced efficiency, higher energy use, or more concentrated waste streams.

In 2023, we began working with outside experts on an in-depth analysis of key operating sites in areas of potential future water stress. We are developing thorough water balances to gain further clarity on our water use at these sites and others. This work informs our efforts to develop water roadmaps that outline opportunities to reduce freshwater intake for select major operated facilities.<sup>2</sup>

In Singapore, for example, most of the water used by our affiliate's manufacturing and refining complex is wastewater that is reclaimed and treated by the country's national water agency. The facility's "membrane biological reactor" enables additional reuse in on-site operations by using microorganisms to break down and separate waste.

Across our upstream portfolio, our wells are designed and constructed to promote integrity and help protect the water table. Layers of steel and cement form protective barriers between our subsurface pipes and underground aquifers to keep fluids contained. In addition, well completions using hydraulic fracturing are closely monitored to manage the pressures within the well, based on parameters set in our project designs.

## Spotlight: The Permian Basin and the Pioneer acquisition

In 2025, ~35% of our global oil and natural gas production came from the Permian Basin. As we work to responsibly develop our assets in the region, we strive to safeguard the availability and quality of its water sources.

In the Permian Basin, we aim to reduce withdrawal from freshwater and mitigate risks from water use in our operations.

To do this, we seek to:

- Prioritize sourcing from recycled produced water to conserve resources of fresh and brackish water.
- Diversify water disposal through innovative technology.
- Maximize opportunities to reuse treated produced water, applying our capabilities in risk management, research, and technology.
- Support local and regional water conservation efforts, such as those of the National Fish and Wildlife Foundation's Pecos Watershed Conservation Initiative.

In 2024, we acquired Pioneer Natural Resources Company. At that time, we shared our expectation to use our combined operating capabilities and infrastructure, to increase the amount of recycled produced water used in its Permian Basin hydraulic fracturing operations to more than 90% by 2030.<sup>3</sup>

The company achieved this in 2025, increasing our use of recycled produced water in our hydraulic fracturing operations to 91% – up from 64% in 2022. Reclaimed and brackish sources made up an additional 4%.<sup>4</sup> All told, recycled produced, brackish, and reclaimed sources comprised 95% of water we used in our hydraulic fracturing operations in the region.



Photo: Permian Basin unconventional operations.

## Spotlight: Huizhou Chemical Complex (HCC) starts up

First announced in 2018, the Huizhou Chemical Complex Project officially started up in July 2025 in Guangdong, China. The project was completed ahead of schedule, and under budget, with approximately 84 million recorded work hours – with no major safety incidents.

Building a facility of this size requires water, and construction of the site contributed to an increase in our reported water intensity for the Chemicals business. The complex is now operational, including systems and processes designed to treat and reuse as much as 60-70% of the wastewater in the onsite cooling towers.



Photo: Huizhou Chemical Complex.

## Working to support water conservation through strategic collaborations

Universities, governments, and others in our industry help inform how we manage water risks today and study opportunities for the future. Through collaborations like these, our engineers and scientists assess new wastewater technologies, evaluate current infrastructure, and develop ways to improve our [performance](#).

We collaborate with multiple third-party groups, including:

- The [New Mexico Produced Water Research Consortium](#) and [Texas Produced Water Consortium](#) are developing risk frameworks to assess the potential for beneficial reuse of treated produced water
- The [Energy Intensive Industries Initiative](#) by Oak Ridge National Laboratory is working with U.S. manufacturers on energy and water productivity improvements.

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<sup>1</sup> ExxonMobil full-year 2025 performance data as of March 25, 2026 and World Resources Institute Aqueduct™ Water Risk Atlas accessed on March 25, 2026. For more information on the tool, visit [www.aqueduct.wri.org](http://www.aqueduct.wri.org). We categorize “water-stressed areas” as high, extremely high, or arid stress levels identified by this WRI tool and exclude sites that withdraw less than 500,000 barrels per year.

<sup>2</sup> Roadmaps aim to identify opportunities for selected operated sites, which are subject to change as a result of multiple factors, including the company’s planning process, supportive government policy, and/or technology developments.

<sup>3</sup> In our combined Permian Basin operations, recycled produced water includes water from ExxonMobil and other oil and gas operators in the region.

<sup>4</sup> Reclaimed water includes treated municipal and industrial wastewater.

# Improving air quality

Clean air is important to the health of our communities and the environment. As we work to meet the world's needs for energy and products, we maintain a focus on reducing emissions from our operations.

Greenhouse gases (GHGs) are not the full story of air emissions. Our "Improving air quality" focus area covers other types of emissions, like nitrogen oxides (NOx), sulfur oxides (SOx), and volatile organic compounds (VOCs) at our operated assets.



United Nations Sustainable Development Goals related to this content.

## Our approach

*Protect Tomorrow. Today.* is our guiding principle, and our [Environment Policy](#) details our commitment to continuous efforts to improve environmental performance. Our [Operations Integrity Management System](#) and [Environmental Aspects Guide](#) help us understand and manage risks associated with air quality at our facilities.

Our approach to air quality management includes:

- Understanding the composition and extent of our emissions.
- Meeting or exceeding regulatory requirements.
- Reducing air emissions to minimize potential impacts on local communities.
- Monitoring science and health standards related to air quality.
- Working with regulatory agencies to assess and address potential air quality issues.

Everywhere we work, we strive to deliver leading environmental performance. The standards and practices we apply around the world often go beyond local legal requirements. For new projects, we apply our air emissions Project Environmental Standards. Existing operations regularly review opportunities to reduce air emissions.

Further, our corporate-wide initiatives to reduce GHG emissions intensity have the potential for additional reductions in non-GHG emissions.

In the Permian Basin, we are electrifying more of our operations. Replacing gas-engine driven compressors with electric alternatives, for example, reduces combustion NOx emissions, as well as fugitive methane and associated VOCs.

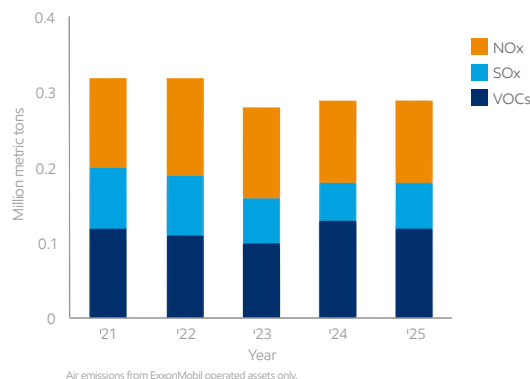
We have also eliminated routine flaring in our heritage operated assets in the Permian Basin in line with the World Bank's Zero Routine Flaring by 2030 Initiative.<sup>1</sup> Reducing flaring further reduces associated NOx emissions.

## Air emissions performance data

From 2016 to 2025 total reportable emissions of VOCs, SO<sub>x</sub>, and NO<sub>x</sub> decreased by about 30% at operated assets.<sup>2</sup> Lower energy demand during the global pandemic had a direct impact on air emissions. However, our emission-reduction efforts also enabled us to keep these emissions below pre-pandemic levels, even as our throughput increased to record highs.

For historical data on our air emissions, see the [performance data table](#).

## Air emissions



### Spotlight: Gregory-Portland Air Monitoring Program

At the Gulf Coast Growth Ventures (GCGV) joint venture that we operate near Corpus Christi, Texas, the Gregory-Portland area continued to meet or exceed federal and state air quality standards, even as some standards become more stringent.<sup>3</sup>

Through three community stations, The University of Texas has continuously monitored the area's air quality since January 2020. Analysis by the University of Texas at Austin shows that the overall air quality in the area ranks in or near the top 10% compared to data measured at the 40 monitors located throughout the state operated or funded by the [Texas Commission on Environmental Quality](#).

This data is provided by the Gregory-Portland Air Monitoring Program and analysis is shared with local residents via direct mail and a regularly updated website, maintained by a third-party affiliated with the University of Texas.

For a more in-depth analysis, visit: <https://gpair.ceer.utexas.edu/>

### Spotlight: Reducing SO<sub>x</sub> emissions through low-sulfur fuels

Sulfur in marine fuel is almost entirely converted to SO<sub>x</sub> during combustion. Supplying the maritime industry with low-sulfur fuels<sup>4</sup> can help reduce SO<sub>x</sub> emissions at sea both in our supply chain and for our customers. At our integrated manufacturing complex in Singapore, we're using new technologies to turn bottom-of-the-barrel molecules into high-value products. This includes producing low-sulfur fuels to help our customers meet the limits set by the International Maritime Organization (IMO), even in Emission Control Areas.<sup>5</sup>

### Spotlight: Hydrogen fuel switching in Baytown

In a recent Baytown Olefins Plant demonstration project, we designed steam-cracking furnace burners capable of using up to 100% hydrogen fuel to generate the heat needed to make ethylene. These burners defy conventional wisdom, in that NO<sub>x</sub> emissions typically increase as hydrogen in the fuel increases. This is not the case with the burners we developed, which means they can use more hydrogen to emit less CO<sub>2</sub> without emitting more NO<sub>x</sub>.

In 2024, we completed pilot installation of these burners on one of the plant's steam-cracking furnaces, where we commercially tested the operation on a fuel mix of up to 98% hydrogen by volume. We successfully demonstrated stable, continuous hydrogen operation, achieving a 90% reduction in direct CO<sub>2</sub> emissions. This represents a milestone in efforts to reduce GHG emissions intensity from industrial operations.

<sup>1</sup> Reference to routine flaring herein is consistent with the World Bank's Zero Routine Flaring by 2030 Initiative/Global Gas Flaring Reduction Partnership's principle of routine flaring and excludes safety and nonroutine flaring. Heritage operated assets in the Permian Basin refers to Permian Basin assets prior to the acquisition of Pioneer that closed in May 2024.

<sup>2</sup> Air emissions performance data includes acquisitions (Denbury data beginning November 2, 2023 and Pioneer data beginning May 3, 2024).

<sup>3</sup> Based on 2020-2025 data as published by Gregory-Portland Air Monitoring Program: <https://gpair.ceer.utexas.edu>. Federal and state standards refer to the [EPA's National Ambient Air Quality Standards \(NAAQS\)](#) and [TCEQ's Air Monitoring Comparison Values \(AMCV\)](#)

<sup>4</sup> Low-sulfur fuels refers to fuels meeting the sulfur content in fuel oil limits set by the International Maritime Organization of 0.50% m/m outside designated Emission Control Areas and 0.10% m/m inside Emission Control Areas. See <https://www.imo.org/en/mediacentre/pages/whatsnew-2254.aspx>

<sup>5</sup> SO<sub>x</sub> Emission Control Areas include the Baltic Sea, the North Sea area, the Mediterranean Sea, the North American area (covering designated coastal areas off the United States and Canada), and United States Caribbean Sea area (around Puerto Rico and the United States Virgin Islands). See <https://www.imo.org/en/mediacentre/pages/whatsnew-2254.aspx>

Pursuing environmental excellence

# Minimizing operational waste



**Everyone at ExxonMobil plays a role in reducing operational waste. And the first step is finding ways to avoid it entirely.**

In our operations, we follow a waste mitigation hierarchy to prioritize waste avoidance when it's feasible. When it's not feasible, we work to reduce, recover, or reuse waste as often as possible.

When managing waste, we aim to dispose of waste only if other waste management options have been exhausted, and we have robust processes to select waste sites that meet our high standards and expectations. Everywhere we work, we strive to deliver leading environmental performance. The standards and practices we apply around the world often go beyond local legal requirements.



United Nations Sustainable Development Goals related to this content.

## Our approach

*Protect Tomorrow. Today.* is our guiding principle, and our [Environment Policy](#) details our commitment to continuous efforts to improve environmental performance. Our [Operations Integrity Management System](#) and [Environmental Aspects Guide](#) help us understand and manage risks associated with waste from our facilities.

We work to avoid generating waste and take a broad range of measures to mitigate and eliminate waste that is generated.

To do that, we use a **waste mitigation hierarchy** that starts with waste avoidance.

We are committed to the management and treatment of waste in a manner that incorporates industry best practices.

Our work is also informed by the [United Nations Sustainable Development Goals](#).

## What is a waste mitigation hierarchy?

A waste mitigation hierarchy is commonly used by businesses, governments, and even individuals to minimize waste by prioritizing waste management practices.

It consists of five stages:

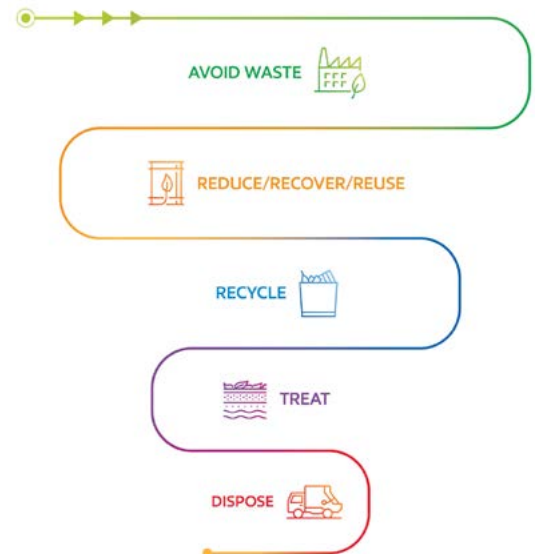
**Avoid waste:** Facilities are designed and operated to be efficient and to optimize the materials and feedstocks used.

**Reduce | Recover | Reuse:** Systems are in place to separate oil from water and solids, so oil is recovered and water can be reused. Where practical, waste materials are collected and sent for reuse, such as making fuel.

**Recycle:** Through the waste segregation processes, we collect materials like paper, plastic, electronics, aluminum, used oil, filters, glycols, scrap metal, tires, batteries, and aerosol cans to be recycled.

**Treat:** Where appropriate, impacted soil and groundwater at our operating and surplus sites are treated to reduce waste volume or eliminate contaminants.

**Dispose:** When necessary, we dispose of waste in an environmentally responsible manner (e.g., through our Waste Facility Risk Assessment Program).



We continuously look for ways to minimize waste through practices like process changes; raw material changes; material handling, storage, and transportation; as well as treatment and/or disposal of any remaining waste in compliance with applicable regulations.

We regularly review and improve methods for managing waste at our facilities. On-site waste personnel are trained on effective waste controls, applicable regulations, and our own environmental practices. Corporate and regional staff provide technical guidance on waste reduction and recycling opportunities.

As part of our Project Environmental Standards (PES), our Project Waste Management Standard informs decisions for our major projects. This standard helps us to:

- Reduce the quantity of waste and the potential hazards associated with a project.
- Promote waste minimization, recycling, and reuse throughout the life of an asset.
- Ensure we have infrastructure in place to manage, treat, and dispose of waste from project construction and operations.

## Spotlight: GCGV Upcycles Industrial Textiles to Reduce Waste

When we say everyone plays a role in operational waste reduction, that can include working with unexpected community members to address specific items in the waste stream. For example, employees at the Gulf Coast Growth Ventures (GCGV) joint venture we operate worked with Houston-based nonprofit [Magpies & Peacocks](#) to give new life to the fire-retardant clothing used in the plant.

In April 2025, the team collected used flame-retardant clothing from the plant and donated it for reuse and upcycling into new fashion pieces. Magpies & Peacocks showcases the potential for materials like these at an annual fashion show, and we are pleased to continue our support.



Photo: Fashion pieces made from donated items.

## Spotlight: Operation Clean Sweep (OCS) and Advancing Pellet Containment

Plastic resin pellets, also known as nurdles, are the building blocks of many essential products, from food packaging to medical supplies. Keeping these small pellets where they belong requires consistent, high-level containment standards and the execution excellence to meet them. That's why ExxonMobil is a proud participant in Operation Clean Sweep® (OCS) – a global stewardship program focused on eliminating pellet loss across the plastics value chain.

In the U.S., our sites follow [OCS Blue](#) program requirements, which represent the program's most rigorous tier for U.S. manufacturers. Our practices and controls include a range of fit-for-purpose measures, such as pellet interceptors at outfalls, wastewater filtration systems, interior unit collection systems, and pellet-handling enclosures – all designed to prevent pellet loss across a variety of operating activities.

## Spotlight: Zero waste to landfill in our global lubes network

In 2018, ExxonMobil's global network of lubricants blending and packaging plants earned a Zero Waste to Landfill Silver validation from [Underwriters Laboratories](#).<sup>1</sup> ExxonMobil was the first petroleum products company to achieve this validation.

In the past three assessments, the global lubes network has achieved Gold validation by demonstrating a **more than 95%** diversion rate through efforts to reduce, reuse, and recycle.

Solutions as simple as repair and reuse of container pallets and as complex as an advanced distillation process to recover laboratory solvent have enabled redeployment of more than 50,000 tons of waste produced per year to new, productive uses.

## Waste Facility Risk Assessment Program

We are committed to using third-party waste facilities that follow industry best practices for waste management and environmental protection. Through our Waste Facility Risk Assessment Program, we evaluate selected waste facilities in most countries where we operate to make sure they meet our requirements. Facilities are reviewed by internal experts or assessed by independent contractors.

Areas of evaluation include:

- Facility design and operations
- Management systems
- Regulatory compliance history
- Community relations
- Financial capacity
- Site geology and groundwater
- Safety
- Security

In 2025, 99% of the waste from our operated assets and remediation activities was managed by third-party facilities assessed by independent evaluators.

## Supplier waste management

We aim to work with our suppliers to identify ways to reduce environmental impacts. Our global sourcing strategy encourages consideration of environmental performance including finding and reducing waste and inefficiency in our supply chain.

## Decommissioning

Decommissioning is the process of dismantling, removing and/or finding alternative uses for facilities. Detailed planning and preparation can start up to 10 years before decommissioning activities begin.

Each site is unique. Our approach may vary by location, type of asset, and local environmental and socioeconomic characteristics. The decommissioning process can include a range of activities such as emptying and cleaning of production systems, plugging wells, dismantling structures, and transporting, recycling, or disposing of materials, and restoring local habitats.

In 2024, we developed [five decommissioning principles](#) for both onshore and offshore, reflecting our comprehensive approach. These were rolled out to our decommissioning practitioners company-wide in 2025.

