

# ExxonMobil

Taking on the world's toughest energy challenges.™



2006  
corporate  
citizenship  
report

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## about this report

The ExxonMobil 2006 *Corporate Citizenship Report* describes our efforts in a range of areas relating to the economic, environmental, and social performance of owned and operated operations. We produced this report in accordance with the reporting guidelines and indicators of the International Petroleum Industry Environmental Conservation Association (IPIECA) and the American Petroleum Institute (API) *Oil and Gas Industry Guidance on Voluntary Sustainability Reporting* (April 2005). The majority of these indicators are also consistent with the indicators used by the Global Reporting Initiative (GRI) in the *G3 Sustainability Reporting Guidelines Version 3.0 (G3)*.

In preparing this report, we benefited from comments on the 2005 *Corporate Citizenship Report*. We solicited feedback through a variety of mechanisms, including the corporate reporting Web site ([exxonmobil.com/citizenship](http://exxonmobil.com/citizenship)), online surveys, business-reply cards, and interviews with opinion leaders from nongovernmental organizations (NGOs), academia, and financial institutions. Business for Social Responsibility (BSR), an advisory organization on corporate social responsibility of which we are a member, also provided a detailed review of our 2005 report.

This report addresses our corporate citizenship accomplishments, the challenges we face, and our future plans to meet these challenges. Additional information about our operation-wide management systems and processes can be found on our Web site ([exxonmobil.com/managementsystems](http://exxonmobil.com/managementsystems)).

We value your feedback on this report and our performance in addressing economic, environmental, and social issues.

For additional information and to provide comments, please contact:

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*Note: This report covers ExxonMobil and all of its corporate subsidiaries under the brands ExxonMobil, Exxon, Mobil, and Esso. Most environmental data are reported in metric units. Financial information is reported in U.S. dollars.*

**LRQA attestation summary statement.** Lloyd's Register Quality Assurance, Inc. (LRQA) believes the ExxonMobil reporting system is effective in delivering safety, health, and environmental indicators, which are useful for assessing corporate performance and for reporting information consistent with the IPIECA/API *Guidance*. For the full attestation statement, see the inside back cover.

# introduction

How do we identify and prioritize the corporate citizenship issues that are most material to ExxonMobil?

## materiality analysis

### issues of concern. —>

We define material issues to be those that have a significant current or potential impact on our company, that are of significant concern to external groups, and over which we have reasonable control.

### issue assessment. —>

We used direct feedback from in-depth interviews with global nongovernmental organizations, academia, financial institutions, and a detailed review by Business for Social Responsibility to identify the environmental and social issues of most concern to key external groups. We also reviewed the issues that most significantly affect our business strategy.

### five material issues. —>

We identified five material issues that are important to external groups and critical to our company's business strategy:

- Environmental performance and reducing greenhouse gas emissions
- Employee health and safety
- Corporate governance and management control systems
- Transparency and human rights
- Community relations and investments

### internal review.

To make sure that the way we address these issues is balanced and complete, we applied a three-tiered system based on the frequency with which an issue was raised and its relative importance to the company. This assessment was reviewed internally by senior management to ensure that we cover the most significant and strategic components in ExxonMobil's *Corporate Citizenship Report*.

## report organization

### business overview

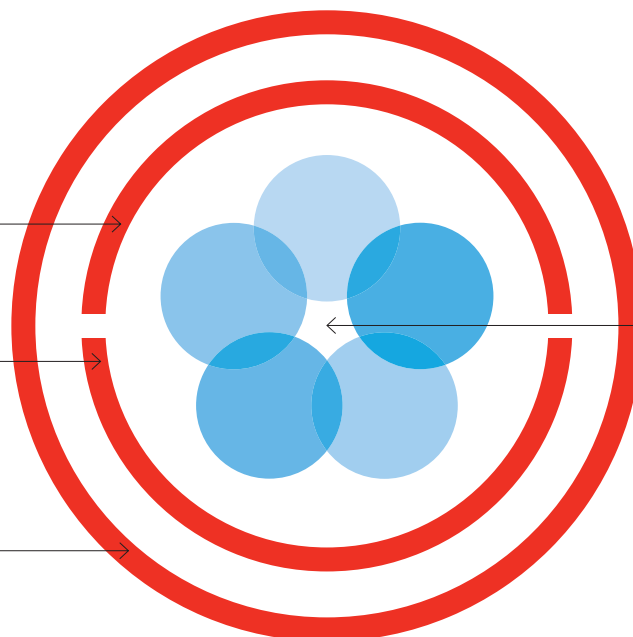
Our company and citizenship performance overview.

### communication and engagement

Our approach to communication and engagement, and our 2006 achievements, challenges, and future plans.

### energy outlook

Key drivers and challenges that will shape the world's energy future to 2030.



### five material sections

This report is organized around the following material sections:

**Environmental performance**  
page 14

**Workplace**  
page 26

**Corporate governance**  
page 32

**Transparency and human rights**  
page 38

**Community relations and investments**  
page 42

# CEO statement



As corporate citizens in the global energy community, we at ExxonMobil are mindful of the importance of the resources we develop and deliver, and the products we manufacture.

**Rex W. Tillerson**  
Chairman and CEO

ExxonMobil's primary responsibility is to produce the energy the world needs in an economically, environmentally, and socially responsible manner. This is a challenge that is global in scale. Our approach to addressing this challenge is pragmatic, with a long-term perspective. We remain committed to finding practical, broad-based solutions that will help ensure reliable, affordable energy for people around the world.

## **energy needs and demands**

In the hierarchy of human needs, energy ranks high. Ready access to reliable and affordable sources of energy enables people around the world to escape poverty, raise their living standards, and achieve greater prosperity. The world's energy needs will increase in the years ahead. By the year 2030—less than 25 years from now—global energy demand

will be about 40 percent greater than it was in 2005, driven mostly by growth in developing countries.

Meeting these growing needs is a challenge that we all face. It involves thousands of producers, refiners, and suppliers working in a vast, interdependent global marketplace. It also involves hundreds of governments, thousands of nongovernmental organizations, and billions of consumers around the world.

## meeting energy demand

Understanding the sheer scale and market realities that characterize the global energy system is critical to understanding the potential impact that new technologies, new supplies, or new policies can have for consumers. Sustainable solutions require sufficient scale, and must meet the tests of reliability and affordability for consumers.

As leaders in the energy industry, we at ExxonMobil take these challenges seriously. Billions of people the world over depend on companies like ours to provide them with the energy they need to live their lives. We also take seriously the challenges that come with economic growth and increased energy use. This includes reducing the environmental impacts of energy use, such as the risk posed by rising greenhouse gas emissions.

## addressing climate change

Climate remains an extraordinarily complex area of scientific study. Nevertheless, the risk to society and ecosystems from rising greenhouse gas emissions could prove to be significant. So, despite the areas of uncertainty that exist, it is prudent to develop and implement strategies to address this risk.

At ExxonMobil, we are implementing strategies to reduce greenhouse gas emissions at our facilities; to deploy energy-efficient technologies across our global operations; to partner with automakers and engine manufacturers to improve consumers' fuel efficiency; and, to invest in research and development of lower-emission energy technologies that can be applied globally. These initiatives and others are detailed in this report.

Public policy is also important. In our view, the most effective policies will promote global participation and maximize the use of markets, as well as promote transparency, minimize complexity, and provide flexibility.

## commitment to citizenship

In the end, how we achieve results is as important as the results themselves. At ExxonMobil, we are committed to continuing to meet the world's energy needs and to address environmental and other citizenship challenges by producing, refining, and delivering hydrocarbon resources in a responsible manner. This is not just our philosophy, but is central to the way we do business around the world.