Our decommissioning plans incorporate applicable regulatory requirements and globally accepted practices. Recognizing that decommissioning is a multi-year and complex process, we consider end-of-field-life requirements at appropriate stages throughout an asset's lifecycle. We aim to be responsive to concerns and opportunities identified through external engagements and integrate the results into our decommissioning plans where appropriate.

IN 2025, NEARLY

20%

of the material generated from decommissioning our significant onshore projects was diverted from landfills.<sup>2</sup>

We are advancing end-of-field life planning for several late-life assets in our global portfolio. Decommissioning offshore assets can be complex and present unique challenges and our plans consider specific marine ecosystems and facility characteristics, including complexity, size, and weight.

The Sable energy project in Canada, for example, started its life in late 1959, when exploration near Nova Scotia began. As Canada's first offshore natural gas project, Sable provided decades of strategic benefits and billions of dollars of economic benefits to the region. By 2020, wells were plugged and abandoned, onshore processing plants were dismantled, and offshore and onshore pipelines were cleaned and flushed. That same year, all seven of Sable's offshore platforms were removed, and about 99% of the materials were recycled.

### Our decommissioning principles



Safety & environment



Local workforce and communities



Best available science



Balanced approach



Honor obligations

## Rehabilitation and remediation

Rehabilitation is the process of safely repurposing assets that no longer support our operations. Our goal is to prevent legacy impacts on the environment while creating opportunities for beneficial reuse. The remediation strategies and final commercial or economic uses are as unique as the communities in which we work.

In Frontignan, France, for example, a 66,000 sq ft inflatable tent to reduce noise, dust, and potential impacts to local air quality was deployed when decommissioning a World War II-era refinery. The 27-acre tract of land will be returned to the government when work is complete.

In DePue, Illinois, a 120-acre storage site was transformed into a 71,000 solar panel farm, generating revenue and electricity for the town of 1,600 people.

From 2008 through 2025, the environmental solutions team managed more than \$9.7 billion of onshore remediation work and returned more than 4,200 properties to beneficial end use. In 2025 alone, we managed approximately 3,200 active remediation onshore sites in 22 countries.



Photo: Inflatable tent deployed in France when decommissioning a World War II-era refinery.

## Returning property to beneficial environmental and community use



### Assess

- Assess soil and groundwater risks at operating and legacy sites.
- Develop conceptual site model to define path.



### Define

- Determine remedial strategy that complies with applicable regulations and mitigates risk.
- "Begin with the end in mind."



### Remediate

- Execute field work in accordance with remediation strategy.
- Project management fundamentals for effective execution.



### Return

- Return sites to beneficial use for the community, including commercial and ecological uses.

## Spotlight: Beneficial reuse milestone in Greenpoint

The Northeast section of Greenpoint, in Brooklyn, New York, is a heavily industrialized area and the former site of numerous refinery and chemical operations dating back to the mid-1800s. Refinery operations ended in 1965, when the Mobil Oil Refinery (formerly Standard Oil Company of New York) was dismantled. The site continued operations as a terminal until 1993.

Environmental remediation efforts have been underway at the 174-acre site since 1979 in coordination with the New York State Department of Environmental Conservation (NYSDEC). With approximately 300 million gallons of groundwater treated per year, more than 9.5 million gallons of product have been recovered to date. While conducting this important work, ExxonMobil and the ExxonMobil Foundation have continued to engage with and support the local community, schools, and non-profit organizations, including the Greenpoint YMCA and the North Brooklyn Angels.

A significant milestone was achieved in 2024 with the sale of the final 10-acre parcel of the former terminal. The divestment of the parcel enables the vacant property to be redeveloped for industrial use that will potentially generate economic benefits for the community.

Click [here](#) to learn more about our long-term commitment to the Greenpoint, Brooklyn community.



Photo: Greenpoint, Brooklyn, New York.

## Spotlight: Remediation and community engagement

The environmental aspects we consider include socioeconomic and other aspects of the human environment because the work we do - even at the end of an asset's life cycle - can make a difference in the communities where we work.

In Rotuma, Fiji, for example, our affiliate faced numerous unique variables in decommissioning a terminal - including cultural heritage concerns raised by the local Rotuman community. Within Fiji culture, the spirits of ancestors are thought to reside in the land and surrounding seas. The onsite work team included Rotuman personnel who helped establish agreement with all parties that any soil removed would be transported by a Fijian crew to respect local customs.

In Bowling, Scotland, remediation work on a 150-acre decommissioned terminal site began in 2021. A unique aspect of the project was use of innovative soil washing technology that physically separates and "washes" soil, with onsite water treatment enabling approximately 75% of the washwater to be reused in the process. As a result of this work, around 92% of the soil excavated at site has been re-used. Local engagement with a broad range of stakeholders from landowners and consultants to contractors and regulators has been key, because the site sits near the 14th century Dunglass Castle, an important historical landmark.



Photo: Aerial view of Bowling remediation site.

<sup>1</sup>Network includes the owned or contracted plants that blend and package all of the Mobil-branded lubricant products sold by ExxonMobil or its affiliates; excludes products manufactured and sold by third parties under a license.

<sup>2</sup>Does not include Denbury or Pioneer data.

Meeting society's critical needs for energy and products

# Supporting a just transition



As we work to be a leader in a thoughtful energy transition, we will continue to develop our workforce, empower local economic growth, mitigate impacts of our operations, and engage with and support our communities.

Our company has been in a continuous state of evolution and transition since it was founded.

Having a workforce capable of developing and leading new businesses to meet society's evolving needs is how we have prospered for more than 140 years.



United Nations Sustainable Development Goals related to this content.

## Our approach

Where there is energy poverty, there is poverty. To be just, any approach to an energy transition must address society's fundamental need for energy. ExxonMobil will continue to raise awareness of the consequences of energy poverty, currently affecting about half of the world's population.

Guided by principles supporting a just transition, like those of Ipieca and the International Labour Organization, ExxonMobil aims to:

- Respect human rights in our operations.
- Create value for customers, partners, and communities.
- Provide employees with unrivaled opportunities for growth with impactful work.
- Manage environmental and socioeconomic impacts throughout asset lifecycles.
- Engage with employees and communities in efforts to improve quality of life and foster mutual understanding and trust.

## Positioned to lead in an energy transition

Sustained greenhouse gas emissions reductions require a thoughtful and comprehensive approach. One that:

- Balances benefits and costs.
- Is sensitive to society's needs.
- Avoids economic hardship, market disruptions, and energy and product shortages.

As we work to do this, we consider the impact on workers, communities, supply chains, consumers, and broader economic development.

Our [Global Outlook](#) estimates that more than 4 billion people still lack access to reliable energy for housing, infrastructure, jobs, and mobility. Providing for these basic energy needs is a must to meet the United Nations' goal to "end poverty in all its forms everywhere." And as a society, it's our challenge to meet these needs while reducing emissions globally and managing the impacts of these actions on people.

Our culture of innovation and many decades of experience, enhanced through continuous training, are important competitive advantages. The integration of our business, and the flexibility it gives us to pursue new technologies and markets, is another.

In this regard, we have always been engaged in what is now referred to as a "just transition." Our employees are well positioned to play meaningful roles in a traditional energy business that will be vital for decades to come AND play an equally important role in the lower carbon emissions portfolio we are hard at work building.

In many cases, the "transition" is minimal, such as moving from conventional fuels to biofuels. In others, we use our capabilities to innovate new processes, like drilling for lithium using our experience with oil or natural gas. In areas like carbon capture and storage, we are expanding efforts we've been working on for more than 40 years and supporting our workforce as this part of our business grows.

Our commitment to our employees and the communities in which we live and work has been on display since the 19th century – proving to our employees and their friends, families, and neighbors that we care about them, value the work they do, and are committed to developing them for the duration of their careers. At ExxonMobil, that is good business, and the **just** thing to do.

## Applying our approach

Informed by relevant, globally recognized principles, such as those of the [International Labour Organization](#), that support a "just transition," we're working to provide energy and products people need, lead in reducing our own and others' greenhouse gas emissions, and deliver on our strategic objectives.

We operate facilities and market products across the globe. Our standards, systems, processes and programs help us to understand and manage risks and opportunities within the unique context of each location, from developing economies focused on energy security to communities with established workforces seeking new opportunities.

We invest in and support employees for the long-term. We also work to contribute to the progress and prosperity of our communities. Our work to build and maintain supply chains in the places we operate is one example. We regularly engage and collaborate with industry, communities, employees, educational institutions, governments, businesses, and NGOs to support these objectives.

In our Low Carbon Solutions business and across the company, we apply our integrated [environmental and socioeconomic management approach](#). This supports our efforts to proactively identify and address potential socioeconomic risks and opportunities. We update our assessments and management plans as needed to reflect changes to our operations or characteristics of a community.

## Our employees

Many of the capabilities and skills of today's workforce are critical for an energy transition. In fact, our work to reduce GHG emissions is largely grounded in the transferable skillsets already present in our traditional businesses.

We source talent from nearly all countries in which we operate and have over 34 nationalities represented in our executive population. We focus on identifying leadership talent early and developing them throughout their careers to reach their highest potential.

"Meaningful development" is one of our five strategic priorities. We have a proven, long-term commitment to developing employees. We are proud of this commitment and are determined to maintain it.

We are organized around three integrated core businesses: Upstream, Product Solutions, and Low Carbon Solutions. This structure provides employees with greater access to growth opportunities, broadening their experiences and capabilities for future roles.

Our Low Carbon Solutions business includes employees with decades of experience at our company or elsewhere in the oil and natural gas industry, as well as functional experts who bring outside-in thinking. New employees are offered onboarding and technical training, and leaders within the business line host regular sessions open to all employees designed to increase awareness of objectives and performance, provide expertise on a variety of topics related to the business, and seek feedback from the broader workforce.

Our unique, career-oriented approach gives many employees the opportunity to experience multiple roles during their careers. In 2025, more than 11,500 employees took on a new job role providing an opportunity to grow and develop new skills and capabilities. One-third of leaders moved into new roles in 2025, demonstrating a strong talent pipeline and reinforcing a culture where growth and advancement are both possible and expected.

Our approach includes the ways we support employees when we acquire, divest, or convert an asset, for any reason. For example, when we paused our project in Baytown, Texas, to produce lower-emission hydrogen, the dozens of employees who had been working on the project were assigned elsewhere in our business.

In 2025, our company-wide survey continued to demonstrate employee engagement and pride in being part of ExxonMobil, as well as employee understanding of our purpose and strategy, our progress in fostering a productive and inclusive environment, and our efforts to strengthen our culture. Our survey showed that engagement is up almost 10%, over the last three years.

Additional information on our programs can be found in our annual [Investing in People](#) report.

## Spotlight: Leveraging core capabilities and skills in emerging areas

Solving the world's energy and climate challenges will require minds skilled in chemistry, material science, engineering, and process development. One of the most promising emerging technologies is Direct Air Capture (DAC), which can capture CO<sub>2</sub> directly from the atmosphere – potentially offsetting emissions from hard-to-abate sectors.<sup>1</sup>

Jun Shi, DAC lead process researcher, supports our process development and scale-up of the DAC project, which brought a pilot prototype online in 2024.

DAC creates a truly carbon-negative solution, using adsorbent materials to trap and hold CO<sub>2</sub> molecules directly from the atmosphere. At its heart, DAC is an engineering challenge.



Photo: Jun Shi, Lead process researcher at ExxonMobil.

*“For a chemical engineer like me, it’s thrilling to tackle a real-life challenge with a technology that has significant potential benefits for society. The challenges that today’s generation of engineers address might differ from traditional chemical engineering problems, but the fundamentals are the same – and the opportunities to make a difference are huge.”*

## Our communities

We believe that respecting human rights, managing community impacts, and making valued social investments are essential to our business success.

Our operations have the potential to impact communities both positively and negatively. To address this, we regularly engage with a wide range of stakeholders who are representative of the community to seek out opportunities and address their concerns.

We also identify and consult with potentially vulnerable communities to understand possible barriers to their active engagement. We work to tailor our engagements to be locally and culturally appropriate, providing accessible and inclusive channels for communication.

Inclusive engagement helps us to be responsive to concerns and opportunities. Where appropriate, we integrate the results into our efforts. We conduct engagements like these throughout the life of our assets. This helps us avoid or reduce risks, enhance benefits, support investments, avoid delays, remedy impacts, and embrace opportunities at the local level.

Additional information can be found in the [Managing socioeconomic impacts](#) section of our Sustainability Report.

## Our supply chain

We understand the importance of building and maintaining a qualified and competitive supply chain where we operate. As with our workforce, many of the goods and services essential for our business today are the same ones needed in the future.

As part of our supply chain portfolio, we buy goods and services from local suppliers and, build their capabilities through local programs to increase competition and innovation.

This approach helps to make a positive impact on communities by building long-term, local economic capacity in support of a just energy transition. It also contributes to the objectives of the [U.N. Sustainable Development Goals](#).

Additional information can be found in the [Contributing to the well-being of communities](#) section of our Sustainability Report.

## Industry collaboration

We have a long [history of collaborating](#) with [universities](#), [national laboratories](#), industries, and companies of all sizes around the world. We continuously seek new opportunities where each participant brings unique skills and capabilities to support the development of current and future workers and suppliers.

Many of our collaborations with universities and others are described in our [Advancing Climate Solutions](#), [Sustainability](#), and [Investing in People](#) reports. We also leverage the scale of our industry through participation in trade associations and by expanding high-quality collaborations with local community and technical colleges.

The [American Petroleum Institute \(API\)](#) is an example of an industry association investing in the future of energy. API offers a broad range of training and certifications, and we consult on program designs and curriculum development in support of the current and the next generation of workers.

ExxonMobil chairs the **Just Transition Task Force** within Ipieca, which is “the global oil and natural gas association for advancing environmental and social performance.” The task force supports the industry’s participation in international collaboration to transition to a lower-carbon world in a way that’s just and fair for workforces, communities, and consumers.


In 2025, the [fifth edition](#) of Ipieca’s Sustainability Reporting Guidance was released, featuring an updated social module shaped by a just transition perspective. The revision adds new reporting components for businesses to consider focused on just transition planning and implementation, including just transition indicators. It also weaves just transition themes into several existing social and human rights topics.

*“Companies in our industry operate in so many places around the world, each with unique challenges and opportunities in the area of human rights. This guidance update helps to provide a common framework for energy companies to consider as they develop reports on strategic approaches, processes or activities they may be implementing in support of a just energy transition.”*



**Katherine Gilbert, Ipieca Just Transition Task Force Co-Chair and ExxonMobil Sr. Principal and Manager, Socioeconomic and Human Rights.**

<sup>1</sup> For more information on direct air capture, see our Advancing Climate Solutions report: <https://corporate.exxonmobil.com/publications/advancing-climate-solutions/research-and-development>



Meeting society's critical needs for energy and products

# Expanding the plastics life cycle

## ***Plastics make modern life possible.***

It's a mistake to let biases against fossil fuels overshadow the absolute necessity for many plastic products. Plastic products help defend against disease, preserve food, and are used in medical equipment that saves lives.

As described in our [Global Outlook](#), prosperity and population are expected to grow around the world between now and 2050. Plastics will be instrumental in supporting many of the [United Nations Sustainable Development Goals](#), including good health, food preservation, and clean drinking water.

As living standards increase, plastics allow society to do more with less material and often with a smaller environmental footprint than alternatives.

Polyethylene (PE), for example, is the most commonly used polymer in packaging around the world. It has some important advantages over alternative materials (i.e., paper, glass, metal) – as shown [in two recent peer-reviewed studies](#) we commissioned.<sup>1</sup> On a life-cycle basis, the total GHG emissions of PE are on average about half of those associated with the combined mix of alternative materials studied. PE packaging also uses four to five times less material than the alternatives studied.

## **Our approach**

To meet society's evolving needs, our efforts are focused both on enabling the societal benefits plastics provide and helping address the global issue of plastic waste. Our approach includes:

- Leveraging our advanced recycling capacity to help further broaden the range of plastics that can be recycled;
- Developing plastic solutions that enable our customers to make products that use less plastic; and
- Developing plastic solutions that enable our customers to use more recycled plastics.

In transportation, plastics enable lighter vehicles, driving a 6% to 8% fuel efficiency gain for every 10% reduction in weight.<sup>2</sup> The electric vehicle industry also relies on plastics to produce lightweight cars to extend battery range.

In agriculture, the plastic films made from our polymers support farming around the world by enabling:

- Durable solutions for greenhouses that help farmers grow their crops all year long.
- Long-lasting mulch solutions that use less material and help increase crop production rates.
- Tough, puncture-resistant films for grain silos to reduce loss and spoilage.

Plastics are increasingly society's material of choice due to their functional benefits and have overall lower life cycle greenhouse gas emissions compared to alternative materials in most applications.

**Even lower-demand scenarios like the International Energy Agency's Net Zero Emissions by 2050 (IEA NZE) project growth in plastics.**

## Supporting a more circular economy for plastics with advanced recycling

Mismanaged plastic waste is a global problem. We believe that a more circular economy for plastics is an important part of the solution.

Around the world, only about 9% of all plastics are recycled.<sup>3</sup> Even in areas with better waste and recycling infrastructure, like the European Union, less than 27% of plastic waste is recycled<sup>4</sup> once it leaves consumers' hands. The rest is burned for energy, goes to landfills, or is discarded to the environment.

### There are better uses for these materials.

We are helping to address the plastic waste challenge through advanced recycling (sometimes called chemical recycling) – giving plastic waste another life as new products that people need.