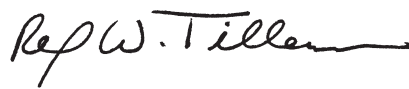
ExxonMobil applies a rigorous approach to corporate citizenship in all aspects of our business, everywhere we operate. Our corporate-wide management systems are designed to ensure that citizenship is directly integrated into our business practices and processes, so that expectations for citizenship performance are met in every part of our global operations. Operating ethically and responsibly is ingrained in our business culture and monitored, enforced, and improved upon through our globally-deployed *Standards of Business Conduct and Operations Integrity Management System (OIMS)*.

Our *Standards of Business Conduct* form the framework by which we operate around the world, providing each employee with guidelines for managing day-to-day compliance with the Corporation's *Standards*. OIMS provides the framework for managing safety, health, security, and environmental risks at all our facilities.

ExxonMobil's business model—which demands high standards of integrity, legal compliance, governance practices, and management control systems—is key to achieving long-term sustainable performance and good corporate citizenship.

This *Corporate Citizenship Report* details our 2006 performance. In addition to communicating our approach to global climate change, we describe our policies and performance in maintaining our industry-leading health and safety performance; our programs to recruit and train a talented and diverse workforce; our commitment to engage with a wide variety of groups; and our efforts to strengthen and build capacity in the communities in which we operate around the world.

We are proud of our record of corporate citizenship, and look forward to building upon this record of accomplishment in the future.



Rex W. Tillerson  
Chairman and CEO



# business overview

## focus areas:

- Company profile
- Business performance
- Citizenship performance data

## 2006 business highlights

- Record earnings of \$39.5 billion
- Seven major upstream projects began production
- Total liquids and gas production available for sale was 4.2 million oil-equivalent barrels per day, up 4 percent from 2005 and the highest among our competitors
- Refinery throughput was 5.6 million barrels per day, down 2 percent versus 2005, reflecting increased turnaround workload
- Petroleum product sales continued to be strong at 7.2 million barrels per day, largely due to industry demand and operating performance
- Petrochemical prime product sales volume of 27 million metric tons was 2 percent higher than in 2005

## company profile

ExxonMobil is the world's largest publicly traded international oil and gas company. An industry leader in almost every aspect of the energy and petrochemical business, we operate facilities or market products in most of the world's countries, and explore for oil and natural gas on six continents.

ExxonMobil is involved in the exploration and production of crude oil and natural gas; the manufacture of petroleum products; and the transportation and sale of crude oil, natural gas, and petroleum products. ExxonMobil is a major manufacturer and marketer of commodity and specialty petrochemicals and also has interests in electric power generation facilities. In addition, we conduct extensive research programs in support of these businesses.

**Upstream.** ExxonMobil's asset base is geographically diverse and robust in a range of economic environments. The company has interests in exploration and production acreage in 35 countries, and production in 25 countries located in every region of the world. ExxonMobil sells natural gas in 28 countries across five continents, to a wide variety of customers. Total 2006 oil and gas production available for sale averaged 4.2 million oil-equivalent barrels per day.

**Downstream.** ExxonMobil has interests in 40 refineries located in 20 countries and close to 34,000 retail service stations. ExxonMobil's products and services are also provided through our three business-to-business segments—Industrial and Wholesale, Aviation, and Marine—to over 1 million customers worldwide. In 2006, refinery throughput was 5.6 million barrels per day, and petroleum product sales were 7.2 million barrels per day. Worldwide, we market products under the *Exxon*, *Mobil*, and *Esso* brands. ExxonMobil is the world's No. 1 supplier of lube base-stocks and a leader in marketing finished lubricants and specialty products.

**Chemical.** ExxonMobil is a leader in the petrochemical industry with operations in 50 wholly owned and joint-venture facilities around the world. The company is one of the largest producers of olefins, the basic petrochemical building block. We are also the largest producer of polyolefins, which include polyethylene, the largest-volume plastic, and polypropylene, one of the fastest-growing polymers. More than 90 percent of chemical capacity is employed in businesses where we rank first or second in worldwide market position.

**Technology.** ExxonMobil maintains one of the industry's largest research and development efforts by investing, currently at a level of \$700 million per year, in proprietary research. We have remained an industry leader in technology by focusing on both breakthrough concepts as well as process modifications that enhance performance across our business lines.

## business performance

ExxonMobil's primary responsibility to society is to provide energy in an economically, environmentally, and socially responsible manner to people all over the world. Consistent with our long tradition of contributing to economic progress and development, we distributed over \$378 billion in 2006 to governments, suppliers, employees, and our shareholders in the form of taxes, royalties, contracts, wages and benefits, and shareholder distributions. Our operations generated \$101 billion in tax expense to local, state, and national governments. We incurred \$212 billion in expenses for the services of our suppliers, \$12 billion for employee wages and benefits, \$20 billion in capital expenditures, and \$33 billion in dividends and net share purchases to shareholders.

## citizenship performance data

	2003	2004	2005	2006
<b>Company profile and business performance</b>				
Net income, billions of dollars	21.5	25.3	36.1	39.5
Sales and other operating revenue, billions of dollars	237	291	359	365
Oil-equivalent production, millions of oil-equivalent barrels daily	4.2	4.2	4.1	4.2
Refinery throughput, millions of barrels daily	5.5	5.7	5.7	5.6
<sup>1</sup> Petroleum product sales, millions of barrels daily	7.3	7.5	7.5	7.2
Natural gas production available for sale, billions of cubic feet daily	10.1	9.9	9.3	9.3
Chemical prime product sales, millions of metric tons	26.6	27.8	26.8	27.4
Taxes to governments, billions of dollars	75	87	99	101
Distributions to shareholders, billions of dollars	12	15	23	33
Benefits to employees (wages, salaries, pensions, and other benefits), billions of dollars	11	11	12	12
Spending with suppliers, billions of dollars	128	162	211	212
Capital and exploration expenditures, billions of dollars	16	15	18	20
Total long-term debt at year end, billions of dollars	4.8	5.0	6.2	6.6
Total assets at year end, billions of dollars	174	195	208	219
<b>Environmental performance</b>				
Number of hydrocarbon spills > 1 barrel, marine vessel spills (owned/operated and long-term leased)	1	1	0	0
Number of hydrocarbon spills > 1 barrel, other spills (non-marine)	465	474	370	295
Hydrocarbons spilled, thousand barrels	22.3	59.9	12.2	40.0
Controlled hydrocarbon discharges to water, metric tons	2345	2175	2005	1919
Sulfur dioxide (SO <sub>2</sub> ) emitted, thousand metric tons	266	283	254	236
Nitrogen oxides (NO <sub>x</sub> ) emitted, thousand metric tons	192	176	164	161
Volatile organic compounds (VOCs) emitted, thousand metric tons	386	395	363	310
Volatile organic compounds (VOCs) emitted, metric tons per 100 metric tons of throughput				
Upstream	.078	.086	.084	.071
Refining	.030	.023	.018	.016
Chemical	.060	.059	.049	.043
Greenhouse gas emissions, absolute (direct equity, CO <sub>2</sub> -equivalent emissions), million metric tons	136.8	138.5	138.0	145.5
Greenhouse gas emissions, normalized (direct equity, CO <sub>2</sub> -equivalent emissions, excluding cogeneration), metric tons per 100 metric tons of throughput				
Upstream	22.7	21.5	21.2	22.5
Downstream	18.2	18.3	17.3	17.6
Chemical	41.6	45.8	44.3	43.9
Hydrocarbon flaring (production and refining), million standard cubic feet per day	612	746	819	891
<sup>2</sup> Energy intensity, normalized versus GEMS* base year (2000)—refining	98.0	95.3	92.9	93.1
<sup>2</sup> Energy intensity, normalized versus GEMS* base year (2001)—chemical steam cracking	96.4	92.6	90.5	89.8
<sup>3</sup> Cogeneration capacity, megawatts	3200	3600	4300	4300
Environmental expenditures, millions of dollars	2803	2854	3330	3208
<b>Workplace</b>				
Number of regular employees, thousands	88	86	84	82
Fatalities—employees	4	0	3	3
Fatalities—contractors	19	6	5	7
Lost-time incident rate—employees (per 200,000 work hours)	.071	.043	.069	.047
Lost-time incident rate—contractors (per 200,000 work hours)	.082	.062	.054	.051
Lost-time incident rate—total workforce (per 200,000 work hours)	.077	.053	.061	.049
Total recordable incident rate—employees (per 200,000 work hours)	.411	.391	.390	.317
Total recordable incident rate—contractors (per 200,000 work hours)	.564	.422	.449	.432
Total recordable incident rate—total workforce (per 200,000 work hours)	.490	.407	.420	.377
Percent of workforce—non-U.S.	61	62	63	63
Percent new professional hires—non-U.S.	64	78	73	72
Percent women—global workforce (excluding company-operated retail stores)	25	23	23	24
<b>Community relations and investments</b>				
Corporate political contributions—U.S. state campaigns and national 527s, millions of dollars	.28	.34	.34	.41
Community investment, millions of dollars	103	106	133	138
United States	73	70	81	79
Rest of world	30	36	52	59