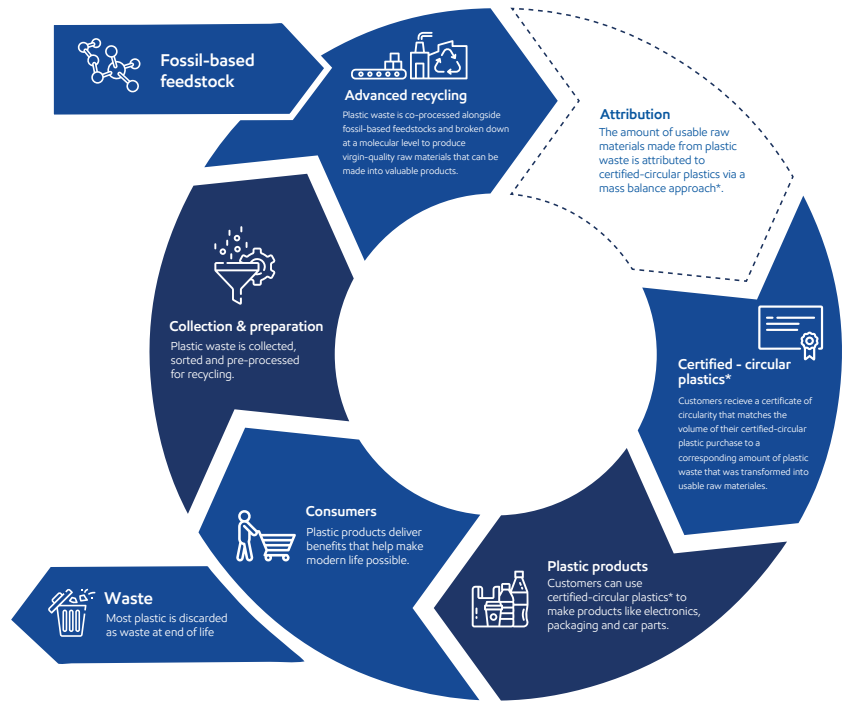
Many products are difficult to recycle through mechanical recycling – the traditional method of grinding and melting plastic waste. But when both are used, mechanical recycling and advanced recycling can enable more types of plastic waste to be recycled.

With advanced recycling, plastic waste is broken down at the molecular level. This allows even complex blends of plastics to be turned back into usable raw materials. These are identical to the raw materials produced during the processing of fossil-based feedstocks and can be used to make a wide range of valuable products, including fuels, lubricants, and high-performance chemicals and plastics.

ExxonMobil's technology for [advanced recycling](#) is not burning waste, which would consume the molecules and make it impossible to make new products out of them. Instead, we use a technology called "pyrolysis" to convert about 90% of the processed plastic waste into usable raw materials – a highly efficient process.

For every ton of plastic waste processed through advanced recycling, society reduces the need to process

**~1 ton** of fossil-derived feedstocks.<sup>5</sup>



\*ISCC PLUS mass balance approach using the "determined by mass" option with "certified free attribution" applied. Certified-circular plastics do not represent specific amounts of GHG emissions or recycled content.

We sell certified-circular plastics corresponding to the amount of plastic waste we transform back into usable raw materials.<sup>6</sup> We do this using a [mass balance](#) approach that has been used in other industries for many years. For every ton of certified-circular plastics sold, more than a ton of plastic waste avoids other end-of-life dispositions like landfill or incineration.

What is mass balance? In short, it is an accounting process that can be used in complex value chains like ours in which one input (e.g., plastic waste) is mixed with other inputs in a way that the different inputs cannot be physically traced throughout the system. This widely used approach helps our customers match the volume of their certified-circular plastic purchase to a corresponding amount of plastic waste that we transformed into usable raw materials through advanced recycling.

Similar concepts are used in other sectors to help customers and society keep track of their impact. For example, if you buy "renewable energy" from your electricity provider, you're paying for that energy to be generated and added to the grid, but the electricity that reaches your house might come from a mix of sources.

Our advanced recycling facilities and process are certified via an independent, third-party certification system called International Sustainability and Carbon Certification (ISCC) PLUS. ISCC is an association of more than 300 members, including research institutes and NGOs.

The certificate we provide our customers (called an "ISCC PLUS Sustainability Declaration") is not a claim that our certified-circular plastics contain specific amounts of "recycled content" or carry GHG benefits. Rather, it represents an assurance that we followed a rigorous mass balance attribution system that is certified by a third-party. This enables us to be transparent about our products, helping our customers, and their customers, progress and communicate circularity goals.

## Scaling up capacity to meet growing demand

There is rising demand from consumers and customers for circularity, far more than mechanical recycling can provide. Purchasing certified-circular plastics can enable our customers to achieve circularity goals, such as:

- Unlocking the value of plastic waste by converting it into useful raw materials;
- Monetizing the value of plastic waste to drive better collection and sorting;
- Contributing to the growth of the recycling sector; and
- Accelerating plastic recycling rates.

Customers so far include Berry Global (now part of [Amcor plc](#)), [Peel Plastics](#), [Thanh Phu](#), and [Scientex](#), all supporting a more circular economy for food packaging.

Our third advanced recycling unit at our complex in Baytown, Texas, is now operational, a milestone that demonstrates our focus on addressing plastic waste and fostering a more circular economy.

With this addition, Baytown has the capacity to process up to ~250 million pounds of plastic waste annually. That means more plastics are diverted from landfills and transformed into raw materials for products people use every day.

As of January 2026, our Baytown site has processed more than 150 million pounds of end-of-life plastic – with more to come as we collaborate to get more plastic collected, sorted, and ready to process.



Photo: Advanced recycling in Baytown, Texas.

## Increasing recycling rates through collaboration and innovation

Like most complex environmental challenges, broad collaboration is needed to address the issue of mismanaged waste. This includes rational and constructive policy and investment in waste-management infrastructure. Through organizations such as the [Alliance to End Plastic Waste](#), we collaborate across the value chain to increase plastic waste collection and sorting to help support a more circular economy for plastics.

As a founding member of the [Houston Recycling Collaboration \(HRC\)](#), ExxonMobil is working with others in industry and government to increase access to plastic recycling in the Houston area. HRC was a leader in launching the Bag It & Bring It program. The initiative encourages community participation by accepting a wide range of plastics – including films and flexibles typically excluded from curbside recycling and destined for landfills. HRC has launched nine all-plastic drop-off locations in Houston, with nearly 2 million pounds collected so far.

## Spotlight: Glassell School of Art's Again: The Future of Plastics project

The Houston Recycling Collaboration (HRC) worked with the Glassell School of Art at the Museum of Fine Arts on *Again: The Future of Plastics*, a 14-week course engaging high school students in circular-economy principles. Throughout the semester, students collected plastic waste from Buffalo Bayou and challenged themselves to rethink how plastic is used, collected, and valued after use. Using recycled plastics, they designed and constructed mobile workstations for Hermann Park Conservancy – demonstrating how recycled plastics can be transformed to meet a community need.



Photo: Students at the Glassell School of Art and a sample project.

## Responsible manufacturing: the right products the right way

In our ExxonMobil Signature Polymers portfolio, we offer plastic film solutions designed with features intended to support recyclability. Actual recyclability depends on factors such as local collection, sortation, and recycling infrastructure, as well as the condition and configuration of the package after use.

Our Vistamaxx™ [performance polymers](#) make recycling easier by making polyethylene and polypropylene more compatible, which allows them to “mix in the melt” and removes the need for mechanical recyclers to separate these materials for processing.

Collaboration can lead to even better results – and sometimes, simpler is better. For example, frozen food packaging usually needs several layers of different plastics, which makes mechanical recycling difficult. ExxonMobil collaborated with Tobe Packaging Industries Pte Ltd and Aegis Packaging to create a solution using Exceed™ Stiff polymers.

The result is a simpler, single-material package that offers comparable oxygen-barrier performance while being easier for mechanical recyclers to process.

In other cases, we’re studying potential solutions to enable customers to use our polymers to do more with less – creating lighter or thinner products (i.e., “downgauging”). Examples include:

- [Shrink film](#) solutions allowing up to 25% downgauging.<sup>7</sup>
- [Thinner heavy-duty sacks](#) incorporating up to 30% post-consumer recycled polyethylene.<sup>8</sup>
- [Non-laminated film for frozen-food packaging](#) that’s recyclable in communities with programs and facilities in place to recycle plastic films.<sup>9</sup>

Our efforts are further supported by our systems to responsibly manage plastics manufacturing, including the global standards we have set across all of our resin-handling operations. These standards are more stringent than the laws and regulations related to plastic pellet loss in many of the places we operate, and we collaborate with industry through [Operation Clean Sweep - Blue](#) in the U.S. to share best practices.<sup>10</sup>

<sup>1</sup> [Polyethylene Packaging and Alternative Materials in the United States: A Life Cycle Assessment](#), February 2025, prepared by Trayak Inc. and published in the Science of the Total Environment 961 (2025) 178359. [Life Cycle Assessment of Polyethylene Packaging and Alternatives on the European Market](#), June 2025, prepared by the University of Applied Sciences Vienna and Circular Analytics TK GmbH and published in Cleaner Environmental Systems 17 (2025) 100270. Both studies were conducted in collaboration with Michigan State University’s School of Packaging.

<sup>2</sup> U.S. Department of Energy statements at <https://www.energy.gov/eere/vehicles/lightweight-materials-cars-and-trucks>.

<sup>3</sup> Based on OECD Global Plastics Outlook: [https://www.oecd.org/content/dam/oecd/en/publications/reports/2022/02/global-plastics-outlook\\_a653d1c9/de747aef-en.pdf](https://www.oecd.org/content/dam/oecd/en/publications/reports/2022/02/global-plastics-outlook_a653d1c9/de747aef-en.pdf)

<sup>4</sup> See “Plastics Europe: The Circular Economy for Plastics: A European Analysis 2024” available at <https://plasticseurope.org/knowledge-hub/the-circular-economy-for-plastics-a-european-analysis-2024/>.

<sup>5</sup> On a global, macroeconomic basis, assuming constant demand.

<sup>6</sup> Certified-circular plastics are virgin-quality plastics that are accompanied by a certificate that matches the mass of virgin quality plastics that we sell to a corresponding amount of plastic waste that we transformed back into usable raw materials through advanced recycling. Certified-circular plastics do not represent specific amounts of GHG emissions or recycled content.

<sup>7</sup> Compared to 80 µm reference material. For more information see: “Downgauged collation shrink film solutions” available at [https://www.exxonmobilchemical.com/-/media/media-assets/media-library-assets/apr/kabra\\_collation\\_shrink\\_factsheet\\_en.pdf](https://www.exxonmobilchemical.com/-/media/media-assets/media-library-assets/apr/kabra_collation_shrink_factsheet_en.pdf)

<sup>8</sup> “Thinner” refers to the thickness of heavy-duty sacks reduced to 120 microns from 140 microns (which is normally used in China). See “Video: Downgauged heavy-duty sacks incorporating 30% post-consumer recycled PE content maintain performance” available at <https://www.exxonmobilchemical.com/en/resources/library/librarydetail/103984/downgauged-heavy-duty-sacks-video-en>

<sup>9</sup> See “Video: Bonduelle creates high-performance, downgauged, recyclable\*, non-laminated freezer film with brand appeal. A collaboration between ExxonMobil, Bonduelle and Constantia.” available at [https://www.exxonmobilchemical.com/en/resources/library/librarydetail/111438/bonduelle\\_case\\_study\\_landscape\\_v3](https://www.exxonmobilchemical.com/en/resources/library/librarydetail/111438/bonduelle_case_study_landscape_v3) (\*Recyclable in communities with programs and facilities in place that collect and recycle plastic film).

<sup>10</sup> Pellet loss refers to the unintended release of plastic resin into the environment during manufacturing, transportation, handling, or processing.

Meeting society's critical needs for energy and products

# Progressing product safety

*Throughout the many value chains of the products we make, we emphasize safety, product stewardship, regulatory compliance, and science-based advocacy.*

This work includes:

- Issuing safety data sheets.
- Labeling products accurately.
- Addressing regulatory developments.
- Supporting our customers' safe use and disposal of our products.

We develop testing methods and models for our own use, and we collaborate with others to inform our efforts and share what we know. We factor in relevant data about health, environmental exposure, and use of our products. This information is communicated to employees and customers to help mitigate potential impacts of our products.



United Nations Sustainable Development Goals related to this content.

## Our approach

We aim to provide the energy and products the world needs in a way that helps to protect human health and the environment.

We work to identify and manage risks associated with our products and provide the appropriate level of safety for people and the environment.

Our scientists are at the forefront of product safety research.

Our [Product Safety Policy](#) is part of our Standards of Business Conduct and is incorporated into our management systems. It is consistent with external product safety standards, including those provided by the American Chemistry Council Product Safety Code.

ExxonMobil actively supports global efforts to advance product safety. We promote safe chemical management through rigorous compliance, transparent safety data, and extensive risk assessments. We also work with organizations like the International Council of Chemical Associations which brings the chemical industry together to share knowledge and tackle global issues.

Our chemicals, lubricants, and fuels products meet or exceed applicable regulations, standards, and guidelines.

These include:

- [Globally Harmonized System of Classification and Labelling of Chemicals \(GHS\)](#)
- [EU Registration, Evaluation, Authorisation and Restriction of Chemicals \(REACH\)](#)
- [Global Framework on Chemicals - For a Planet Free of Harm from Chemicals and Waste | UNEP - UN Environment Programme](#)

We also apply relevant standards for product safety where no regulations exist, enabling communication of product safety aspects to our customers. We work to identify and manage risks associated with our products and to avoid product end uses that cannot meet an appropriate level of safety.

Safety and environmental standards also apply to the transport of our products. Periodic risk assessments are part of our transportation processes and help us to find opportunities to further avoid and mitigate risk. Examples include using GPS to track movements and our work with intermodal providers on positive train control – a method to avoid collisions.

# Zero

work-related workforce (employee or contractor) fatalities caused by product incidents in transport **from 2017-2025**

We share good practices and promote safe transport of our products with industry peers and emergency responders through regular engagements, and we continue to improve training for first responders both inside and outside our company.

In 2025, we began work to harmonize our Product Solutions portfolio, including chemicals, under our Brand and Product Integrity Management System (BPIMS). BPIMS is grounded in the expectations set by foundation policies in our [Standards of Business Conduct](#). This effort helps align our requirements and best practices for product stewardship into a unified framework that includes standards for monitoring our performance. Incidents are assessed based on actual and potential impacts, including product safety, health, environmental, regulatory, or financial impacts.

## Communication and collaboration

Our Product Stewardship Information Management System (PSIMS) is the primary way we share potential product hazards and risks with our customers. The safety data sheets in our PSIMS include details on safe handling, transport, use, and disposal of our products.

Since 2021, we have focused on continuous improvement of our PSIMS. This ongoing project is designed to improve the accessibility and clarity of our product formulas and to expand our supplier data. This upgrade provides key personnel at the manufacturing sites access to the most current product safety information.

We collaborate with industry, academia, regulators, and policy makers to help ensure that the best available science informs industry product safety policy.

Groups we work with include:

- [Health and Environmental Sciences Institute \(HESI\)](#)
- [European Centre for Ecotoxicology and Toxicology of Chemicals \(ECETOC\)](#)
- [Health Effects Institute \(HEI\)](#)

In 2025, we actively managed a library of **>111,000 safety data sheets** in compliance with the regulations of the countries where we operate.

We successfully distributed **>175,000 safety data sheets** to customers across **149 countries.**

## Thought leadership from ExxonMobil Biomedical Sciences Inc.

The multi-faceted research led by ExxonMobil Biomedical Sciences Inc. (EMBSI) directly informs operations and processes at ExxonMobil. EMBSI comprises more than 80 scientists conducts research in various fields including epidemiology, exposure science, toxicology, environmental sciences, quality assurance, and safety data sheet authoring. EMBSI also oversees toxicity testing associated with product registration, develops safety information to support the safe use of our products, and conducts science-based risk assessments.

Since 2014, EMBSI scientists have published more than 280 peer-reviewed papers (which can be found online at [Web of Science](#)). In that time, experts from the EMBSI team have also given about 1,000 technical presentations to science conferences, regulatory agencies, and academia. Among them were the [Society of Environmental Toxicology and Chemistry](#), the [Society of Toxicology](#), and the [International Society of Exposure Sciences](#).

## Spotlight: Strategic collaboration for safer choices

The U.S. Environmental Protection Agency (EPA) offers the [Safer Choice label](#) – a voluntary label used by manufacturers to inform consumers about product safety. As described by the EPA, “products with the Safer Choice label help consumers and commercial buyers identify products with safer chemical ingredients, without sacrificing quality or performance.”

Detergents and other cleaners are examples of products that might feature the Safer Choice label. These products contain surfactants compounds that reduce surface tension and make it possible to remove dirt, oils, and grime effectively.

ExxonMobil produces Exxal™ branched alcohols, which are key feedstocks for ethoxylate surfactants. Our extensive in-house environmental testing<sup>1</sup> of ethoxylate surfactants made from Exxal™ branched alcohols provided detailed information on their environmental profiles, including biodegradability and aquatic safety. Our tests demonstrated which of these products meet the EPA’s Safer Choice Direct Release Surfactant Criteria.

With this knowledge, we worked with the EPA and the NSF (formerly the National Sanitation Foundation) to create a category within the EPA’s system for Exxal™-derived products. The result was a more streamlined application and review process, making it possible for surfactant manufacturers to apply for the Safer Choice label for their products.

<sup>1</sup>ExxonMobil evaluated the environmental properties of ethoxylates derived from Exxal™ alcohol (Exxal 8–13). See Case Study: Assessment of Surfactant Precursor Chemicals for Safer Choice (<https://cleangredients.org/case-study-assessment-of-surfactant-precursor-chemicals-for-safer-choice/>)

Safeguarding people

# Leading in personnel safety



When it comes to the safety of our people, our *Nobody Gets Hurt* aspiration supports our mindset to be the most responsible operator in our industry.

A focus on safety underpins every decision we make as a company, from the boardroom to the wellhead. Our commitments are documented in the Safety, Health, Environment, and Product Safety policies found in our [Standards of Business Conduct](#).

We have long embedded safety into our culture, reinforced by leadership, standards, practices, and experience. We focus on an integrated framework of systems, processes, tools, and behaviors aimed at eliminating fatalities, life-altering impacts, and other injuries.

Care for our workforce is a core value and foundational to what we do. Guided by *Nobody Gets Hurt*, we continue to improve the processes that support our safety vision and further enhance our protocols, making use of internationally recognized best practices.



United Nations Sustainable Development Goals related to this content.

## Our approach

We aspire to a working environment where *Nobody Gets Hurt*.

We are committed to protecting the safety, security, and health of our employees, our contractors, and others involved with our operations, as well as our customers and the public.

We focus on continuous improvement through our [Operations Integrity Management System \(OIMS\)](#), which sets expectations for managing the risks inherent to our business.