<sup>1</sup> Historical data changed to reflect petroleum product sales reported as net of purchases and sales contracts with the same counterparty.

<sup>2</sup> Historical data adjusted for minor methodology change; 2001 and 2003 data for refining based on best estimates.

<sup>3</sup> Historical data adjusted to include cogeneration capacity within certain joint-venture facilities.

\* Global Energy Management System



# communication and engagement

## focus areas:

- Communication and engagement
- Engagement activities
- 2006 achievements, challenges, and future plans

## Case study: Opinion Leader Dialogue

### communication and engagement

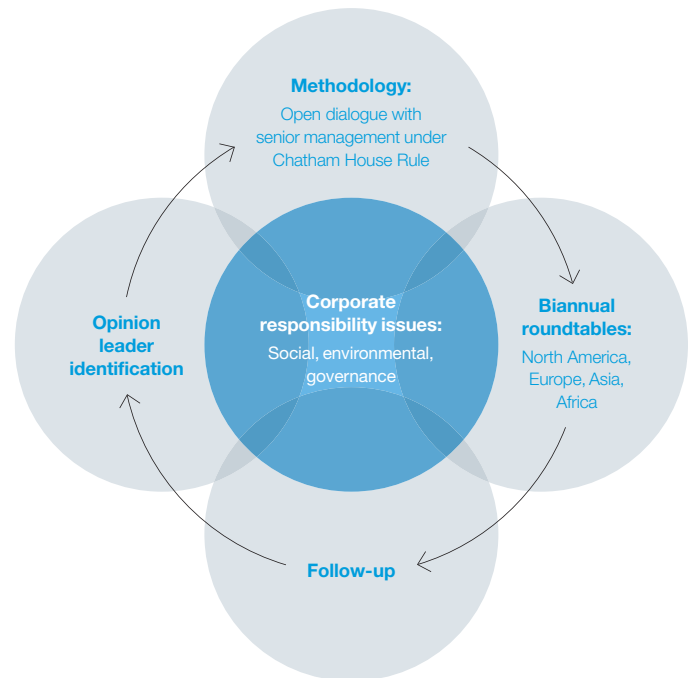
Constructive engagement with the communities in which we operate, as well as with customers, business partners, shareholders, governments, nongovernmental organizations (NGOs), outside experts, and others is essential to help identify and manage key issues. Over the past year, the dialogue on these issues and our energy future has intensified, largely driven by concerns about fluctuating fuel prices, energy security, and climate change. We interact with interested parties in many different ways, including shareholder meetings, community meetings, Opinion Leader Dialogues (see case study, page 7), partnerships with NGOs, print publications, and Web content.

**Shareholder Dialogue.** ExxonMobil holds management dialogues with both institutional and individual shareholders throughout the year to discuss our performance and listen to concerns. Shareholders and other interested parties are encouraged to correspond with individual directors or non-employee directors as a group. In 2006, we discussed corporate citizenship issues with various shareholder groups, including the Building Trade Unions, California state teachers' and public employees' pension funds, F&C Asset Management, Goldman Sachs Energy, Environment and Social Index, Interfaith Center on Corporate Responsibility, Investor Network on Climate Risk, NorthStar Asset Management, and Walden Asset Management.

**Community Engagement.** We regularly meet with community leaders, community associations, and NGOs to better understand their perspectives on matters relating to the company. In return, this provides us with an opportunity to share information on operational processes and future

plans. Community engagement activities also provide the opportunity to demonstrate to our neighbors that ExxonMobil facilities are built and operated to the highest safety and environmental standards.

We incorporate community engagement activities into all aspects of our business decision-making process and this is embedded into our *Best Practices in External Affairs* (BPEA). Read more about BPEA on page 35.



The Opinion Leader Dialogue allows us to listen to the concerns of NGOs, Socially Responsible Investors (SRIs), academics, and think tanks. It also provides our senior managers an opportunity to share the perspectives behind ExxonMobil business decisions. Our meetings last two full days, and comply with the Chatham House Rule. We discuss issues of most concern to the participants, including social, environmental, and governance issues. ExxonMobil begins the meetings with a presentation on the industry outlook to provide a context for our positions and activities around the world. To find out more, please read the case study on the next page.



## case study

# opinion leader dialogue

## engaging with external groups

“ExxonMobil’s series of Opinion Leader Dialogues with NGOs and investors provides a neutral ground for discussion of wide-ranging issues from human rights, to climate change, to the call to adopt a policy prohibiting discrimination based on sexual orientation. Top executives attend these dialogues and engage in serious debate about their company’s positions with others who bring significant expertise to the table. It provides a real opportunity to dig into the issues and assess whether change is in the company’s interest. I wish more business leaders would carve out time for such exchanges.”

### Timothy Smith

Senior Vice President of  
Walden Asset Management

ExxonMobil engages with a variety of external groups on issues of mutual concern and interest. We do this with the goal of fostering mutual understanding, trust, and cooperation on key issues. To be effective, the dialogue must be built on honest, transparent, accurate, and timely information.

### our approach

Prior to 2002, we engaged with external groups mainly at the project level. It was a useful process for understanding site-specific issues while implementing projects, and this practice continues today. In 2002, the value of these interactions and the potential benefits to be gained from extending this engagement process to the corporate level led to the creation of the Opinion Leader Dialogue. Representatives from 10 NGOs based in New York and Washington, D.C. were invited to participate in our first Opinion Leader Dialogue. Since then, we have held two meetings each year throughout the United States, Europe, Asia, and Africa, each with an average of 14 opinion leaders participating.

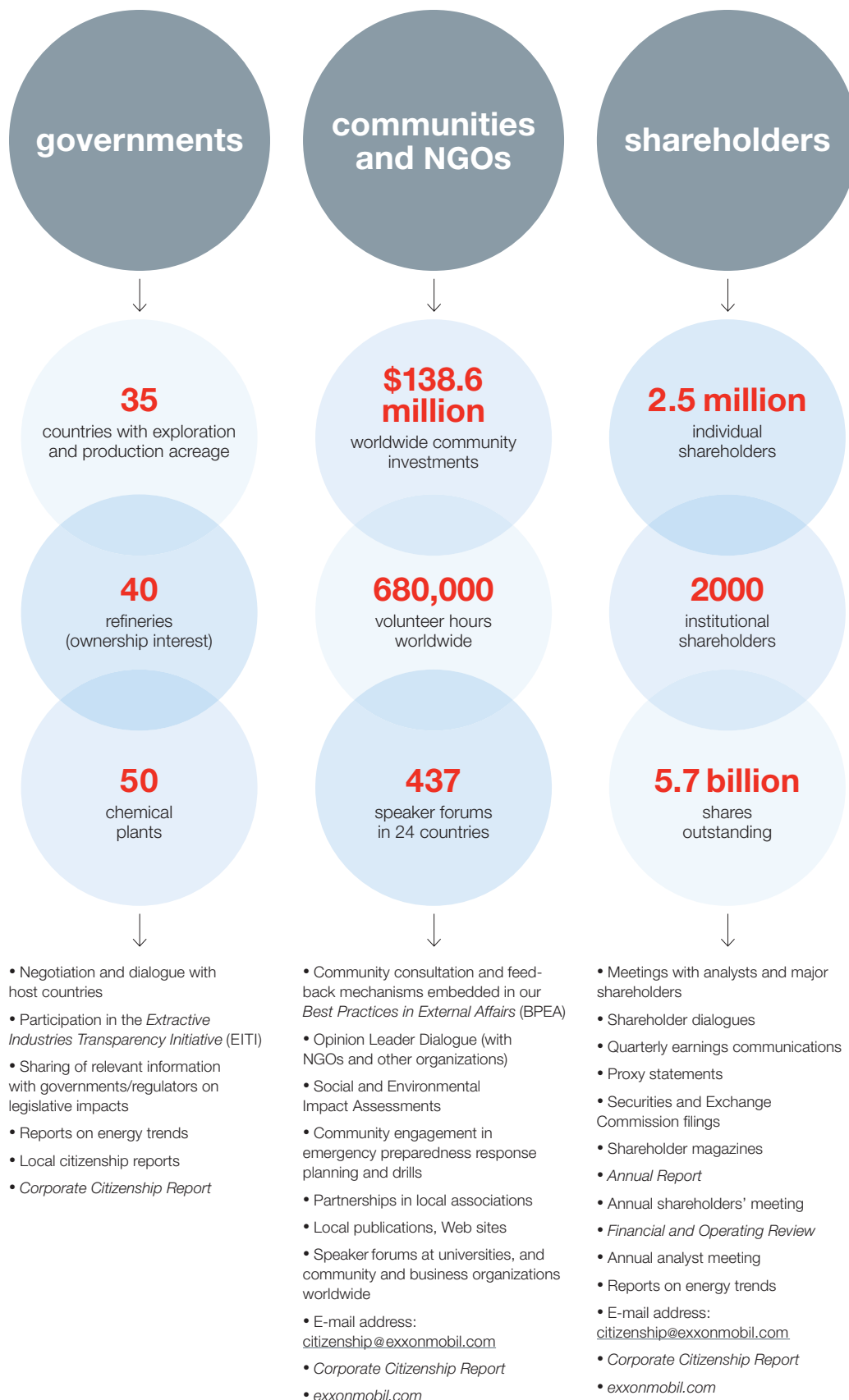
NGOs represent a variety of interests in the fields of environment, climate change, social issues (such as human rights and transparency/anticorruption), and social investment (such as humanitarian aid and health). Approximately five senior managers of ExxonMobil participate in each session. They represent all of our operations as well as our environment, health and safety, public affairs, and corporate planning divisions. Senior managers relay what they have learned back to their groups and, where appropriate, incorporate learnings into their business planning.

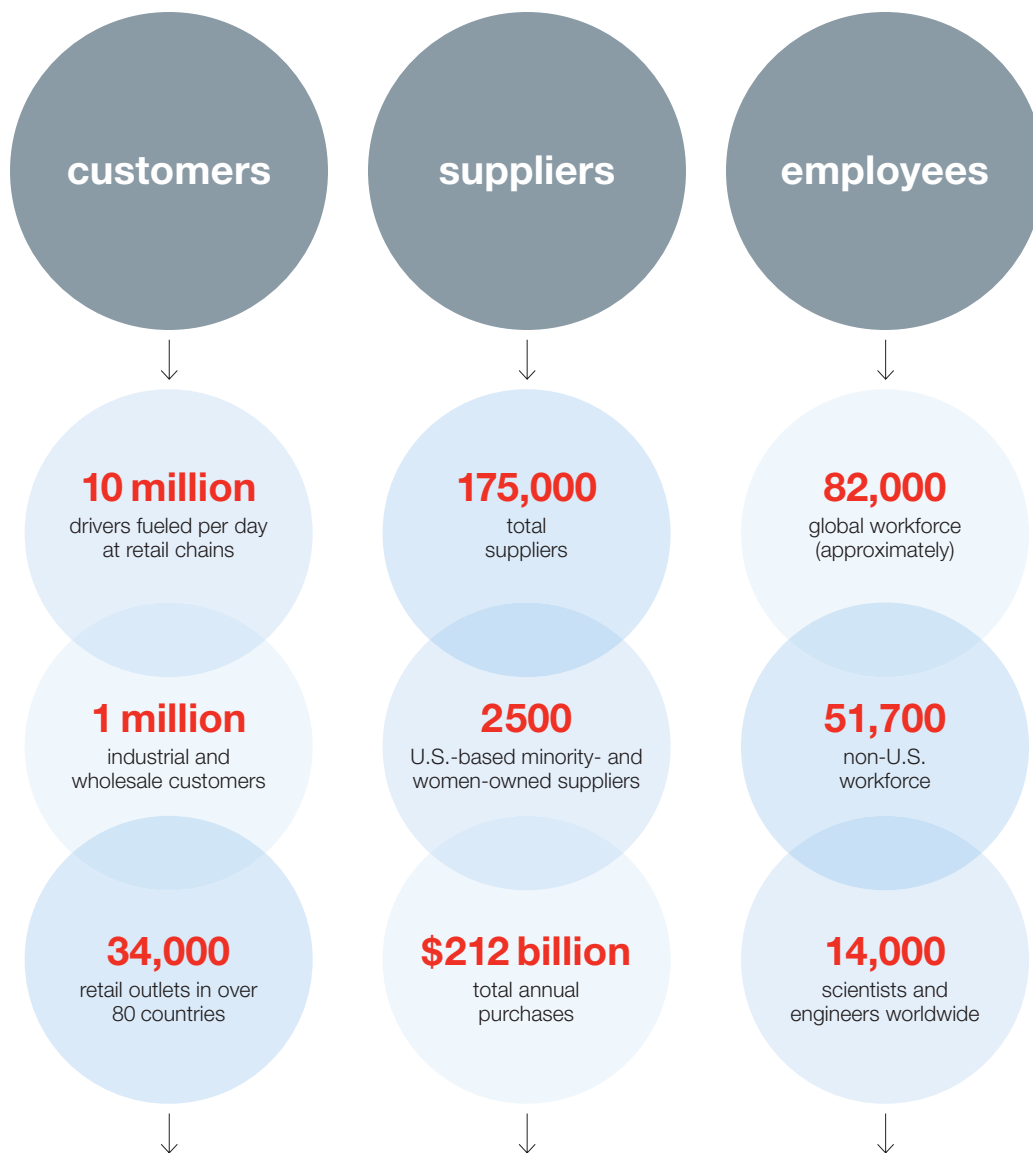
### outcomes

The exchange of information from the Opinion Leader Dialogue process has helped shape changes in the way ExxonMobil addresses key issues, including:

- **Climate Change:** Dialogues have broadened our understanding of perspectives on this issue, as well as exposed the gaps in understanding ExxonMobil’s views among external groups. As a result, we have intensified efforts to more clearly communicate our position. See page 15.
- **Operating in Environmentally Sensitive Areas:** We enhanced guidelines to help us evaluate and mitigate risks from operating in environmentally sensitive areas. See page 22.
- **Labor Rights:** We developed a corporate statement on employment practices that supports our commitment to human rights and includes freedom of association, elimination of forced or compulsory labor, abolition of child labor, and equal employment opportunity. See page 28.
- **Security and Human Rights:** In 2005, we rolled out detailed guidance for implementing the *Voluntary Principles on Security and Human Rights* in Angola, Cameroon, Chad, Equatorial Guinea, Indonesia, Nigeria, and Venezuela. In 2006, we continued to roll out our guidance to the remainder of ExxonMobil-operated facilities. See page 40.