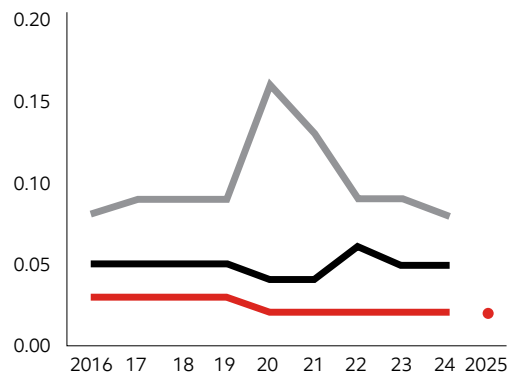
## Performance

In 2025, we built on five consecutive years of industry-leading personnel safety performance with a Lost Time Incident Rate (LTIR) of 0.02 per 200,000 work hours.<sup>1,2</sup>

We track injuries and illnesses for both employees and contractors. This includes fatalities, fatal incident rate, lost time incident rate, and total recordable incident rate. These safety metrics can be found in our [Sustainability Performance Data Table](#).

### Lost time incident rate (LTIR)<sup>1,2</sup> Incidents per 200,000 work hours

- ExxonMobil Workforce
- Upstream Industry Benchmark
- U.S. Refining and Chemical Industry Benchmark  
(incidents per 200,000 work hours)



"Nothing is more important than the safety of our people. Keeping them safe requires intense focus and relentless discipline, 24 hours a day, every single day."

Darren Woods  
ExxonMobil Chairman and CEO

## Setting expectations for excellence

For more than 30 years, our [Operations Integrity Management System \(OIMS\)](#) has guided the daily activities of our global workforce by setting clear expectations for managing the risks inherent to our business. Third-party providers and contractors are also included in the OIMS framework, and we incorporate specific safety and health expectations in our contracts. In 2024, we reviewed and refreshed our OIMS framework to include specific expectations related to our new Personnel Safety Management System (PSMS).

Leaders engage with their teams to drive effective application of OIMS. Each business unit has defined management systems, work processes, and observable leadership behaviors to help meet operations objectives.

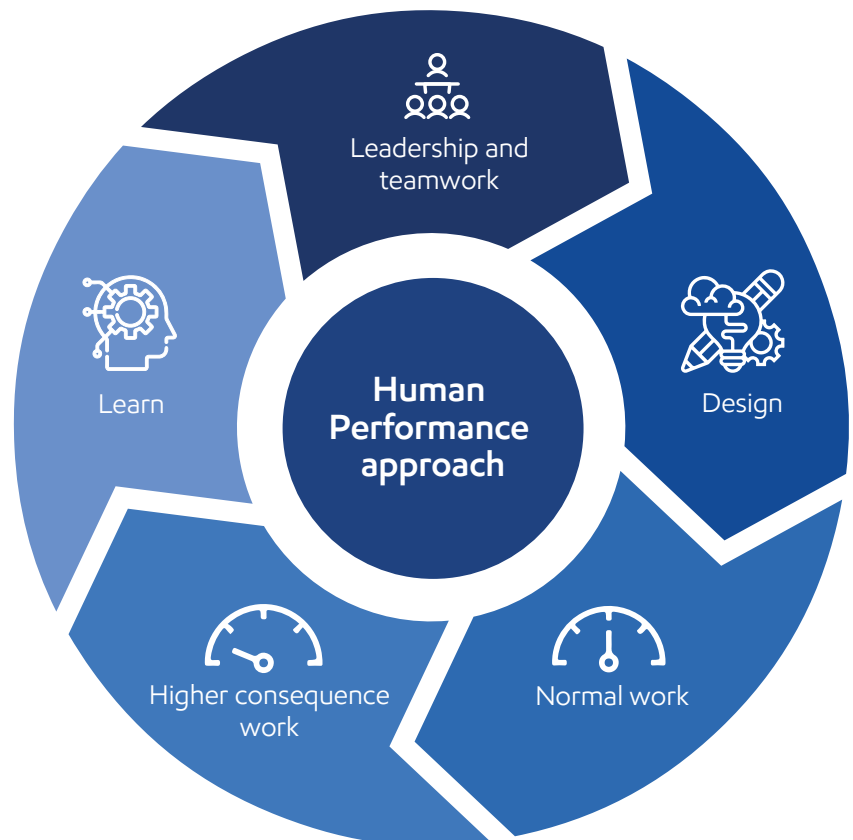
Our OIMS process [meets the requirements of ISO 14001/45001](#) as certified/attested by Lloyd's Register Quality Assurance. The ISO management system helps us further manage potential impacts, fulfill compliance obligations, and identify opportunities for improvement. Our Incident Investigation Framework is consistent with International Association of Oil & Gas Producers (IOGP) Report 621 and makes use of enhanced techniques and learning standards.

## Human performance

Human performance principles have been integrated into our operations and the processes and tools we use to perform our work. It starts with a simple principle: People make mistakes.

With that acknowledgement, we strive to understand when, how, and why mistakes are made - even when the appropriate processes and tools are in place - as a first step in enhancing the resilience of our facilities, systems, and people. These concepts are a key feature of OIMS and the way we maintain the safety and reliability of our operations, and how we learn and improve proactively from work and events if they occur.

In March 2026, we jointly sponsored a Safety Collaboration Forum with others in the industry, with a specific focus on four key applications of human performance concepts including leadership, design, work execution, and learning. Centered on the new International Oil and Gas Producers (IOGP) Report 810, members of the forum leveraged their community of practice to maintain focus on this issue and share practices that effectively embed human performance principles within their operations and across our industry.



The growing body of knowledge on human factors and human performance in our industry is the result of many years of research and collaboration.

### Leadership

- IOGP: [Human Performance Principles](#)
- IOGP: [Human Performance Framework](#)
- Energy Workforce & Technology Council: [Human Organizational Performance Playbook](#)

### Design

- IOGP Report 454: [Human Factors Engineering in Projects](#)
- Energy Institute 3548: [Human Factors Standards for Facility Design](#)

### Work execution

- IOGP Report 459: [Life-saving Rules](#) and [Start Work Checks](#)
- Energy Institute: [Guidance on Human Factors Safety Critical Task Analysis](#)

### Learn and improve

- IOGP Report 621: [Demystifying Human Factors: Building confidence in human factors investigation](#)
- IOGP Report 642: [Learning from Normal Work](#)
- Hearts and Minds [toolkit](#) in partnership with the Energy Institute
- Energy Institute: [Toolbox](#)

## Personnel Safety Management System

In 2023, a cross-functional team at ExxonMobil completed a multiyear project to create an integrated, end-to-end safety standard for our operations. This new Personnel Safety Management System (PSMS) is designed to consistently deliver “safety in the moment.”

The team engaged both inside and outside the company to discover, benchmark, and evaluate the latest in safety best practices. This work was anchored in OIMS, grounded in behavioral science, and drawn from best practices in the industry and our own field experience. Over 80% of our sites deployed PSMS by year-end 2025. Rollout is expected to be completed by the end of 2026. In addition, several progress checks are being conducted at each major operating site during the first two years post-deployment to verify that PSMS has been implemented effectively.

Absence of incidents is, of course, a key measure of success. Leading indicators such as safeguard effectiveness, leader engagements, and worker engagements help us verify and validate the effectiveness of PSMS as it is further embedded into our practices.

PSMS also features a heightened focus on eliminating life-changing injuries, or “life-altering injuries” (LAIs). These injuries are those with the highest potential to result in permanent impairment for those affected. The International Oil and Gas Producers (IOGP), in consultation with safety experts from across the industry, developed [comprehensive definitions](#) for these injuries in 2022.

The system provides a suite of processes and tools to enable effective management of safeguards before and during higher-risk work by:

- Proactively learning from work.
- Building and validating the safety capacity of our workforce.
- Driving effective safety engagement across interfaces.
- Leveraging the latest human performance concepts.

It all ties back to our core value of Care. The PSMS clarifies expectations at every level to teach people how to be safety leaders no matter where they work. It establishes a streamlined personnel safety standard with common language, processes, and tools. And it prioritizes our efforts according to risk and life-altering potential. Through repetition and coaching, the PSMS is helping to further build the safety capacity of our workforce.

### The key components of PSMS include:



## Start to finish: Life-saving rules & actions and learning from work

Life Saving Rules & Actions (LSRAs) are an important part of our PSMS. Our employees and contractors work together to execute the LSRAs for routine and non-routine work with higher-risk potential. LSRAs also work to enhance our understanding of key safeguards for higher-risk work like confined-space entry, mechanical lifting, and working at heights. This helps to verify that safeguards are in place before work begins and through the end of the process.

Our LSRAs fully integrate the language of the [IOGP Life Saving Rules program](#) (IOGP Life Saving Rules Report 459).

Start Work Checks support our LSRAs. These checks are designed to help supervisors and crew leaders lead interactive, detailed safeguard verification discussions before higher-risk work even begins. This process is aligned with concepts in IOGP Start Work Checks Report 459-1.

Continuous learning is key to continuous improvement, and we strive to learn from our work when incidents occur – and when they don't. After Action Reviews (AARs) are a tool that help us to proactively learn in this space through a simple, informal discussion after the task is complete. AARs guide the team to discuss four key questions including what was supposed to happen, what actually happened, what were the differences, and what we can learn. The learnings help the team identify and embed improvements for the next time the work is performed.

In addition, Verification and Validation (V&V) is a structured process we use to strengthen safety performance for tasks with high potential consequences. Verification confirms that safeguards – both physical and behavioral – are present, while validation ensures those safeguards are effective and functioning as intended.

## Culture of Health

To improve the health, quality of life, and productivity of employees, we provide a comprehensive *Culture of Health* program. This program provides an environment and resources that actively and consistently promote healthy and safe behaviors. This includes biometric screenings, health surveys, well-being champions, resources to help employees with resiliency, and more.

See [Investing in People](#) for more information on how ExxonMobil supports our people.

## Workplace Security

Protecting our people at all levels of the organization is our top priority in security. Our security programs are risk-based, flexible, responsive to the places we operate, and comply with applicable laws.

Periodic security reviews at our sites address current and potential threats. Each assessment looks at factors such as:

- Location.
- Community relationships.
- Criminal activity.
- Political climate.

We monitor local conditions and keep detailed readiness plans for many risks, including:

- Emergency response.
- Evacuation and intruder response.
- Bomb threat response.
- Active shooter response.

We provide tailored guidance for employees in higher-risk countries with challenging security environments. Our teams continue to work to improve our risk management methodologies, threat-assessment capabilities, and technical security management processes through drills, training programs, and industry forums.

## Training

Our global training system delivers role-based safety, health, and security training to employees. Progress and completion are tracked and stewarded, and refresher training is offered as needed. ExxonMobil-specific and other relevant training is shared with contractors and others if required for services in our facilities. Non-operated joint ventures also have access to certain training materials if they have written agreements with us.

## Collaboration

We participate in a wide range of forums to help improve practices across the industry and around the world. We have representatives on more than 40 committees and forums related to health, safety, and security in groups that include:

- **Energy Institute:** The Energy Institute is a professional membership body that provides training, shares knowledge, and supports energy professionals globally.
- **International Association of Oil and Gas Producers (IOGP):** The IOGP works to improve safety, environmental, and social performance in our industry.
- **American Fuels and Petrochemical Manufacturers (AFPM):** AFPM represents the refiners and manufacturers, with a focus on industry safety and policy.
- **Texas Chemical Council:** The Texas Chemical Council promotes the interests of the industry in Texas, emphasizing safety and environmental responsibility.
- **American Petroleum Institute (API):** API is the primary trade association for the oil and natural gas industry in the United States, with focused safety efforts that include the Onshore Safety Alliance and the Center for Offshore Safety.
- **Center for Chemical Process Safety (CCPS):** CCPS develops and promotes best practices in process safety management of the chemical and petroleum industries.



*"We have integrated human performance principles into our new Personnel Safety Management System (PSMS) to help reduce the potential for life-altering injuries. By understanding human behavior and how work normally gets done, we are strengthening how we verify safeguards before and during work and building a learning culture focused on setting our people up for success."*

### Ben Manns, ExxonMobil Personnel Safety & Human Performance Principal

Member: American Fuel and Petrochemical Manufacturers (AFPM) – Human & Organizational Performance Subgroup, American Petroleum Institute (API) – Human & Organizational Performance Subgroup, KrauseBell Group – Serious Injury and Fatality Center of Excellence, National Safety Council – Campbell Institute – Serious Injury and Fatality Committee

<sup>1</sup> Industry benchmark: International Association of Oil & Gas Producers (IOGP) safety performance indicators and the American Fuel & Petrochemical Manufacturers (AFPM) Report of Occupational Injuries and Illnesses are the Upstream and Downstream industry benchmarks, respectively. IOGP safety performance indicators data converted from incidents per 1 million work hours to incidents per 200,000 work hours. ExxonMobil analysis of data published by AFPM and IOGP. 2025 industry data not available at time of publication. Performance data may include rounding.

<sup>2</sup> Our workforce Lost-Time Incident Rate (LTIR) for 2020–2025 was 0.02 per 200,000 work hours, based on ExxonMobil 2020, 2021, 2022, 2023, 2024, and 2025 full-year performance data as of March 12, 2026. Performance data may include rounding. Incidents include injuries and illnesses. ExxonMobil workforce includes employees, contractors, and recent acquisitions (Denbury data beginning November 2, 2023, and Pioneer data beginning May 3, 2024).

Safeguarding people

# Enhancing process safety



**“Look after each other.”**

As one of the driving principles behind our core value of Care, it sounds simple.

In practice, it drives us to manage risks in a proactive, disciplined way, with a focus on the inherent hazards associated with the vast equipment and complex processes that are essential to our business.

A process safety event could potentially impact our workforce, the community, and the environment. Because of this, we set a high bar for ourselves.



**United Nations Sustainable Development Goals related to this content.**

## Our approach

Our objective is to help protect our people, communities, and the environment by successfully managing and enhancing process safety.

The primary purpose of process safety is to keep hydrocarbons, chemicals, and process water controlled and safely managed through all phases of our operations.

Our Operations Integrity Management System (OIMS) is the core of how we manage process safety risks.

## Everyone at ExxonMobil plays a role in process safety excellence

Risk management strategies and higher-consequence process safety risks are stewarded by our Management Committee as part of our approach to enterprise risk management. Our Upstream, Product Solutions, and Low Carbon Solutions business lines develop and execute these strategies.

Execution excellence in process safety relies not only on technology but also on the collaboration with centralized support across multiple groups, each playing an essential role.

- ExxonMobil Technology and Engineering Company integrates process safety considerations into equipment designs.
- Our Sustainability team provides strategic oversight and alignment.
- Our Global Operations team, with support from field teams, implements and maintains our systems with discipline and rigor.

OIMS establishes overarching and detailed standards and expectations, with safeguards applied to the ways we design, operate, and maintain our sites.

We manage and verify safeguards through:

- Regular inspections.
- Ongoing maintenance.
- Competency demonstrations.
- Emergency preparedness.

In line with OIMS expectations, we also monitor the performance of our operated and non-operated assets (e.g., joint ventures). Where we see opportunities for improvement of our non-operated assets, we encourage operators to consider them.

We apply industry standards, including the API Recommended Practice 754 and the International Association of Oil & Gas Producers (IOGP) No. 456 Recommended Practice. Our process safety indicators classify and track incidents by severity from “Tier 1” to “Tier 3.” Tier 1 process safety events are analyzed through our “Learning from Incidents” process, and corrective actions are identified to guide further improvement. Our recently acquired Pioneer assets were brought into this process and began reporting internally in 2025 – see our Metrics and Data table for our reporting on prior years.

## Our Enhancing Process Safety Program

The company-wide enhancing process safety initiative we launched in 2018 laid the foundation for our current Enhancing Process Safety Program. The program continues to drive measurable improvements in process safety performance for the company, building on the standards set by OIMS with further expectations related to:

<h3>Leadership</h3> <p>Managers and supervisors are responsible for setting clear expectations, providing necessary resources, and ensuring accountability for the effective execution of key systems. They identify, communicate, and manage process safety hazards and safeguards, while also verifying and proactively managing operators' knowledge of major risks and scenarios.</p>	<h3>Human performance</h3> <p>People are our most important safeguard. Our human performance principles focus on the human factors that can contribute to safe operations or potentially lead to a safety incident. Our people play a vital role, and we create a learning environment so that our employees can ask for help, pause work if needed, and report issues to management. Our open-door communication procedures provide avenues for anonymous reporting of employee concerns, if needed.</p>	<h3>Scenario management</h3> <p>Effective scenario management is key to preventing and mitigating process safety events and responding if one occurs. This includes understanding major hazards, their causes, and how events can unfold so that critical safeguards can be defined and managed. For higher-consequence-potential scenarios, this approach is applied through the life of an asset, facility, or site – it is not a one-time exercise.</p>	<h3>Precise execution</h3> <p>Identifying critical tasks in which human error could possibly lead to a process safety event is the first step toward putting additional safeguards in place. "Precise Execution" helps teams manage their work effectively with pauses for verification of tasks and safeguards, providing independent confirmation that work is safe to proceed.</p>	<h3>Continuous learning</h3> <p>We believe in learning from every opportunity – whether it's a success, a challenge, a near miss, direct experience, or an assessment. By openly sharing what we've learned, listening to each other, and continuously improving how we work, we help keep our people and operations safe.</p>
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## Our zero-spill mindset

Our products are critical to global prosperity and quality of life, and we recognize that making them comes with a certain level of risk. That's why we train our employees to have a zero-spill mindset, and we design and operate our facilities with that objective in mind.

Our objective is to prevent unplanned releases to the environment.

We are committed to:

- Prevention, mitigation, and elimination of spills from our operations.
- Maintaining processes, resources, and personnel to respond to spills.

We actively manage spill reductions, and we continually seek to apply best practices based on our own research and the work of others in the industry.

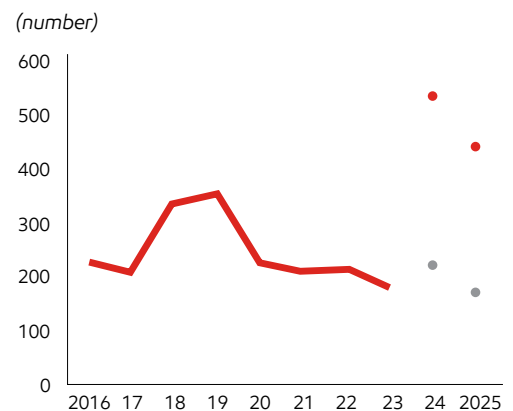
As our footprint has grown through recent acquisitions, we've welcomed new assets – each with its own operational history and characteristics. We are applying our spill reduction expertise to the unique conditions of these new facilities. As integration progresses, we're focused on learning, adapting, and applying good practices to extend our zero-spill mindset across our growing operations.

Transport of our products is also an important focus. Millions of barrels of petroleum and chemical products move through thousands of miles of pipeline around the world. The integrity of this process is overseen through comprehensive management programs. In the United States, for example, this includes monitoring and testing for corrosion and other integrity concerns with ground and air patrols, state-of-the-art detection systems, alarms, and other technologies to continuously control and monitor pipeline operations.

## Actively managing spill reduction; 17% below 2024 including recent acquisitions<sup>1</sup>

Spills > Barrel (BBL)  
Number of spills

- ExxonMobil
- ExxonMobil exAcquisitions



## Prevention

Our Spill Prevention Program sets procedures across the company to:

- Inspect and maintain equipment.
- Train our people on safe practices.
- Conduct practice drills and communicate lessons learned.

All types of spills are covered, using the overarching principles of our internal frameworks described in OIMS. The program addresses a wide range of scenarios, considering the many human and non-human factors that could potentially lead to a spill.

## Emergency preparedness

We are prepared for a wide range of events, including natural disasters, pandemics, and operational incidents. Each of our facilities has access to trained responders and resources.

Centralized and cross-functional teams develop and practice emergency response tactics through incident management teams and emergency support groups around the world.

## Response

In case of a spill, we want to be ready. Rapid, comprehensive response is how we work to minimize impacts.

In January 2026, we brought our existing Regional Response Teams (RRTs) together into a new, centralized Global Response Team (GRT). This new organization includes approximately 500 employees from 30 countries, with subject matter experts, technical experts, and experienced responders from business lines and functions across the company.

Emergency simulations, like our “tabletop” and field exercises, help us ensure readiness. Globally, these are conducted in accordance with guidelines in the U.S. FEMA Incident Command System (ICS) framework as well as regulatory requirements where we operate. Each year, we conduct comprehensive exercises that span several days. At sites around the world, emergency response teams and hundreds of employees, contractors, and specialists run through realistic, higher-consequence scenarios. These exercises often include participation from local authorities and agencies.

In 2025, we conducted five of these drills covering a range of hypothetical incidents, including simulating a tank boilover and a subsea loss of containment. Local organizations, government agencies, and industry groups collaborated to prepare and test our shared capabilities, with peer companies involved as observers and evaluators to advance industry learning. In October, simultaneous drills were run in Belgium and Guyana, successfully testing our abilities to respond to multiple events at the same time.



Photo: Global Response Team drill.

## Collaborations

We work with others in our industry to share best practices, improve capabilities, and facilitate global spill response and management. We also pursue innovative solutions and advance fundamental scientific understanding of spill response through collaboration. Research currently underway includes the potential of chemical herders and next-generation dispersants for managing oil spills, testing innovative boom designs, and more.

ExxonMobil is a founding member of the Advancing Process Safety Initiative, a collaboration between the American Petroleum Institute (API) and the American Fuel and Petrochemical Manufacturers (AFPM). We also participate in API's Process Safety Group, which develops assessment programs and performance indicators for process safety.

Other groups we work with include:

- **International Association of Oil & Gas Producers (IOGP)**, an industry group that promotes process safety and spill prevention in upstream oil and gas operations.
- **American Chemistry Council (ACC)**, an organization representing chemical companies that focuses on advancing process safety and emergency preparedness through its Responsible Care® program, which includes performance tracking, crisis management planning, and spill prevention protocols.
- **Center for Chemical Process Safety (CCPS)**, a membership-based organization within the American Institute of Chemical Engineers that advances process safety and emergency response by developing technical guidance, training, and best practices for operations involving hazardous materials.
- **Marine Spill Response Corporation**, the largest joint industry group focused solely on oil spill and emergency response in the United States, providing access to their STARS network of trained contractors in about 250 locations.
- **Marine Well Containment Company**, a not-for-profit focused on deepwater well containment response in the U.S. Gulf of Mexico. We are a founding member.
- **Oil Spill Global Response Network**, a global collaboration among oil-response companies to provide centers of expertise for spill preparedness, response, and recovery.
- **Oil Spill Response Limited**, an industry-owned spill-response cooperative with members representing more than two-thirds of the world's oil production, and their Global Oiled Wildlife Response Service System.
- **Western Canada Spill Services Ltd.**, which supplements member companies' programs with additional training and equipment.
- **Oil Spill Combat Team**, the largest spill response center in Indonesia.
- **Eastern Canada Response Corporation**, which provides services and equipment to ships and oil-handling facilities under Canadian law.
- **Multi-Partner Research Initiative**, a collaborative effort to enhance oil spill response capabilities through collaborative research by bringing together government agencies, academia, oil spill response organizations, oil and gas companies, indigenous communities, and other experts worldwide.

<sup>1</sup> ExxonMobil data includes hydrocarbon, drilling fluid, and chemical spills greater than 1 barrel (bbl). Based on performance data as of March 12, 2026, including recent acquisitions (Denbury data beginning November 2, 2023, and Pioneer data beginning May 3, 2024).

Safeguarding people

# Respecting human rights

Respecting human rights is important to the well-being of our communities and our workforce – and it’s simply the right thing to do.

Our core values – integrity, care, courage, excellence, and resilience – guide every aspect of our operations.

These values are reflected in our comprehensive approach to human rights, which is integrated into our policies, practices, and expectations. See our [Statement on Human Rights](#).

Our commitment to respect human rights is a cornerstone of how we work to *Protect Tomorrow. Today.* in our operations. At the heart of our understanding of human rights is that all people must be treated with dignity, equality, and fairness.



United Nations Sustainable Development Goals related to this content.

## Our approach

We are unwavering in our commitment to respecting human rights, guided by the goals of universally recognized human rights principles, as a core principle in our operations:

- We strive to have a positive influence on our workforce and in the communities where we operate.
- We do not use forced or compulsory labor in our operations, and we forbid the use of child labor in our workforce.
- We condemn human rights violations in any form, and we actively express these views in our engagements with governments and other stakeholders.

## Embedding human rights into our policies

Our [Standards of Business Conduct](#) include our “foundation policies.” These define the ethical behavior we expect from our directors, officers, and employees. Our Board of Directors adopts and oversees the administration of these policies, which aim to uphold the values of human rights, labor, the environment, and anti-corruption. Our wholly or majority-owned subsidiaries generally adopt policies similar to our foundation policies.

These policies include:

- **Ethics:** Compliance with applicable laws, rules, and regulations.
- **Health:** Identifying, evaluating, and managing health risks related to our operations.
- **Complaint procedures and open-door communication:** Encouraging employees to ask questions, voice concerns, and make suggestions.
- **Environment:** Conducting business in a way that balances environmental and economic needs.
- **Safety:** Ensuring the safety of employees, contractors, customers, and the public.
- **Equal Employment Opportunity:** Providing equal employment opportunities in line with applicable laws and regulations.

We incorporate key aspects of the [2011 U.N. Guiding Principles on Business and Human Rights](#) “Protect, Respect and Remedy” framework and the U.N. Global Compact into our policies. Our efforts reflect the spirit and intent of the [United Nations Universal Declaration of Human Rights](#).

### The three pillars of the U.N. Guiding Principles



Our Standards of Business Conduct also support the [International Labour Organization’s 1998 Declaration on Fundamental Principles and Rights at Work](#) (ILO Declaration). The policies, procedures, and practices we implement consider applicable laws and local customs to support the objectives of the ILO Declaration. These include:

- Freedom of association and effective recognition of the right to collective bargaining.
- Elimination of all forms of forced or compulsory labor.
- Effective abolition of child labor.
- Elimination of discrimination in respect of employment and occupation.
- Safe and healthy working environments.

When applicable, our practices are guided by the:

- [Voluntary Principles on Security and Human Rights](#)
- [U.N. Declaration on the Rights of Indigenous Peoples](#)
- [ILO Convention 169 Concerning Indigenous and Tribal Peoples in Independent Countries](#)

Our [Statement on Labor and the Workplace](#) emphasizes our commitment to positive, productive, and supportive work environments.

Our [Statement on Security and Human Rights](#) commits us to protecting the security of personnel, facilities, and operations while respecting human rights. This framework guides our interactions with government-assigned and private security providers. It also offers guidance for documenting and reporting alleged human rights abuses.

Our [Supplier, Vendor, and Contractor Expectations](#) call on the companies we work with to:

- Operate consistent with the ILO Declaration.
- Respect human rights consistent with U.N. Guiding Principles.
- Adhere to stringent compliance, anti-corruption, conflict of interest, and safety guidelines.

## Integrating human rights into our practices

Our Sustainability organization supports the integration of our “Respecting human rights” focus area across our operations. Our approach is supported by other organizations across our operations with the expertise, resources, and accountability for areas such as workforce development, labor relations, workforce health and safety, security, management of socioeconomic and environmental impacts, procurement, information technology, and regulatory compliance.

Our due diligence practices help identify and assess potential human rights impacts, and other socioeconomic risks and opportunities, early on in our activities. We aim to avoid or reduce risks with thorough planning, effective mitigation, monitoring, and other measures. For example, as part of our Environmental, Socioeconomic, and Health Impact Assessment and Management process, we conduct initial country assessments that identify qualitative human rights risks. We also use a human rights risk screening tool to analyze risks at country, project, and operations levels, incorporating elements of global human rights principles.

Our approach to socioeconomic management supports our assessment and management of human rights aspects in our communities. It is guided by our [Environmental Aspects Guide](#), which considers environmental, social, and economic factors, as well as our [Environment Policy](#) and our [Operations Integrity Management System \(OIMS\)](#).

We provide access to remedy through transparent, accessible, and culturally appropriate channels for individuals or communities to raise concerns, consistent with international standards. We make these available through our community and operations-level grievance-management processes, as well as our complaint procedures and open-door communication for employees. As part of these processes, we seek to support confidentiality and non-retaliation. More information on our grievance-management process can be [found here](#).

By monitoring feedback and emerging trends, and using grievance mechanisms at our sites, we improve our management plans and update our training programs with new insights.

Area of focus	What we do	More information
<p><b>Communities and people</b></p>	<p>We strive to amplify the positive impact of our business on local communities while diligently managing environmental, socioeconomic, and health risks.</p> <p>Our approach to socioeconomic management is integral to our respect for human rights. Practices encompass key areas such as:</p> <ul style="list-style-type: none"> <li>▪ Community health, safety, and security.</li> <li>▪ Local economic development.</li> <li>▪ Land use.</li> <li>▪ Resettlement.</li> <li>▪ Livelihood restoration.</li> <li>▪ Cultural heritage.</li> <li>▪ Rights of Indigenous peoples.</li> </ul>	<p><a href="#">Managing socioeconomic impacts</a></p>
<p><b>Workforce</b></p>	<p>For our workforce, respect for human rights means working to incorporate the spirit and intent of the ILO convention and focusing on safety, security, health, career development, freedom of association and the right to collective bargaining, elimination of forced, compulsory and child labor, and our procedures for complaints and open-door communication.</p>	<p><a href="#">Workforce development</a></p> <p><a href="#">Workforce safety and security</a></p> <p><a href="#">Complaint procedures and open-door communication</a></p> <p><a href="#">ExxonMobil Statement on Labor and the Workplace</a></p>

Area of focus	What we do	More information
<b>Suppliers</b>	<p>We use an integrated, risk-based due diligence approach, with a focus on workplace rights, to identify and manage potential human rights risks among our suppliers. Before awarding contracts, we use third-party data to screen suppliers for compliance in areas like sanctions, anti-corruption, and human trafficking.</p> <p>Our due diligence process to identify forced labor risks focuses on three factors: the supplier, the commodity, and the location. If higher risks are identified, we further assess the supplier's policies and risk management practices before proceeding.</p>	<p><a href="#">Working with suppliers</a></p> <p><a href="#">Supplier expectations</a></p> <p><a href="#">Annual supplier letter</a></p>
<b>Security</b>	<p>As signatories of the Voluntary Principles Initiative (VPI) since 2002, we submit a <a href="#">yearly report</a> providing an overview of our implementation efforts of the Voluntary Principles on Security and Human Rights (VPSHR) during the calendar year. This includes conducting scenario-based security risk assessments, standard contracts for security services including enhanced provisions to address human rights concerns and delivering training on the Voluntary Principles to security service providers and members of government security forces.</p> <p>Our security service contracts typically include provisions requiring appropriate training on aspects of international principles, local laws, and regulations, including:</p> <ul style="list-style-type: none"> <li>▪ ExxonMobil's Statement on Security and Human Rights.</li> <li>▪ Provisions of the U.N. Universal Declaration on Human Rights.</li> <li>▪ International Labour Organization's 1998 Declaration on Fundamental Principles and Rights at Work.</li> <li>▪ U.N. Code of Conduct for Law Enforcement Officials.</li> <li>▪ U.N. Basic Principles on the Use of Force and Firearms by Law Enforcement Officials.</li> </ul> <p>Our standard contract provisions also require contractors to immediately remove personnel credibly accused of human rights abuses and to monitor, report, and investigate all such incidents.</p> <p>We engage with host governments as needed to support security and respect for human rights in local operations. Where we are required to work with government security staff, we seek written agreements with the host nations that include expectations consistent with the goals of the VPSHR.</p> <p>We help train security providers on the goals of the VPSHR and provide targeted training for ExxonMobil personnel globally. The training focuses on our expectations for host government security deployment, including identification of the risks of security-related human rights impacts in communities.</p>	<p><a href="#">ExxonMobil's Statement on Security and Human Rights</a></p> <p><a href="#">ExxonMobil's 2024 VPSHR disclosure</a></p> <p><a href="#">Workplace security</a></p>
<b>Data protection and privacy</b>	<p>We have comprehensive programs designed to protect the integrity and privacy of personal data.</p>	<p><a href="#">Privacy statement</a></p> <p><a href="#">Privacy policy</a></p> <p><a href="#">Integrating sustainability into what we do</a></p>

## Workforce housing and accommodations

From the start of construction to the end of a project, we often provide temporary or long-term housing for our employees and contractors on-site.

We tailor our housing requirements to each project and location. We use frameworks like the [International Finance Corporation](#) standards or the [ILO Maritime Labour Convention, 2006](#), for offshore camps, to guide our requirements.

Our worker housing and accommodations include:

- Healthy and hygienic housing.
- Nutritious, balanced meals that respect cultural preferences.
- Means to register grievances without fear of reprisal.
- Facilities and opportunities for exercise, recreation, relaxation, and worship.
- Safe and comfortable living spaces without discrimination based on gender, race, origin, or other protected statuses.

Additionally, we aim to foster an environment of understanding and tolerance among our workforce. This helps minimize cultural conflicts and reduces the risk of worker unrest or dissatisfaction.

## Reinforcing human rights through training

We reinforce our commitment to respecting human rights through training. Our [Standards of Business Conduct](#) are integral to onboarding new employees and are reiterated annually. Our regular required business practices training covers essential topics like foundation policies, open-door communication, and procedures for raising concerns. Our wholly owned and majority-owned subsidiaries generally provide similar training.

Training is available to all employees globally to build an understanding of these topics and an awareness of human rights risks. Human rights is also included as a core element of our instructor-led socioeconomic management training. In addition, tailored human rights training is provided to employees in our procurement function.

## Transparency and collaboration

We actively participate in international initiatives to share knowledge about human rights and communicate our performance.

This includes our work with [Ipieca](#), the “global oil and gas association for advancing environmental and social performance.” In recent years, ExxonMobil helped develop new editions of the Human Rights Due Diligence Guide, the Labour Rights Risk Identification in the Supply Chain, the Supply Chain Library of Questions and Resources, and Online Labour Rights Training – all published by Ipieca.

Another example is our work with almost 80,000 security providers and government security forces since 2016 who have received training on the Voluntary Principles on Security and Human Rights we helped to develop and deliver.

Key examples of our disclosures and compliance with laws and regulations related to human rights include:

- Our annual [Slavery and Human Trafficking Statements](#) for Esso UK Limited and related reporting affiliates in accordance with the U.K. Modern Slavery Act of 2015.
- Our annual [Report on Fighting Against Forced Labour and Child Labour in Supply Chains](#) for Imperial Oil Limited and its subsidiaries in accordance with the requirements of Canada’s Fighting Against Forced Labour and Child Labour in Supply Chains Act.
- The annual [Australia Modern Slavery Statement](#) of ExxonMobil Australia Pty Ltd, Mobil PNG Gas Holdings Pty Ltd, and related reporting entities, in accordance with the Australia Modern Slavery Act of 2018.
- The annual [Norway Transparency Act Statement](#) for Esso Norge AS, in accordance with the Norwegian Transparency Act.
- Our [annual conflict minerals filing](#) to the U.S. Securities and Exchange Commission, providing disclosures regarding our supply chain for gold, tin, tungsten, and tantalum.

# Contributing to the well-being of communities

## Managing socioeconomic impacts

Our [Environment Policy](#) and *Protect Tomorrow. Today.* guiding principle are the cornerstones of our efforts to be a good corporate citizen in the places we operate worldwide. The same discipline and focus that drive our excellent reliability and safety performance also shape how we advance our work to promote economic development and manage socioeconomic impacts everywhere we operate.

Our goal is to contribute to the social and economic progress of the communities where we operate worldwide. We believe respecting human rights, managing our impacts, and making valuable social investments are essential to our business success. And we are dedicated to running safe and environmentally responsible operations.

The key elements of our integrated approach include:



United Nations Sustainable Development Goals related to this content.

### Our approach

We are committed to being a good corporate citizen in the places we operate worldwide.

We maintain high ethical standards; obey applicable laws, rules, and regulations; and respect local and national cultures.

We base our actions on a scientific understanding of the environmental impacts (human and natural environment) of our operations.

We engage with communities, governments, and others early in project planning and during operations to understand the social and economic needs of the communities where we operate.

## Impact identification and assessment

Our projects and operations around the world provide socioeconomic benefits to the communities where we operate and beyond. While there are inherent risks in any development or operation, we aim to avoid them, reduce them to acceptable levels, or remedy the impacts.