## engagement activities by interest group





- Customer feedback programs
- Customer service organizations
- Consumer care programs
- Customer surveys
- Customer seminars and symposia events
- Monthly e-publications to select U.S. distributors and customers
- Business-to-business communications
- Product quality information
- Interactive conference calls
- Internet communications
- *Corporate Citizenship Report*
- *exxonmobil.com*

- Supplier diversity program
- Financial sponsorships of minority and women's councils
- Participation in minority and women's outreach at trade shows in key areas
- Scholarships for minority- and women-owned businesses
- Local supplier training for international bidding
- Mentoring of suppliers in negotiation and business plan development
- Ongoing day-to-day contact and negotiation
- *Corporate Citizenship Report*
- *exxonmobil.com*

- Employee forums
- Labor management committees
- Confidential hotline
- Employee diversity network groups
- Diversity management councils
- Union representation
- Joint industry councils
- Joint health and safety committees
- Employee human resources intranet sites
- Local publications
- *Corporate Citizenship Report*

## 2006 achievements, challenges, and future plans

### achievements

#### environmental performance



- Record low number of oil spills
- CO<sub>2</sub> emissions reduction of about 8 million metric tons last year alone as a result of energy efficiency improvements at our facilities since 1999
- Interest in about 100 cogeneration facilities in more than 30 locations worldwide with a combined capacity of 4300 MW of power—this cogeneration capacity reduces global CO<sub>2</sub> emissions by 10.5 million metric tons annually

#### workplace



- Continued our industry-leading health and safety record and received numerous safety awards
- Total recordable incident rate and lost-time incident rate for our total workforce were 0.377 and 0.049 per 200,000 work hours respectively, both at record low levels
- Implemented enhanced processes to rapidly develop technical and managerial leaders
- Completed comprehensive assessment of leadership development training curriculum. Implemented numerous enhancements to strengthen personal leadership effectiveness and enable progression of training through career stages

#### corporate governance



- Effectively stewarded investments of \$82 billion in our Upstream, Downstream, and Chemical businesses over last five years, including almost \$20 billion in 2006 alone
- Received score of 9 out of 10 for the second year in a row from GovernanceMetrics International
- Director resignation guideline adopted by Board, which requires a director to tender his or her resignation if he or she does not receive a majority of votes cast in favor of election
- Developed new Compensation Discussion and Analysis section required in proxy statement that expands executive compensation disclosure

#### transparency and human rights



- Elected to Board of the *Extractive Industries Transparency Initiative* (EITI) to help represent other international oil companies
- Continued roll-out of our *Framework on Security and Human Rights* to the remainder of ExxonMobil-operated affiliates

#### community relations and investments



- Invested approximately \$30 million in the *Africa Health Initiative* since its launch. Ranked largest private sector donor, outside of the pharmaceutical industry, to support malaria research activities by the Malaria R&D Alliance
- Invested approximately \$6 million in the *Educating Women and Girls Initiative* since its launch
- Funded 43 female NGO leaders from 22 developing countries to attend management and administration training through our *Global Women in Management Program*
- Directed more than \$54 million to education worldwide
- Invested \$4 million to improve math and science education in the United States

## challenges

- Continuing to improve energy efficiency at ExxonMobil operations
- Reducing flaring in production operations in West Africa
- Operating in a variety of ecosystems with sensitive characteristics as our business spans the globe
- Meeting improvement targets established through our *Environmental Business Planning* (EBP) process

- Eliminating serious injuries and fatalities from the workplace; in 2006 we had 10 fatalities, involving three employees and seven contractors
- Reducing the health and economic impacts of malaria and HIV/AIDS on our workforce, their families, and the communities where we operate in Africa
- Continuing to hire the best talent globally, quickly aligning them with ExxonMobil principles, and providing ongoing skills and competency training
- Strengthening our effectiveness in working virtually in global teams that span multiple countries, time zones, and cultures

- Continuing to deliver superior returns across the business lines
- Meeting the increasing communication needs of our shareholders on corporate citizenship issues
- Maintaining shareholder confidence in our stewardship of their investment

- Participating with civil society and governments in transparency initiatives covering natural resource revenues
- Maintaining the safety and security of operations within a framework that promotes respect for human rights

- Working with differing regulatory and legal requirements in the countries in which we are implementing our national content strategy
- Accelerating development in Africa to make progress toward meeting the U.N. Millennium Development Goals
- Finding local NGOs in developing countries with capability to effectively partner with multinational corporations
- Improving the capability of American students in math and science, currently below the standards of most industrialized nations

## future plans for 2007–2008

- Improve energy efficiency by 10 percent between 2002 and 2012 across our U.S. refining operations
- Continue investing in gas utilization and commercialization projects in Nigeria to eliminate routine gas flaring
- Undertake facility upgrades at our U.S. refineries to reduce our combined nitrogen oxides/sulfur dioxide (NO<sub>x</sub>/SO<sub>2</sub>) emissions by 70 percent from our 2000 baseline levels

- Expand the use of behavior-based safety tools across all operations and strengthen the emphasis on process safety
- Extend the benefits of the *StopAIDS* program to families, contractors, and the community
- Improve the effectiveness of existing security programs by focusing on integration, process improvement, and consolidation at our facilities worldwide
- Continue to emphasize development of our workforce and gender diversity worldwide

- Continue our disciplined investment, industry-leading project execution, and operations excellence
- Expand and publicize details on political contributions on our Web site ([exxonmobil.com/political](http://exxonmobil.com/political))
- Continue to manage succession of our non-employee directors to maintain continuity
- Continue to demonstrate high ethical standards
- Continue improvement in communication with shareholders, the investment community, and other constituents

- Work with interested governments as they move toward transparency in managing their oil and gas interests
- Evaluate how to promote the *Voluntary Principles on Security and Human Rights* with joint ventures in which we have minority participation, as well as with contractors who hire private security providers when working on our projects and at our facilities
- Develop and initiate human rights training for our employees worldwide

- Implement *Best Practices in External Affairs* (BPEA) as part of our facility-wide management system, *Operations Integrity Management System* (OIMS), and develop necessary training and sharing of best practices
- Continue to roll out our national content strategy into our developing and operating areas
- Expand geographic reach of the *Global Women in Management Program* to Nigeria in 2008 and Egypt in 2009 to help build capacity of local NGOs
- Commit \$125 million to support the *National Math and Science Initiative* to help increase student participation in Advanced Placement courses and help graduate 10,000 new math and science teachers in the United States



# energy outlook

## focus areas:

- Global progress and energy demand
- Transportation needs and liquid fuels
- Electricity needs and power generation fuels
- CO<sub>2</sub> emissions and effective mitigation options

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**Energy Trends to 2030.** Each year, we prepare a detailed global energy outlook, available on our Web site ([exxonmobil.com/energyoutlook](http://exxonmobil.com/energyoutlook)), summarizing our view of the fundamentals that underpin the world's energy future. It provides us with a strategic foundation for evaluating opportunities that hold the most promise. This section highlights the key conclusions of the 2006 energy outlook.

**Growing Populations, Improving Living Standards, and Rising Energy Needs.** The economic progress of people around the world is driving a growing need for reliable, affordable, and cleaner energy supplies.

The global population of 6.5 billion people today will grow to 8 billion by 2030, with close to 95 percent of this growth occurring in developing countries. For billions of people, securing energy to support essential needs is a daily struggle. Today, 2.5 billion people rely on traditional fuels such as agricultural waste and dung for basic heating and cooking, while close to 1.6 billion people are without electricity.

Access to modern energy supplies and technologies is essential not only for basic human progress, but also to compete in today's global economy. Mainly as a result of the anticipated economic growth in the developing world, we expect global energy demand will grow on average by 1.6 percent annually through 2030, resulting in total demand approximately 40 percent higher in 2030 than today.

**While Alternatives Grow, Fossil Fuels Remain Critical.** While we anticipate some alternative energy sources will grow rapidly over this period, the vast majority of global demand—approximately 80 percent—will continue to be met by oil, gas, and coal. These are the only fuels that

are available and affordable on a large-enough scale to meet the bulk of the world's growing energy needs. This conclusion is shared by the International Energy Agency and others.

**Transport Needs Drive Liquid Fuels Demand.** We expect demand for oil products and other liquids (such as biofuels) will grow by approximately 1.4 percent per year, reaching 115 million barrels per day in 2030. Demand growth is largely driven by increasing transportation needs, especially in developing countries. This reflects the unique advantages of liquid fuels for transportation, and the rapidly growing fleet of personal vehicles in the developing world.

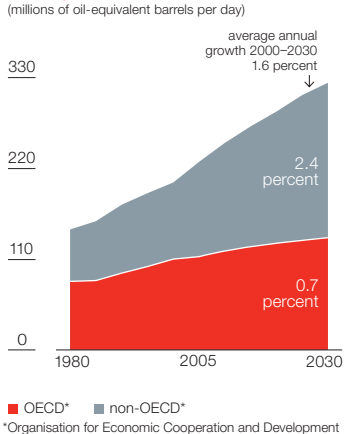
We expect the growth in transportation fuels demand to be tempered by significant efficiency gains related to hybrid-electric vehicles and other advanced technologies. These advances will result in substantial gains in vehicle fuel economy, reducing overall fuel demand growth and environmental impacts.

Even with anticipated efficiency gains, total transportation demand in 2030 will be about 50 percent higher than today, and will represent close to 60 percent of the total demand for liquid fuels.

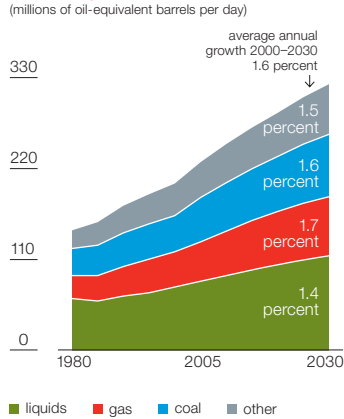
Alternative fuels, including those derived from agricultural crops, will help meet this growing demand. But even under the most optimistic scenarios, these alternatives will supply only a small fraction of global fuel needs over this period. Oil, from a practical standpoint, is the world's transportation fuel of choice, and will remain so for decades.

**Electricity Demand to Grow Substantially.** Economic growth and improvements in living standards underpin the rising demand for electricity. A variety of fuels exist for generating power, and which fuels are used will remain a function of cost, scale, and resource availability.

### global energy demand by region

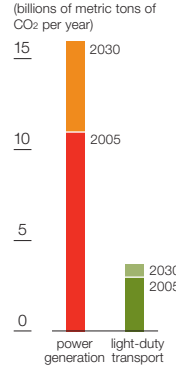


### global energy demand by energy type



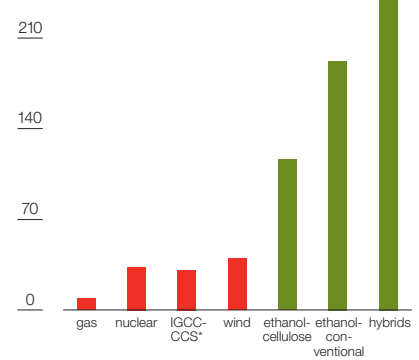
### options for reducing carbon dioxide emissions

#### amount produced



#### cost to decrease CO<sub>2</sub>

(dollars required to prevent 1 metric ton of CO<sub>2</sub>)



sources: SFA Pacific; JEC WTW Study (December 2005)  
\*integrated gasification combined cycle with carbon capture and sequestration

Driven largely by increasing demand for electricity, we expect the use of natural gas to grow annually by about 1.7 percent and coal by about 1.6 percent. In developed economies, where an infrastructure is already in place, the demand for natural gas for power generation will continue to increase, reflecting access to supplies and the high efficiency and lower emissions of gas-fired combined cycle plants relative to other fuels. Emerging economies will continue to show a preference for the use of coal, particularly in China and India, where coal exists in abundance and at low cost.

Nuclear and hydropower will also grow, led by demand in Asia Pacific. Wind and solar energy will increase significantly—on average 10 percent annually—supported by government mandates and subsidies; by 2030, wind and solar energy will account for approximately 1 percent of the world's total energy demand.

#### Meeting Rising Energy Demand and Mitigating CO<sub>2</sub> Emissions.

Access to resources and huge investments will be required to meet growing energy needs. The International Energy Agency predicted in its *World Energy Outlook 2006* that the industry will need to invest more than \$300 billion annually to meet the anticipated demand for oil and gas through 2030.

Continuing development and application of technology will be essential, both to expand available resources through advanced exploration and recovery techniques, and to dampen demand growth through advances in energy efficiency.

But as the world's inhabitants use the Earth's energy endowment, we must also be mindful of the implications. Rising consumption of oil, gas, and coal means that CO<sub>2</sub> emissions will increase, raising concerns about the risks to society and ecosystems.

We have a responsibility to work to identify the best potential options to mitigate global CO<sub>2</sub> emissions, while at the same time providing the energy the world demands for economic development.

A variety of CO<sub>2</sub> mitigation options exist—but scale and cost are critical elements in determining those with the greatest potential to be effective. For example, the most significant opportunities and also the lowest-cost options to reduce CO<sub>2</sub> emissions are likely to be in the power generation sector, where emissions are associated with large plants. Power generation accounts for close to 45 percent of the anticipated growth in CO<sub>2</sub> emissions through 2030. Another area of focus is the transport sector, where CO<sub>2</sub> emissions are generated by huge numbers of dispersed sources such as cars and trucks. Overall, this is a smaller emissions target than the power generation sector, and mitigation options tend to be more expensive.

All options come at a cost, ultimately borne by consumers. We are committed to finding effective solutions to address the need for increased energy supply while managing CO<sub>2</sub> emissions, and are applying our understanding of the scale, cost, and trade-offs that are involved.

Ensuring people's access to energy has been and will remain a great challenge around the world. In that sense, meeting rising energy needs has never been easy. However, by pursuing effective solutions to the energy challenges before us, we will continue to help turn desire for progress into a reality for billions of people around the world.