We use core processes and internal frameworks to manage our operations. Our [Operations Integrity Management System \(OIMS\)](#), for example, and its integrated risk management system, helps us to identify, assess, manage, and monitor environmental and socioeconomic impacts, risks and opportunities throughout the life cycles of our assets.

We use our [Environmental Aspects Guide](#) to identify and assess significant environmental and socioeconomic aspects, in line with our [Environment Policy](#). Environmental aspects are activities, products, or services that can interact with the environment. This also covers the “human environment,” which includes social and economic aspects beyond just climate and nature.

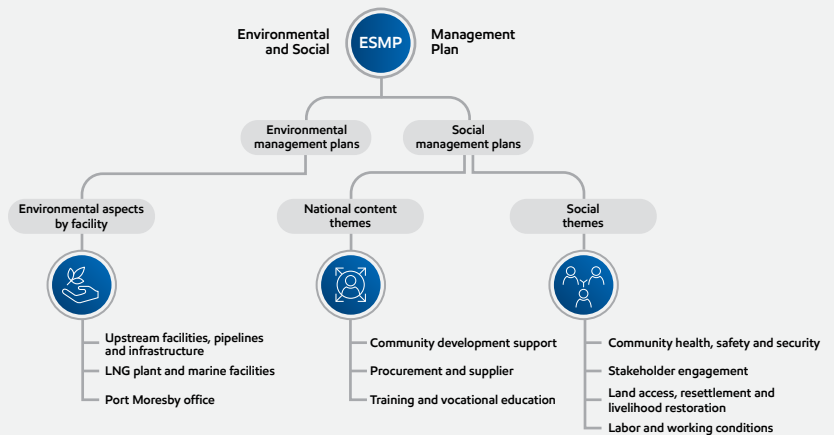
Our processes include:

- Environmental Aspects Assessment (EAA).
- Project Environmental Standards (PES) including our Socioeconomic Management Standard.
- Environmental, Socioeconomic, and Health Impact Assessment (ESHIA).
- Environmental, Socioeconomic, and Health Management Plans.

We engage with local communities and stakeholders to understand the local socioeconomic setting, and incorporate feedback, data, and other due diligence information into these processes. We periodically update our assessments and plans to reflect changes in operational complexity or socioeconomic sensitivities. When needed, we adjust our management plans accordingly.

## Spotlight: Environmental and Social Management Plan in Papua New Guinea

At PNG LNG in Papua New Guinea, operated by ExxonMobil PNG Limited, the Environmental and Social Management Plan (ESMP) guides the management and mitigation of environmental, social, and community health, safety, and security impacts associated with production activities. And it helps to ensure PNG LNG meets all legislative and regulatory requirements. This involves complying with more than 1,300 regulatory obligations.



The ESMP was developed through extensive consultation with stakeholders and is periodically reviewed based on further stakeholder consultation. It includes environmental and social monitoring, mitigation, and management measures identified in the [PNG LNG Environmental Impact Statement](#), and lessons learned from the project’s construction phase. It also incorporates OIMS, and international standards such as International Finance Corporation Performance Standards, and the Equator Principles.

The ESMP consists of three environmental and seven social management plans covering all PNG LNG facilities. Production ESMP requirements apply during normal operating conditions, as well as in reasonably foreseeable abnormal operating conditions or emergency situations. More information can be found in the [PNG LNG Environment](#) page.

## Community engagement and grievance management

We believe in meaningful engagement with communities to build positive, long-term relationships. We regularly consult with local groups and individuals to ensure their voices are heard and their concerns received and considered. Our engagement process is designed to be locally and culturally appropriate. We provide accessible and inclusive channels for exchanging information. This includes activities like open houses, community gatherings, and individual meetings.

By integrating results of these discussions into our decisions, we aim to avoid or reduce potential impacts on communities. This approach helps us enhance benefits, support effective investments, avoid delays, and resolve issues locally.

### Grievance management

Our grievance-management process offers platforms for individuals and communities to raise concerns. Depending on the location and nature of our activities, the process may include direct, in-person, and electronic engagement and the use of third-party proxies such as civil society organizations and nongovernmental associations. We have dedicated personnel to map, track, analyze, respond to, and resolve community grievances promptly and in a way that supports confidentiality and non-retaliation.

Our grievance management approach involves five core steps:

1. Publicize the process and support accessibility for stakeholders.
2. Receive, register, and acknowledge grievances, respecting confidentiality.
3. Review and investigate with the help of external input and qualified personnel.
4. Develop resolution options and respond to or close out grievances.
5. Monitor and evaluate outcomes.

Our practices are informed by the guidance of International Finance Corporation and Ipieca. Individual processes may be complex or simple, driven by the characteristics of each location, type of activity, local sensitivities, potential impacts, and other factors. Our key performance indicators reflect these attributes.

Managers across business lines steward programs in their areas. They are supported by community relations and subject matter experts. Management endorses and monitors these programs. This includes regular reviews of stakeholder reports, grievance summaries, and project responses.

For more information on our stakeholder engagement and grievance-management processes, see the section on [Human Rights](#).

### In practice: Environmental justice in the U.S.

We are part of the communities where our employees live and work, surrounded by their friends, families, and neighbors. Their lived experiences reinforce our belief that every community has a unique culture and history that should be respected.

We believe everyone, regardless of race, color, national origin, or income, deserves to be treated fairly. And we understand the importance of our activities to the communities where we operate and to their social and economic progress.

In places like Baytown, Beaumont, and Baton Rouge, communities have grown up around us for more than a century.

Built along the banks of the Neches River in 1903, ExxonMobil's Beaumont operations have developed into an integrated petrochemical manufacturing complex and one of the largest refineries in the U.S. Since the early days of the Spindletop oil boom, ExxonMobil in Beaumont has contributed to the economic and social landscape of Southeast Texas.

### Recent highlights include:

- Over \$355,000 in contributions to local education providers in 2025 to provide funding, school supplies, technology equipment, host STEM events, fund scholarships, and more.
- Mentoring more than 70 high-school seniors in our 409 Energy Scholars program since it began in 2022. This two-week summer immersive learning program gives students the opportunity to experience STEM careers firsthand.
- Collaborating with Workforce Solutions of Southeast Texas in 2025 to host 10 teachers for a four-day externship in which teachers learn about the education pathways and skills students need for industry careers.
- Announcing 10-year, \$10 million grant from ExxonMobil to the University of Texas MD Anderson to support Be Well™ Beaumont in 2025, following success of the Be Well™ Baytown initiative launched in 2016.
- In early 2025, ExxonMobil Beaumont announced a scholarship for graduating high school seniors with ties to its fenceline neighborhoods to pursue a Process Operating Technology degree at Lamar Institute of Technology (LIT). The scholarship will cover the cost of a typical course load designed to graduate from the program in two years. Scholarship recipients will have the opportunity to pursue internships with ExxonMobil during their program at LIT, which could lead to full-time employment upon graduation.

In other places, communities existed long before we arrived. The Gulf Coast Growth Ventures (GCGV) facility that we operate near Corpus Christi, Texas, is one example. Projects like this involve hundreds of outreach meetings with local organizations, chambers, government agencies, civic groups, and neighborhoods. The [GCGV Good Neighbor Program](#) was initiated to address topics that local residents identified as most important, with four pillars: Health & Safety, Education & Workforce, Environmental Stewardship, and Quality of Life.

### Recent highlights include:

- More than \$750,000 in STEM education grants from ExxonMobil and the ExxonMobil Foundation in 2025.
- More than \$7.5 million spent with local businesses in 2024.
- 26 paid interns, including 20 in the second annual Process Technology Internship Program from Del Mar College in 2024.
- \$237,000 in total contributions to United Way of the Coastal Bend, and \$125,000 in donations to local environmental organizations in 2024.

Across our operations, we regularly consult with local groups and individuals so that a range of relevant stakeholders are represented as we work alongside our communities, building on the best aspects of our operations while mitigating any potential negative impacts.

As described in the [Caring for land and biodiversity](#) section of this report, the environmental and socioeconomic setting of our operations includes a wide range of interconnected aspects of nature, regulation, and socioeconomic sensitivities. Our policies, practices, and expectations of employees support our efforts to:

- Foster a culture of trust through inclusivity and transparency.
- Identify, mitigate, and respond effectively to the potential impacts of our operations.
- Make financial contributions and develop programs in communities to address needs or opportunities where we have some expertise or value to add.
- Work to ensure local communities directly and indirectly benefit from our presence.

As part of our engagement process, we identify and consult with potentially impacted community members including potentially vulnerable community members to understand barriers that may limit their participation. We tailor our processes to be accessible, open to all, and effective in exchanging information and identifying issues.

Our top priority is running safe facilities for our employees and nearby residents. That's what we've done for more than 140 years, and it's what we will continue to do as we work to be an integral part of the communities in which we operate.

## Community health, safety, and security

We integrate community health, safety, and security aspects into our impact assessments as a key part of our socioeconomic management approach. Our Community Health, Safety, and Security Management Plans typically include:

- Identified risks.
- Mitigation and management measures.
- Monitoring of outcomes.

Risks assessed may include:

- Road traffic.
- Diseases spread by vectors such as mosquitoes, ticks, and fleas.
- Soil, water, and sanitation-related diseases.
- Cultural health practices.
- Population shifts.

We also look for opportunities to improve health, safety, and security in the communities where we operate.

### Spotlight: Road safety in China

Our petrochemical complex in Huizhou, China, started up in 2025 after years of development and community engagement. To help improve safety and reduce congestion, ExxonMobil China's socioeconomic team collaborated with local communities to plan and construct a new footbridge. The bridge includes elevators to support accessibility for elderly residents. It also features landscaping and rainwater collection and an auto-watering system.



Photo: Community footbridge, Huizhou, China.

The project's success encouraged the local government to formalize a process for public/private community development projects, which is expected to facilitate future socioeconomic initiatives for ExxonMobil China and other companies.

### Spotlight: The Greater Guyana Initiative

The Greater Guyana Initiative (GGI) is a ten-year, \$100 million commitment by ExxonMobil Guyana and its coventurers, Hess Guyana Exploration Limited, and CNOOC Nexen Petroleum Guyana Limited. It supports long-term capacity development across the country.

Through its Sustainability Enablers Project, GGI is working with communities in Imbotero and Smiths Creek in Region 1 to address high-priority challenges identified by the residents, including:

- Seasonal saltwater intrusion, which has made freshwater increasingly hard to access, often requiring long trips upriver.
- Limited lighting at night, which has constrained daily life, reducing both evening activities and children's study time.

GGI provided 200 household water-storage tanks and installed eight 500-gallon tanks at a central processing facility to provide consistent access to freshwater. These tanks support expanded agricultural activity – including pepper cultivation, an important source of income for women in the region.

Households also received solar installations, including 200 solar LED lights allowing families to safely carry out tasks after dark.



Photo: Poultry and egg production in Guyana.

Another example of GGI's work is the Hinterland Poultry Project, also known as the Egg Sandwich Project, supported in part by ExxonMobil Guyana. The project aims to expand poultry and egg production outlying parts of Regions 8 and 9 in Guyana, while strengthening local producers' skills. In collaboration with the Rupununi Livestock Producers Association and The Consultancy Group, the GY\$120 million project has built the region's first hatchery and supported nearly 2,000 farmers, including women and youth groups. To date, it has produced more than 25,000 chicks and over 350,000 broiler eggs, reducing reliance on imports and supporting local economies. Watch the [video](#) to learn more.

These efforts are helping communities secure dependable freshwater, cleaner cooking fuels, and new opportunities for economic stability – core elements of GGI's commitment to community-driven development.

## Local economic development

We work closely with local communities to understand their unique needs. Our goal is to contribute to long-term economic and social development. Our approach aims to integrate local content and community investment into every stage of our projects.

### Local content

We take a strategic, long-term approach to building human, social, and economic capacity. This approach delivers tangible, lasting benefits for people, communities, and businesses in host countries.

We focus on:

- Employing and training local personnel.
- Supporting local suppliers and contractors.
- Improving the livelihoods of community members.

As part of our project planning, we create a relevant local content plan. These plans set objectives for long-term economic development, considering social and economic conditions, the nature of the project, and community needs.

### Local hiring and development

We aim to enhance the long-term capability of the local workforce through recruitment, training, and succession planning. We focus on developing national talent who can contribute meaningfully to local operations, while also building a global pool of skilled professionals who can meet our evolving business needs and support broader economic development. We hire local individuals and help them develop technical and leadership skills. These skills benefit them throughout their careers with ExxonMobil or other future employers. Our development program includes training in:

- Relevant technical and vocational skills.
- Health and safety.
- Environmental protection.
- Management skills.
- Business conduct.

For more information, on how we're [Investing in People](#), visit our website.

## Building the talent pipeline in Guyana

ExxonMobil Guyana Limited takes a multi-tiered approach to local content and local economic development that includes workforce development, supplier development, and strategic investments. We focus on building workforce and supplier capabilities in conjunction with strategic investments in the local community.

Our strategy to develop a local and talented workforce has two components – the recruitment and development of Guyanese personnel who can play a role in our local operations, and the continued development of a local pool of talent capable of meeting our future business needs in Guyana. We apply proven training curriculums, industry best practices, and leading technology to support local workforce development.



Photo: Rendering of ExxonMobil Foundation Georgetown STEM Centre Opening at the University of Guyana in 2029.

The [Guyana STEM Initiative](#) is a \$100 million, 10-year education program launched by ExxonMobil to support the development of Science, Technology, Engineering, and Mathematics (STEM) capabilities across Guyana. The program aims to strengthen the country's long-term talent pipeline by improving STEM teaching, expanding student access to high-quality resources, and establishing clear pathways from education to technical careers.

The initiative is organized around three core pillars:

- **Teacher STEM training** through collaborations with the Ministry of Education, the University of Guyana, and the University of Houston, beginning in September 2026.
- **Expanded student STEM opportunities**, including classroom and extracurricular programs, hands-on activities and a new network of two STEM Centres and satellite sites across the country starting with the first STEM Centre to open in 2029.
- **College and career pathways** that provide pre-college courses, transition support, mentoring, and tutoring to help students connect STEM learning to future careers.

Additional information about local content efforts in Guyana can be found at our [Guyana Local Content website](#) and in ExxonMobil Guyana's [2024 annual report](#).

## Spotlight: Fostering Local Supplier Development with MozUp

The [MozUp Enterprise Development Center \(MozUp\)](#) launched in Maputo, Mozambique, in 2020, to offer training, advisory, and mentorship opportunities to businesses and people across the country. In 2023 later, MozUp's second office opened up more than a thousand miles away in Pemba, extending the program's reach even farther. The Rovuma LNG joint venture that our affiliate operates has helped fund the program since its creation.

The goal is to help small- and medium-sized business enterprises obtain the skills and certifications they need to become suppliers to the Rovuma LNG Project, the oil and gas industry, and other growing sectors of the Mozambican economy.

This work can enable transformative growth of participating companies. One example comes from a local fire engineering company, which turned to MozUp for assistance in finance, procurement, human resources, and health and safety training. With this support, it evolved from a single site providing fire extinguisher maintenance into a four-branch business that offers a full range of fire engineering and safety systems.

Another example involves a catering company established and managed by a mother-and-daughter team. With MozUp's help, the business earned International Food Safety (ISO 22000) certification – becoming the first women-owned catering company in Mozambique to do so. That certification opened doors for the company to expand its catering services into sectors such as cruise ships and private air transport.

## Local supplier development and utilization

We know the importance of building a strong, competitive supply chain in the countries where we operate. Our approach includes buying goods and services from local suppliers and helping them grow their capabilities. This helps to create a competitive local industrial base.

We collaborate with host governments, NGOs, and local communities to support local businesses. To become a supplier for ExxonMobil, a local business must meet our safety, technical, environmental, and human rights expectations. Our efforts support the long-term economic progress of the community.

## Investments in local communities

Our investments support the economic development of local communities. We engage with community members, host governments, and others to develop meaningful projects. These projects aim to build and sustain economic growth while improving social conditions. We consider each community's development goals when deciding where, when, and how to invest.

## Spotlight: Supporting women entrepreneurs

Women-owned small- and medium-sized enterprises in Guyana and Nigeria see advanced business skills and financing as a major need to grow and sustain their businesses. With funding from the ExxonMobil Foundation, the Cherie Blair Foundation for Women trains women in these countries to build successful businesses.

In Nigeria and Guyana, the [Road to Growth](#) program supports local women entrepreneurs to build business and financial literacy skills and grow their networks. In Guyana, the [Road to Finance](#) program further trains ambitious Guyanese women to expand their knowledge and confidence to secure financing, grow their businesses, and achieve their potential.

In 2025, we took a look back, surveying and interviewing program participants to assess the impact of these programs. After completing the program, participating entrepreneurs saw improved results for their businesses, including:

### Road to Finance – Guyana (two-year impact study)

95% reported increase in revenue

95% reported increase in profit

### Road to Growth – Guyana (2025)

79% reported increase in revenue

80% reported increase in profit

### Road to Growth – Nigeria (2025)

90% reported increase in revenue

93% reported increase in profit

For more information about this program and other philanthropic activities, visit the [Community](#) page of our website.

## Land use, resettlement, and livelihood restoration

We respect property rights in the countries and communities where we operate. We aim to avoid involuntary resettlement and minimize voluntary resettlement through careful site selection.

When resettlement is unavoidable, our objective is to restore or improve the living standards and livelihoods of displaced people.

### Site selection process

We assess multiple potential locations for our operations based on availability, accessibility, safety, and environmental and social considerations. Our screening process includes factors specific to each country, community, and area, such as:

- Local demographics.
- Employment sources and levels.
- Housing.
- Gender relations.
- Marginalized groups.
- Ecosystem services.
- Regional conflicts or tensions.
- Religious and cultural sites.

### Land acquisition

If land is necessary for a project, we follow host-country regulations and our internal standards. For externally financed projects, we also adhere to lender requirements regarding land use, access, and resettlement. Resettlement is considered “involuntary” when affected individuals or communities cannot refuse, such as in cases of eminent domain. Projects requiring resettlement undergo heightened review by senior management.