# environmental performance

## focus areas:

- Energy efficiency
- Gas flaring
- Greenhouse gas emissions
- Spill prevention
- Operating in sensitive areas

## Case study: Sound and the marine environment

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ExxonMobil is committed to operating in an environmentally responsible manner everywhere we do business. Our efforts are guided by in-depth scientific understanding of the environmental impact of our operations, as well as by the social and economic needs of the communities in which we operate. Our operational improvement targets and plans are based on driving incidents with real environmental impact to zero and delivering superior environmental performance. We are committed to our environmental initiative—*Protect Tomorrow. Today.*

## environmental management

We manage our safety, security, health, and environmental risks worldwide using our *Operations Integrity Management System (OIMS)*. This system gives us a rigorous and systematic framework by which to communicate expectations, measure progress, and ensure results. It meets the requirements of the International Organization for Standardization's standard for environmental management systems (ISO 14001).

Our business operations continue to drive improvements in their environmental performance by incorporating *Environmental Business Planning (EBP)* into the annual business planning cycle. The businesses use EBP to identify key environmental drivers, set targets in key focus areas, and identify projects and actions to achieve those targets. The EBP approach has been an effective tool to integrate environmental improvements into the company's overall business plan. We regularly engage with local communities to provide input to our EBP process. For additional information about EBP, please go to our Web site ([exxonmobil.com/ebp](http://exxonmobil.com/ebp)).

For new projects and developments, we conduct environmental and social impact assessments (ESIAs) that review factors such as community concerns, sensitive environmental habitats—for example, sound and the marine environment (see case study, page 24)—and future regulatory developments. The assessment results are integrated into project decision making.

For example, ExxonMobil Development Company, which manages ExxonMobil's major new upstream projects worldwide, is developing *Environmental Standards* as guidelines to help managers plan and integrate best practices for environmental protection into new projects and drilling operations. In 2006, guidelines that address nitrogen oxides (NOx) emissions, flaring and venting, and managing offshore drill cuttings were developed. Additional guidelines for managing waste, water, and land use will be developed in 2007.

**Emergency Preparedness.** Risks are inherent in the energy and petrochemical business, including risks associated with safety, security, health, and the environment. ExxonMobil recognizes these risks and takes a systematic approach to reducing them.

## environmental performance a closer look

### Climate change: policy perspective

A global approach to the risk posed by rising greenhouse gas emissions is needed that recognizes energy's importance to the world's economies. Developing countries will weigh emissions reductions against energy-intensive economic development, which lowers poverty and improves public health.

Policymakers can work today to reduce the risk of climate change due to rising greenhouse gas emissions by seeking to:

- Promote energy efficiency both in energy supply and end use;
- Ensure wider deployment of existing emissions-reducing technology;
- Support research and development of new technologies that can dramatically lower emissions while ensuring energy availability; and,
- Maintain support for climate research, to inform policy and the pace of response.

The choice of policy tools will be important. Each should be assessed for effectiveness, scale, and cost, as well as their implications for economic growth and quality of life. In our view, effective policies will be those that:

- Promote global participation;
- Ensure any cost of carbon is uniform across the economy and is predictable; uniformity ensures economic efficiency in getting the

biggest reduction in emissions at the lowest cost, and predictability facilitates investment in technologies needed to reduce emissions;

- Maximize the use of markets, to aid rapid adoption of successful initiatives;
- Maximize transparency;
- Minimize complexity and administrative costs; and,
- Provide flexibility to adjust to ongoing understanding of the economic impact and evolving climate science.

**Public Policy Research Contributions.** ExxonMobil supports the development of public policy to address the risk posed by rising greenhouse gas emissions.

ExxonMobil contributes to a broad array of organizations that research significant domestic and foreign policy issues and promote discussion on issues of direct relevance to the company. Our support is transparent, and our U.S. contributions can be found on our Web site ([exxonmobil.com/contributions](http://exxonmobil.com/contributions)). These groups range from the Brookings Institution and the American Enterprise Institute to the Council on Foreign Relations and the Center for Strategic and International Studies.

As most of these organizations are independent of their corporate sponsors and are tax-exempt, our financial support does not connote any substantive control over or responsibility for the policy recommendations or analyses they produce.

We place great emphasis on planning to ensure a quick and effective response capability to operational incidents. Operating businesses and major sites have well-trained teams who are routinely tested in a range of scenarios including product spills, fires, explosions, natural disasters, and security incidents. In addition to hundreds of local drills in 2006, we conducted six major regional emergency response drills, which included a major drill conducted together with the U.S. Coast Guard in Alaska. For more information on our emergency prevention and response systems, please go to our Web site ([exxonmobil.com/emergencyresponse](http://exxonmobil.com/emergencyresponse)).

## global climate change and greenhouse gas emissions

**Climate Change.** Addressing the risk posed by rising greenhouse gas (GHG) emissions while providing more energy to support economic growth and to improve global living standards is an important issue facing our world today.

Climate remains an extraordinarily complex area of scientific study. Because the risk to society and ecosystems from rising greenhouse gas emissions could prove to be significant, strategies that address the risk need to be developed and implemented.

**environmental performance  
a closer look**

**Reporting greenhouse gas emissions**

ExxonMobil is committed to reporting greenhouse gas emissions from our operations, and we have reported our emissions since 1998. Our calculations are based on the techniques and emissions factors provided in the internationally endorsed *Compendium of Greenhouse Gas Emission Estimation Methodologies for the Oil and Gas Industry* (American Petroleum Institute) and the *Petroleum Industry Guidelines for Reporting Greenhouse Gas Emissions* (International Petroleum Industry Environmental Conservation Association), which we helped to develop.

Calculating global GHG emissions is complex, not least because:

- Emissions from petroleum production and refining operations can vary widely due to differing geological circumstances, natural resource characteristics such as sulfur levels in crude oil, and the range of end-product specifications required in different regions, countries, or even local markets.