## Resettlement and livelihood restoration

When physical or economic displacement occurs, we implement fair and transparent resettlement and compensation plans. These plans comply with regulatory requirements and recognized benchmarks like International Finance Corporation Performance Standard 5. They are tailored to the specific geographies and cultures of each location, informed by engagement with affected landowners and supported by detailed surveys of housing, gardens, wildlife, sources of nature-based products, harvesting areas, and other assets. We maintain transparency and offer a community grievance mechanism throughout the process.

### Spotlight: Papua New Guinea

Wherever possible, our affiliate in Papua New Guinea aims to avoid resettlement from construction activities. Where resettlement is unavoidable, the aim is to improve, or at least restore, the livelihoods and standards of living of displaced persons. Pre-construction surveys help us assess potential project impacts and determine compensation for affected families.

In 2024, one household received compensation after being relocated to accommodate extra workspace required at the Kilometre Point 65.9 river crossing. The extra space was for storing materials that were needed for work at the river crossing and to provide a safe path for machinery access.

A pre-construction survey was conducted along the pipeline at the Kilometre Point 25.2 river crossing during 2024 to assess households in areas identified for pipeline remediation works. Seven households were confirmed as eligible for compensation. By the end of 2024, four households received compensation, and the remaining three were compensated in 2025.

All resettlement activities are managed under the Environmental and Social Management Plan (ESMP), which is informed by international best practice, including the International Finance Corporation (IFC) Performance Standards and the Equator Principles. Engagement with affected households is maintained to support fair compensation outcomes and the restoration of livelihoods.

For more information on our resettlement and livelihood restoration programs in Papua New Guinea, see the [PNG LNG Environment](#) page.

## Indigenous peoples

In locations inhabited or historically used by Indigenous peoples, we work closely with these communities to respect their cultures and customs. We support employment initiatives and cultural heritage programs through local content development and strategic community investments.

### Meaningful engagement

We are committed to meaningful engagement and open consultation with Indigenous peoples. We incorporate traditional knowledge and land use practices into our plans and promote community programs that respect traditions and cultures. Meaningful engagement is a key aspect of Free, Prior, and Informed Consent, as recognized in the United Nations Declaration on the Rights of Indigenous Peoples.

No two communities are the same. We start by establishing tailored engagement methods that align with local customs and preferences. Communities decide how they want us to engage, whether with elected leaders, community elders, or other representatives. They also choose the format – public forums, formal or informal meetings, and the frequency of these engagements.

### Global frameworks

Our interactions with Indigenous peoples are consistent with the following frameworks:

- International Labour Organization Convention 169.
- United Nations Declaration on the Rights of Indigenous Peoples.
- International Finance Corporation Performance Standards.
- World Bank Operational Policy on Indigenous Peoples.

## Imperial's commitment to excellence in community engagement

Our majority-owned affiliate in Canada, Imperial Oil Limited, has been a leader in Canada's energy industry for more than 140 years.

Many of Imperial's operations and development opportunities are near Indigenous communities or on Traditional lands. The company strives to build strong and lasting relationships based on mutual trust, respect, and shared prosperity.

Imperial's [Indigenous relations and principles guidelines](#) inform Imperial's work across four key pillars of engagement.



Indigenous Rightsholders have consistently emphasized that building strong partnerships with Indigenous businesses is one of the most meaningful contributions companies can make toward progressing reconciliation. The term "Reconciliation" refers to a commitment to maintaining a mutually respectful relationship between Indigenous and non-Indigenous peoples in Canada.

Imperial has worked to connect Indigenous and non-Indigenous suppliers and align its national supply chain needs with Indigenous partner capacity. As a Canadian Council for Indigenous Business (CCIB) procurement champion, Imperial is among a select group of corporations committed to increasing supply chain opportunities for Indigenous businesses.

In 2025, Imperial:

- Received silver-level recertification from the CCIB through their Partnership Accreditation in Indigenous Relations (PAIR) program – a prominent corporate social responsibility program that emphasizes Indigenous relations.
- Committed nearly \$19 million through community benefits agreements to Indigenous communities across Canada.
- Surpassed \$7 billion in spending with Indigenous businesses since 2008 and achieved the highest annual business spend in 2025 at more than \$1 billion.

Imperial continues to expand its efforts across the value chain, incorporating Indigenous input and traditional knowledge into its projects and practices, increasing Indigenous representation in its workforce and enhancing cultural awareness and understanding for its employees across Canada.

## Cultural Heritage

Our respect for the cultural heritage and customs of local communities carries into our business practices. We do this by managing the potential impacts of our operations and by making culturally appropriate community investments.

From project design to our ongoing operations, we look for ways to help preserve cultural heritage. As we design our projects, we consider cultural and spiritual considerations, heritage sites, biodiversity conservation, traditional knowledge, and efficient use of resources.

We value and respect the cultural histories of the areas where we operate. To do this, we identify potential sites of cultural significance. If the recovery or relocation of an artifact is appropriate, we develop tailored procedures in consultation with technical experts, local communities, and host country government officials.

We also deepen our knowledge with relevant research. And we provide training to our construction and field contractor personnel. This helps them identify different types of cultural heritage in the areas where we work.

## Spotlight: Honoring Water Traditions in India

In many parts of India, water is revered as a living entity, central to spiritual practices and community life. When the ExxonMobil Lubricants Blending Plant Project required closing a water well, the community asked for a ceremony to honor the well's life and the role it played in sustaining local residents for generations. At the site, community religious leaders, local authorities, and project team members gathered to observe this tradition before the well was closed.



Photo: Honoring water traditions in India.



Contributing to the well-being of communities

# Working with suppliers

**Our core value of Care doesn't stop at our door. Our suppliers of goods and services all have a role to play in how we work to *Protect Tomorrow. Today.* in our operations.**

Our [expectations of suppliers](#) call for the operations and business practices of our suppliers to be conducted in a manner consistent with the [International Labour Organization 1998 Declaration on Fundamental Principles and Rights at Work \(ILO Declaration\)](#) and the goals of the [United Nations Guiding Principles on Business and Human Rights \(UNGPs\)](#). They also communicate our expectation that our suppliers comply with all local laws and regulations. To remain in good standing, our suppliers are expected to meet our stringent compliance, anti-corruption, conflict of interest, safety, and other guidelines.

## Our approach

We work to promote inclusive sourcing open to all.

We are committed to respecting human rights and working to reduce impacts to the environment.

We seek to work with qualified suppliers that share our commitment.

## Supplier stewardship

Our procurement cost models and sourcing strategies support responsible sourcing, including identification of potential human rights impacts within procurement category families.

Potential suppliers are reviewed on their operational, technical, and financial performance. When considering a supplier, we also perform due diligence on compliance. We use third-party sources to screen potential suppliers across compliance areas including sanctions, anti-corruption, forced labor, and human trafficking.

In our bid process, we communicate our expectations that suppliers:

- Comply with all applicable laws prohibiting the utilization of forced or compulsory labor.
- Provide employees with working conditions, including payment of wages and benefits, that comply with all applicable laws.
- Ensure that employees meet the legal employment age requirements in the country of employment.

Our procurement team uses standard terms and conditions that oblige suppliers to:

- Comply with all applicable laws and regulations, including those related to employment, safety, security, health, and the environment.
- Impose similar terms and conditions on their subcontractors.
- Permit audits and allow access to relevant sites, documents, and personnel.

Annually, we remind suppliers of our expectations in a [year-end letter](#), available in dozens of languages and customized for specific regions. This letter reinforces our expectations that suppliers uphold standards similar to our [Standards of Business Conduct](#) and comply with all applicable laws and regulations. It also provides contact information for any questions or concerns.

We audit a select number of suppliers each year for contract compliance on aspects including pricing, safety, drug and alcohol policy, invoicing, and travel expenses. Contracts may be terminated if suppliers do not meet our expectations.

We define our suppliers according to the size and frequency of our purchases and review performance of our top-tier suppliers using criteria aligned with our sustainability focus areas in an effort to identify risks and opportunities and promote innovation.

## Human rights due diligence

We are committed to respecting human rights and expect our suppliers to do the same. Through our procurement processes and systems, we assess direct suppliers for potential human rights risks, with a focus on workplace rights.

Our [Statement on Labor and the Workplace](#) articulates our support of the principles of the International Labour Organization (ILO) 1998 Declaration on Fundamental Principles on Rights at Work. This includes eliminating child labor, forced labor, and workplace discrimination; the recognition of the right to freedom of association and collective bargaining; and providing a safe and healthy work environment.

The standard terms and conditions used by our global procurement organization require adherence to all applicable laws and regulations. Requests for quotes from our procurement staff typically include clauses regarding the prohibition of forced or compulsory labor and payment of wages and benefits in accordance with local laws. Participants in bidding activities must comply with these requirements.

Audits further enhance transparency and compliance with our expectations. Our standard contracts typically require suppliers and their subcontractors to allow us to access all offices, work sites, and personnel related to the contract. We select a number of suppliers annually for such audits, which include a compliance review on contract provisions.

With respect to the issue of human trafficking, we proactively communicate our expectations to suppliers through our [year-end letter](#) and manage risks through our due diligence processes. We also work to reduce the conditions that can lead to human trafficking by promoting economic growth and personal prosperity.

Our due diligence process for identifying and assessing human rights risks focuses on the supplier, the commodity, and the location. Additional due diligence is done for goods and services involving low-skilled labor in countries ranked below Tier 1 in the U.S. Department of State's Trafficking in Persons (TIP) Report. If higher risk is identified, further due diligence is performed to address risks before we continue with the contracting process. Training on human rights risks is available to procurement professionals who conduct supplier due diligence.

## Environmental performance

We aim to work with innovative suppliers to reduce environmental impacts in our supply chain. We also engage with suppliers to share our expectations and find opportunities to go even further.

Even small changes can have a big impact. When our network of lubricants blending and packaging plants in the E.U. standardized pallet sizes to a single optimized design, they unlocked efficiencies leading to \$1.5 million in annual savings. The move also extended material life and cut waste by introducing the option to reuse repaired pallets, saving another \$1.3 million annually.

Through collaboration with a local supplier, the monoethylene glycol team at the Gulf Coast Growth Ventures (GCGV) joint venture we operate started buying filters from a nearby supplier rather than shipping them in from overseas. By sourcing locally, the team cut costs by 50% and cut weeks from delivery lead times. The supplier also trained site personnel in cleaning techniques, extending filter life and improving reliability.

Whether through collaboration with our transportation and logistics suppliers, textile providers, or well-services suppliers – or through our focus on refinery maintenance or efficiently running our warehouses – our approach continues to tackle everyday challenges in innovative and cost-effective ways.



*"Expanding our outreach to identify and contract with qualified suppliers is a proven strategy that delivers innovation and cost-effectiveness to our operations while strengthening the communities where we do business."*

**Shawn Simmons, ExxonMobil Global Sustainable Procurement Manager**

## In practice: Supplier forums

We participate in or host forums open to all potential suppliers, including local and small suppliers, in the communities where we operate – often in collaboration with local chambers of commerce or similar organizations.

These forums help businesses understand our safety and technical requirements and connect with our procurement teams to learn about our site-specific needs. By broadening awareness and engagement, the forums strengthen our pipeline of competitive, high-performing suppliers equipped to support our operations.

These forums can open doors for qualified suppliers. For example, a WBENC-certified chemical manufacturer attended our inaugural forum in 2023 near the Joliet refinery in Channahon, Illinois. They gained a deeper understanding of our expectations and were subsequently added to our potential supplier list. Their participation positioned them to be considered for future opportunities, and they now supply chemical products to the refinery.



Photo: Joliet Refinery supplier forum hosted by ExxonMobil.

## Sourcing for competitive advantage

Our approach to sourcing brings a competitive edge through new perspectives, ideas, and practices and helps our businesses grow by driving our supplier agility and resiliency. We work to increase awareness of a broad range of suppliers to increase competition and innovation while striving to make a positive impact on communities. We actively seek to expand our potential supplier list.

We aim to build mutually beneficial relationships that contribute to the growth of our supplier base through collaboration with groups such as the Small Business Association, American Petroleum Institute (API), National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC), WEConnect International, and Minority Supplier Development United Kingdom.

Our supplier sourcing activities around the world are conducted in accordance with applicable laws. All supplier selections are based solely on applicable work qualifications and requirements. In the communities where we operate, we often buy goods and services from local suppliers and build their capabilities through local programs. This helps build long-term local economic capacity, strengthens community relationships, and supports the objectives of the United Nations Sustainable Development Goals. Additionally, where applicable, we comply with government or lender mandated local content requirements. For example, these requirements may include businesses owned by Indigenous Peoples in Canada and women in countries outside of the United States.

# Sustainability performance data

## Performance data table<sup>1</sup>

Consistent with industry, we are reporting the data below over a 5-year period. The reporting guidelines and indicators of Ipeca, the American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP) Sustainability Reporting Guidance for the Oil and Gas Industry (5th edition, 2025) informed the selection of the data included in this performance table. For additional resources see the following: [Sustainability](#), and the [content index](#).

ENVIRONMENTAL PERFORMANCE <sup>2</sup>	2021	2022	2023	2024	2025
<b>Freshwater</b>					
Freshwater withdrawn, millions of cubic meters	420	430	440	440	440
Freshwater consumption, millions of cubic meters	260	270	290	290	290
Freshwater intensity, metric tons of water consumed per metric tons of throughput or production					
Upstream	0.3	0.3	0.3	0.3	0.3
Downstream	0.7	0.7	0.7	0.7	0.7
Chemical	1.5	1.9	2.2	2.5	2.1
<b>Discharges to water</b>					
Controlled hydrocarbon discharges to water, thousands of metric tons	0.7	0.7	0.5	1.1	0.4
Upstream	0.6	0.6	0.4	1.1	0.3
Downstream	0.1	0.1	0.1	0.1	0.1
<b>Spills to the environment</b>					
Marine vessel (owned and long-term leased) hydrocarbon spills >1 barrel, number	0	0	0	0	0
Hydrocarbon spills (not from marine vessels) (oil spilled), number	159	172	159	446	402
Hydrocarbon spills (not from marine vessels) (oil spilled) volume, thousands of barrels	21.6	10.8	1.6	5.4	6.0
Other spills (not from marine vessels) (non-hydrocarbon), number	50	40	16	84	36
Other spills (not from marine vessels) (non-hydrocarbon) volume, thousands of barrels	0.5	0.7	0.5	1.5	0.2
<b>Air emissions</b>					
Sulfur oxides (SOx) emitted, millions of metric tons	0.08	0.08	0.06	0.05	0.06
Nitrogen oxides (NOx) emitted, millions of metric tons	0.12	0.13	0.12	0.11	0.11
Volatile organic compounds (VOCs) emitted, millions of metric tons	0.12	0.11	0.10	0.13	0.12
<b>Material management</b>					
Total hazardous waste generated from remediation, millions of metric tons	0.9	0.5	0.6	0.7	0.6
Total hazardous waste disposed from remediation, millions of metric tons	0.9	0.5	0.6	0.7	0.6
Total hazardous waste beneficial reuse from remediation, millions of metric tons	<0.1	<0.1	<0.1	<0.1	<0.1
Total non-hazardous waste generated from remediation, millions of metric tons	0.8	0.6	0.7	0.2	0.3
Total non-hazardous waste disposed from remediation, millions of metric tons	0.7	0.6	0.7	0.2	0.2
Total non-hazardous waste beneficial reuse from remediation, millions of metric tons	<0.1	0.1	0.1	0.1	0.1
Total hazardous waste generated from operations, millions of metric tons	0.5	0.5	0.5	0.4	0.2
Total hazardous waste disposed from operations, millions of metric tons	0.3	0.3	0.3	0.5	0.2
Total hazardous waste beneficial reuse from operations, millions of metric tons	0.2	0.2	0.2	0.1	0.1
Total non-hazardous waste generated from operations, millions of metric tons	0.7	0.5	0.6	1.5	1.7
Total non-hazardous waste disposed from operations, millions of metric tons	0.6	0.4	0.4	1.3	1.6
Total non-hazardous waste beneficial reuse from operations, millions of metric tons	0.2	0.2	0.2	0.1	0.2

<b>SAFETY PERFORMANCE<sup>2</sup></b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Personnel safety</b>					
Fatalities - employees	0	0	1	0	1
Fatalities - contractors	1	3	1	1	1
Fatal accident rate - total workforce (per 1,000,000 work hours) <sup>3</sup>	0.003	0.008	0.006	0.003	0.006
Fatal incident rate - total workforce (per 1,000,000 work hours) <sup>3</sup>	0.003	0.008	0.006	0.003	0.006
Lost-time incident rate - employees (per 200,000 work hours) <sup>4</sup>	0.02	0.03	0.01	0.03	0.01
Lost-time incident rate - contractors (per 200,000 work hours) <sup>4</sup>	0.03	0.02	0.03	0.02	0.02
Lost-time incident rate - total workforce (per 200,000 work hours) <sup>4</sup>	0.02	0.02	0.02	0.02	0.02
Total recordable incident rate - employees (per 200,000 work hours) <sup>4</sup>	0.11	0.12	0.10	0.13	0.10
Total recordable incident rate - contractors (per 200,000 work hours) <sup>4</sup>	0.19	0.18	0.19	0.20	0.21
Total recordable incident rate - total workforce (per 200,000 work hours) <sup>4</sup>	0.16	0.16	0.15	0.17	0.17
<b>Process safety</b>					
Process Safety Tier 1 Events (API RP 754 guidance) <sup>5</sup>	44	55	55	61	69
<b>INVESTING IN PEOPLE</b>					
<b>Workforce composition</b>					
Global workforce <sup>6</sup>					
Number of regular employees at year end, thousands	63	62	62	61	58
Percent international	64	64	64	63	59
Percent women	29	28	28	28	28
Percent professional women	34	34	34	34	34
Percent executive women	27	29	30	29	28
United States workforce <sup>7</sup>					
Percent professional minorities	27	29	30	30	31
Percent executive minorities	22	23	23	23	23
Percent U.S. veterans	5	5	5	5	5
<b>Professional hiring<sup>8</sup></b>					
Global workforce <sup>6</sup>					
Percent women	40	38	37	33	32
United States workforce <sup>7</sup>					
Percent minorities	47	43	38	40	40
Percent Asian	20	17	13	15	13
Percent Black/African American	8	8	9	7	9
Percent Hispanic/Latino	14	14	14	15	15
<b>Training</b>					
Number of participants in corporate and technical training, thousands	73	69	66	67	64
Total corporate and technical training expenditures, millions of dollars	19	31	47	51	73
<b>SOCIAL INVESTMENTS</b>					
<b>Community investments, millions of dollars<sup>9</sup></b>					
Global	163.4	158.3	192.0	199.9	204.0
United States	60.0	62.5	78.3	85.8	75.3
Rest of World	103.4	95.8	113.7	114.1	128.7
<b>OTHER</b>					
Number of Extractive Industries Transparency Initiative (EITI) participating countries <sup>10</sup>	16	16	15	17	11
Corporate political contributions — United States state campaigns and national 527s, millions of dollars	0.52	0.49	0.58	0.55	0.61
Percent of shares represented at Corporation's Annual Meeting	72.0	80.4	83.1	83.8	83.9

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<sup>1</sup> Performance data is based on a combination of measured and estimated data using reasonable efforts and collection methods. Any calculations are based on industry standards and best practices, including guidance from the API and Ipieca as applicable. There is uncertainty associated with the performance data due to variation in the processes and operations, the availability of sufficient data, quality of those data and methodology used for measurement and estimation. Performance data may include rounding. This table reflects Spills to the environment data as of March 12, 2026, and all other Environmental Performance data as of March 29, 2026. This table reflects Safety Performance data as of March 12, 2026. Environmental Performance and Safety Performance data includes Denbury Inc. (“Denbury”) beginning on November 2, 2023, and Pioneer Natural Resources Company (“Pioneer”) beginning on May 3, 2024, where applicable and available. Changes to the performance data may be reported as part of the company’s annual publications as new or updated data and/or methodologies become available as appropriate. Environmental Performance and Safety Performance data is reported for ExxonMobil operated assets only. “Other spills (not from marine vessels) (non-hydrocarbon)” include chemical and water-based drilling fluid spills.

<sup>2</sup> Some historical performance data was updated to reflect the best available information at the time of this report. Environmental expenditures are reported only as part of our Form 10-K filing going forward.

<sup>3</sup> Total workforce includes employees and contractors. Accidents or incidents include both injuries and illnesses. From 2021 through 2025, all fatalities were injury-related.

<sup>4</sup> Incidents include injuries and illnesses. Total workforce includes employees and contractors.

<sup>5</sup> Includes Denbury data beginning on March 25, 2024. Includes Pioneer data beginning on January 1, 2025.

<sup>6</sup> Global workforce is defined as all active, regular executive, management, professional, technical (EMPT), and wage employees, who work full-time or part-time for ExxonMobil, and are covered by ExxonMobil’s benefit plans and programs. Denbury employee data included in “Number of regular employees at year end, thousands” beginning in 2023 and other Global Workforce metrics beginning in 2024. Pioneer employee data included in “Number of regular employees at year end, thousands” beginning in 2024 and other Global Workforce metrics beginning in 2025.

<sup>7</sup> United States workforce is defined as all active, regular EMPT, and wage employees on the United States payroll who work full-time or part-time for ExxonMobil, and are covered by ExxonMobil’s benefit plans and programs.

<sup>8</sup> Professional employees and hires are defined as EMPT.

<sup>9</sup> Total contributions include donations from Exxon Mobil Corporation, our divisions, affiliates, employees, and retirees, as well as the ExxonMobil Foundation.

<sup>10</sup> In countries where ExxonMobil has an upstream business presence.

## About our Advancing Climate Solutions and Sustainability Reports and Cautionary Statement

The “Sustainability” section of our website contains two reports:

- Our [Advancing Climate Solutions](#) report describes what we are doing to tackle the challenge of meeting society’s need for energy while reducing greenhouse gas emissions and growing long-term value.
- And our [Sustainability Report](#) completes the picture as it describes our approach to managing our operations and our commitment to carry out our business activities the right way, for the long term.

The Sustainability Report, the Advancing Climate Solutions Report, and combined Executive Summary were issued on May 5, 2026. The content and data referenced in these publications focus primarily on our operations from Jan. 1, 2025 – Dec. 31, 2025, unless otherwise indicated. Information regarding some known events or activities in 2026 and historical initiatives from prior years are also included. Tables on our “Metrics and data” page were updated to reflect full year 2025 data.

The reporting guidelines and indicators in the Sustainability Reporting Guidance for the Oil and Gas Industry (5th edition, 2025) developed by Ipieca, the American Petroleum Institute, and the International Association of Oil & Gas Producers informed our Sustainability Report and Advancing Climate Solutions Report. These reports may also reference the United Nations Sustainable Development Goals, and/or other sources where appropriate.

The “Sustainability” section of our website uses qualitative descriptions and quantitative metrics to describe our policies, programs, practices and performance. Many of the metrics used in preparing the “Sustainability” section of our website are difficult to measure, methods for collecting data continue to evolve and may contain estimates or assumptions believed to be reasonable at the time of preparation. The uncertainty associated with this data depends on variation in the processes and operations, the availability of sufficient data, the quality of those data and methodology used for measurement and estimation. Changes to the data may be reported as updated data and/or methodologies become available.

Our topic selection process helped inform our sustainability reporting. Visit our content index for a detailed mapping of the locations of information regarding topics included in the reports.

For purposes of the “Sustainability” section of our website, the selected topics do not correspond to the concept of materiality used in securities laws and disclosures required by U.S. Securities and Exchange Commission rules or any U.S. or foreign governing body.

## Forward-Looking Statement Warning

### CAUTIONARY STATEMENT RELEVANT TO FORWARD LOOKING INFORMATION FOR THE PURPOSE OF THE “SAFE HARBOR” PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995 AND OTHER IMPORTANT LEGAL DISCLAIMERS

Images or statements of future ambitions, aims, aspirations, plans, goals, events, projects, projections, opportunities, expectations, performance, potential addressable markets or conditions in the publications, including plans to reduce, abate, avoid or enable avoidance of emissions or reduce emissions intensity, sensitivity analyses, estimates, the development of future technologies, business plans, and sustainability efforts are dependent on future market factors, such as customer demand, continued technological progress, stable policy support and timely rule-making or continuation of government incentives and funding, and 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, are forward looking statements. These statements are not guarantees of future corporate, market or industry performance or outcomes for ExxonMobil or society 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 to reach Scope 1 and 2 net zero from operated assets by 2050, to reach Scope 1 and 2 net zero in integrated Upstream Permian Basin unconventional operated assets by 2035, to eliminate routine flaring in-line with World Bank Zero Routine Flaring, to reach near zero methane emissions from operated assets and other methane initiatives to meet ExxonMobil’s greenhouse gas emission reduction plans and goals, divestment and start-up plans, and associated project plans as well as technology advances, including in the timing and outcome of projects to capture, transport and store CO<sub>2</sub>, produce hydrogen and ammonia, produce lower-emission fuels, produce Proxima™ systems, produce carbon materials, produce lithium, and use plastic waste as feedstock for advanced recycling; future debt levels and credit ratings; business and project plans, timing, costs, capacities and profitability; resource recoveries and production rates; planned Denbury and Pioneer integrated benefits; detection, measurement and quantification of emissions including obtaining or reporting of that data or updates to previous estimates and progress in sustainability focus areas could vary depending on a number of factors. These include, global or regional changes or imbalances in the supply and demand for oil, gas, petrochemicals, and feedstocks and other market factors; economic conditions and seasonal fluctuations that impact prices, differentials, and volume/mix for our products; new market products and services; future cash flows; our ability to execute operational objectives on a timely and successful basis; the ability to realize efficiencies within and across our business lines; developments or changes in local, national, or international treaties, laws, regulations, taxes, trade sanctions, trade tariffs, or policies affecting our business, such as government policies supporting lower-carbon and new market investment opportunities, or policies limiting the attractiveness of investments such as the punitive European taxes on the oil and gas sector and unequal support for different technological methods of emissions reduction or evolving, ambiguous, and unharmonized voluntary and mandatory standards and extraterritorial laws and regulations imposed by various jurisdictions related to sustainability and greenhouse gas reporting and evolving measurement standards for these topics; timely granting of governmental permits, licenses, and certifications; uncertain impacts of deregulation on the legal and regulatory environment; trade patterns and the development and enforcement of local, national and regional mandates; unforeseen technical or operational difficulties; the outcome of research efforts and future technology developments, including the ability to scale projects and technologies such as electrification of operations, advanced recycling, carbon capture and storage, hydrogen and ammonia production, Proxima™ systems, carbon materials or direct lithium extraction on a commercially competitive basis; the development and competitiveness of alternative energy and emission reduction technologies; unforeseen technical or operating difficulties, including the need for unplanned maintenance; availability of feedstocks for lower-emission fuels, hydrogen, or advanced recycling; changes in the relative energy mix across activities and geographies; the actions of co-venturers or competitors; changes in regional and global economic growth rates and consumer preferences including willingness and ability to pay for reduced emissions products; actions taken by governments and consumers resulting from a pandemic; changes in population growth, economic development or migration patterns; timely completion of construction projects; war, civil unrest, attacks against the Company or industry, and other political or security disturbances, including disruption of land or sea transportation routes; decoupling of economies, realignment of global trade and supply chain networks, and disruptions in military alliances; and other factors discussed here and in Item 1A. Risk Factors of our Annual Report on Form 10-K and under the heading “Factors affecting future results” available under the “Earnings” tab through the “Investors” page of our website at [www.exxonmobil.com](http://www.exxonmobil.com). The Advancing Climate Solutions Report includes 2025 greenhouse gas emissions performance data as of March 13, 2026, and Scope 3 Category 11 estimates for full year 2025 as of March 13, 2026. The greenhouse gas intensity and greenhouse gas emission estimates include Scope 2 market-based emissions. The Sustainability Report, the Advancing Climate Solutions Report, and combined Executive Summary were issued on May 5, 2026. The content and data referenced in these publications focus primarily on our operations from Jan. 1, 2025 – Dec. 31, 2025, unless otherwise indicated. Tables on our “Metrics and data” page were updated to reflect full year 2025 data. Information regarding some known events or activities in 2026 and historical initiatives from prior years are also included. No party should place undue reliance on these forward-

looking statements, which speak only as of the dates of these publications. All forward-looking statements are based on management's knowledge and reasonable expectations at the time of publication. ExxonMobil assumes no duty to update these statements or materials as of any future date, and neither future distribution of this material nor the continued availability of this material in archive form on our website should be deemed to constitute an update or re-affirmation of these figures or statements as of any future date. Any future update will be provided only through a public disclosure indicating that fact.

See "ABOUT THE ADVANCING CLIMATE SOLUTIONS AND SUSTAINABILITY REPORTS" at the end of this document for additional information on these reports and the use of non-GAAP and other financial measures.

## ABOUT THE ADVANCING CLIMATE SOLUTIONS AND SUSTAINABILITY REPORTS

The Advancing Climate Solutions Report contains terms used by the third-party disclosure frameworks. In doing so, ExxonMobil is not obligating itself to use any terms in the way defined or interpreted by any third-party, nor is it obligating itself to comply with any specific recommendation of such parties or to provide any specific disclosure. For example, with respect to the term "material," individual companies are best suited to determine what information is material, under the long-standing U.S. Supreme Court definition, and whether to include this information in U.S. Securities and Exchange Act filings. The Sustainability Report and Advancing Climate Solutions Report are each a voluntary disclosure and are not designed to fulfill any U.S., foreign, or third-party required reporting framework.

Forward-looking and other statements regarding environmental and other sustainability efforts and aspirations are not intended to communicate any material investment information under the laws of the United States or elsewhere or represent that these are required disclosures in any other context or jurisdiction. These publications are not intended to imply that ExxonMobil has access to any significant non-public insights on future events that the reader could not independently research. In addition, historical, current, and forward-looking environmental, climate-related, and other sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future, including future laws and rulemaking. Forward-looking and other statements regarding environmental and other sustainability efforts and aspirations are for informational purposes only and are not intended as an advertisement for ExxonMobil's equity, debt, businesses, products, or services and the reader is specifically notified that any investor-requested disclosure or future required disclosure is not and should not be construed as an inducement for the reader to purchase any product, services, or security. The statements and analysis in these publications represent a good faith effort by the Company to address these investor requests despite significant unknown variables and at times inconsistent market data, government policy signals, and calculation methodologies and reporting standards.

Actions needed to advance ExxonMobil's 2030 greenhouse gas emission-reductions plans are incorporated into its medium-term business plans, which are updated annually. The reference case for planning beyond 2030 is based on the Company's Global Outlook research and publication. The Global Outlook is reflective of the existing global policy environment and an assumption of increasing policy stringency and technology improvement to 2050. However, the Global Outlook does not attempt to project the degree of required future policy and technology advancement and deployment for the world, or ExxonMobil, to meet net zero by 2050. As future policies and technology advancements emerge, they will be incorporated into the Global Outlook, and the Company's business plans will be updated as appropriate. References to projects or opportunities may not reflect investment decisions made by the corporation or its affiliates. Individual projects or opportunities may advance based on a number of factors, including availability of stable and supportive policy, permitting, technological advancement for cost-effective abatement, insights from the company planning process, and alignment with our partners and other stakeholders. Capital investment guidance in lower-emission and other new investments is based on our corporate plan; however, actual investment levels will be subject to the availability and attractiveness of investment opportunities, market conditions, stable public policy support, other factors, and focused on returns.

Energy demand modeling is forward-looking by nature aims to replicate integrated dynamics of the global energy system but necessarily involves simplifications to simulate its complexity. The reference to any modeled scenario or any pathway for an energy transition or expansion, including any potential net-zero scenario, does not imply ExxonMobil views any particular scenario as likely to occur. In addition, energy demand scenarios require assumptions on a variety of parameters. As such, the outcome of any given scenario using an energy demand model comes with a high degree of uncertainty. Third-party scenarios discussed in these reports reflect the modeling assumptions and outputs of their respective authors, not ExxonMobil, and their use or inclusion herein is not an endorsement by ExxonMobil of their underlying assumptions, likelihood, or probability. Investment decisions are made on the basis of ExxonMobil's separate planning process but may be secondarily tested for robustness or resiliency against different assumptions, including against various scenarios. These reports contain information from third parties. ExxonMobil makes no representation or warranty as to the third-party information. Where necessary, ExxonMobil received permission to cite third-party sources, but the information and data remain under the control and direction of the third parties. ExxonMobil has also provided links in this report to third-party websites for ease of reference. ExxonMobil's use of the third-party content is not an endorsement or adoption of such information.

ExxonMobil reported emissions, including reductions and avoidance performance data, are based on a combination of measured and estimated data. We assess our performance to support continuous improvement throughout the organization using our Environmental Performance Indicator (EPI) manual. The reporting guidelines and indicators in the Ipeca, the American Petroleum Institute (API), the International Association of Oil and Gas Producers Sustainability Reporting Guidance for the Oil and Gas Industry (5th edition, 2025) and key chapters of the GHG Protocol inform the EPI and the selection of the data reported. Emissions reported are estimates only, and performance data depends on variations in processes and operations, the availability of sufficient data, the quality of those data and methodology used for measurement and estimation. Emissions data is subject to change as methods, data quality, and technology improvements occur, and changes to performance data may be updated. Emissions, reductions, abatements and enabled avoidance estimates for non-ExxonMobil operated facilities are included in the equity data and similarly may be updated as changes in the performance data are reported. ExxonMobil's plans to reduce emissions are good-faith efforts based on current relevant data and methodology, which could be changed or refined. ExxonMobil works to continuously improve its approach to estimate, detect, measure, and address emissions. ExxonMobil actively engages with industry, including API and Ipeca, to improve emission factors and methodologies, including measurements and estimates.

Any reference to ExxonMobil's support of, work with, or collaboration with a third-party organization within these publications do not constitute or imply an endorsement by ExxonMobil of any or all of the positions or activities of such organization. ExxonMobil participates, along with other companies, institutes, universities and other organizations, in various initiatives, campaigns, projects, groups, trade organizations, and other collaborations among industry and through organizations like the United Nations that express various ambitions, aspirations and goals related to climate change, emissions, sustainability, and an energy transition or expansion. ExxonMobil's participation or membership in such collaborations is not a promise or guarantee that ExxonMobil's individual ambitions, future performance or policies will align with the collective ambitions of the organizations or the individual ambitions of other participants, all of which are subject to a variety of uncertainties and other factors, many of which may be beyond ExxonMobil's control, including government regulation, availability and cost-effectiveness of technologies, and market forces, geopolitical, realignment, conflicts and other risks and uncertainties. Such third parties' statements of collaborative or individual ambitions and goals frequently diverge from ExxonMobil's own ambitions, plans, goals, commitments and investments. ExxonMobil will continue to make independent decisions regarding the operation of its business, including its climate-related and sustainability-related ambitions, plans, goals, commitments, and investments. ExxonMobil's future ambitions, plans, goals commitments, and investments reflect ExxonMobil's current plans, and ExxonMobil may unilaterally change them for various reasons, including adoption of new reporting standards or practices, market conditions; changes in its portfolio; and financial, operational, regulatory, reputational, legal and other factors.

References to "resources," "resource base," and similar terms refer to the total remaining estimated quantities of oil and natural gas that are expected to be ultimately recoverable. The resource base includes quantities of oil and natural gas classified as proved reserves, as well as quantities that are not yet classified as proved reserves, but that are expected to be ultimately recoverable. The term "resource base" is not intended to correspond to SEC definitions such as "probable" or "possible" reserves. For additional information, see the "Frequently Used Terms" on the Investors page of the Company's website at [www.exxonmobil.com](http://www.exxonmobil.com) under the header "Modeling Toolkit." References to "oil" and "gas" include crude, natural gas liquids, bitumen, synthetic oil, and natural gas. The term "project" as used in these publications can refer to a variety of different activities and does not necessarily have the same meaning as in any government payment transparency reports.

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## SUPPLEMENTAL INFORMATION FOR NON-GAAP AND OTHER MEASURES

The Positioned for Growth in a Lower-Emission Future section of the Advancing Climate Solutions Report mentions our assessment of the strength our business and investment portfolio against a range of future outcomes, including third-party scenarios. The Company believes this can be helpful in assessing the resiliency of the business to generate cash from different potential future markets. The performance data presented in the Advancing Climate Solutions Report and Sustainability Report, including on emissions, is not financial data and is not GAAP data.