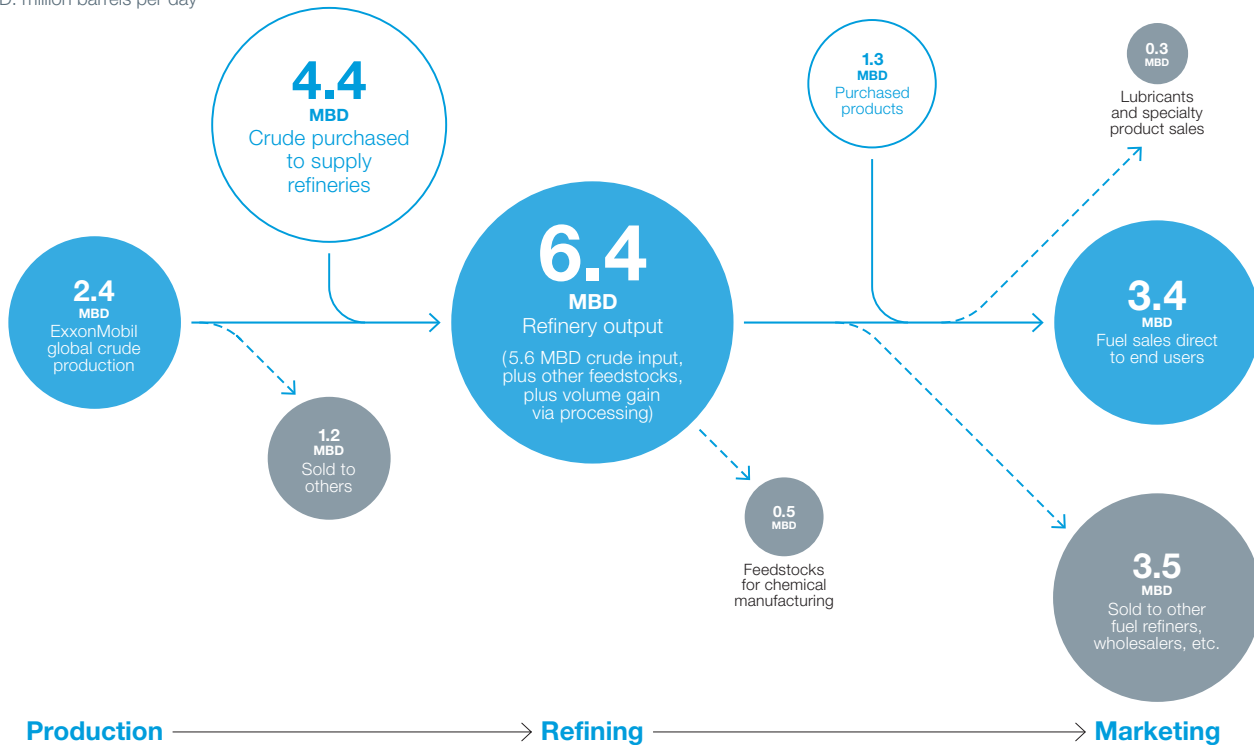
- On average, about 87 percent of petroleum-related GHG emissions are produced by end users, versus 13 percent by petroleum industry production and manufacturing operations. The emissions produced by burning specific fuels are well-known—for example, standard gasoline and diesel fuel emit 20.3 and 22.5 pounds of CO<sub>2</sub> per gallon, respectively. But actual end-user emissions will depend on factors such as vehicle choice, travel habits, and energy-efficiency efforts in businesses, homes, offices, and vehicles.

- The supply chain for crude oil from production to product marketing involves numerous changes of ownership such that approximately 20 percent of the crude oil we refined in 2006 came from our own production, and about half of the fuel products that we produced were sold to other companies who in turn sell them to others. This petroleum supply chain is illustrated below.

It is important that producers, refiners, distributors, and end users in the chain take responsibility for managing and accounting for the emissions they generate. Those who operate facilities or use fuels are in the best position to identify opportunities to control emissions.

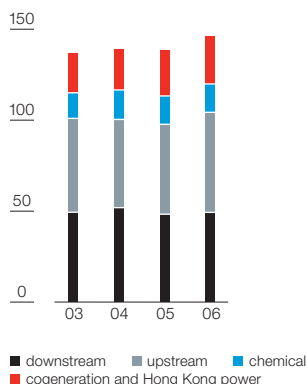
**ExxonMobil 2006 worldwide petroleum supply overview**

MBD: million barrels per day



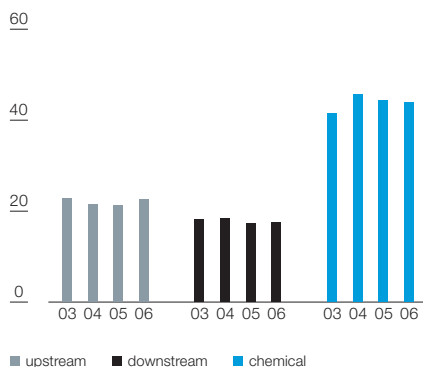
### greenhouse gas emissions (absolute)

direct equity, CO<sub>2</sub>-equivalent emissions (million metric tons)



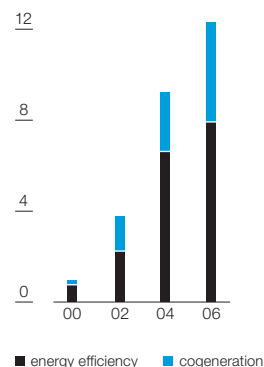
### greenhouse gas emissions (normalized)

direct equity, CO<sub>2</sub>-equivalent emissions (excluding cogeneration) (metric tons per 100 metric tons of throughput)



### avoided GHG emissions from ExxonMobil actions since 1999

CO<sub>2</sub>-equivalent emissions (million metric tons)



Meaningful approaches must be affordable to consumers, applicable in the developed and developing world, and allow for continued economic growth and improvements in living standards. Technological advances will be critical.

**Greenhouse Gas Emissions.** At ExxonMobil, we take the risk posed by rising GHG emissions seriously and are taking action. Our scientists and engineers are working to reduce GHG emissions today, while supporting the development of new technologies that could significantly reduce emissions in the long term. Examples include:

- Improving energy efficiency at our facilities, resulting in CO<sub>2</sub> emissions reduction of about 8 million metric tons in 2006 from steps taken since 1999, equivalent to taking about 1.5 million cars off the road in the United States;
- Investing in cogeneration capacity, reducing global CO<sub>2</sub> emissions by over 10.5 million metric tons in 2006, equivalent to taking about 2 million cars off the road in the United States;
- Continuing to support the *Global Climate and Energy Project (GCEP)* at Stanford University—a pioneering research effort to identify technologies that can meet energy demand with dramatically lower greenhouse gas emissions. Study areas include solar energy, hydrogen, biofuels, and advanced transportation;
- Working with auto and engine manufacturers to improve fuel economy by as much as 30 percent, reducing emissions of CO<sub>2</sub> as well as air pollutants;
- Partnering with the European Commission and other organizations to assess the viability of geological carbon storage;

- Exploring new ways to produce hydrogen for potential long-term applications ranging from vehicles to retail stations and large production facilities; and,
- Engaging with the U.S. Environmental Protection Agency in the SmartWay<sup>®</sup> Transport Partnership to improve fuel economy and reduce emissions associated with the transportation of our products.

In 2006, our greenhouse gas emissions were 146 million metric tons, a 5.4-percent increase over 2005 due to increases in oil production in Africa and the ramp-up in energy-intensive liquefied natural gas (LNG) production from new facilities in the Middle East.

**Research and Development.** We have been working for more than 25 years with scientific and business communities, taking part in research to create economically competitive and affordable future options for reducing global emissions associated with growing demand for energy. Because the combustion of fuels by consumers generates the majority of GHG emissions, we also work with auto and engine manufacturers, government laboratories, and academia to develop more efficient technologies for the use of petroleum products, especially in transportation. As one example, we are working on separate initiatives with Toyota and Caterpillar to develop more efficient, cleaner-burning internal combustion engines and engine systems that could improve the fuel economy of future vehicles by up to 30 percent versus current gasoline engines.

The *Global Climate and Energy Project*, now entering its fifth year, continues to expand and diversify its portfolio of research activities. Research in the past year included work in biomass energy, advanced coal utilization, solar energy, fuel cells, hydrogen, carbon capture and storage, and advanced combustion for possible transportation and other applications. In 2007, GCEP will begin research on advanced energy storage that offers the potential to enhance the commercial

Through GCEP, research is being conducted to discover affordable options for reducing global greenhouse gas emissions associated with energy use. For example, graduate student-researcher Shannon Miller investigates more efficient combustion engines in the Advanced Energy Systems Lab at Stanford University.



viability of intermittent energy sources such as wind and solar. Increasingly, GCEP funding has been awarded to scientists outside Stanford at other research institutions in the United States, Australia, the Netherlands, Switzerland, and Japan. Specific research programs launched in 2006 include the investigation of the following:

- Genetically engineering an organism that can convert solar energy into chemical energy stored as hydrogen;
- Developing far more efficient engines based on advanced combustion concepts;
- Storing carbon dioxide underground in secure formations for thousands of years;
- Developing inexpensive solar cells from organic materials; and,
- Preparing specific diesel fuels from biological feedstocks.

## improving energy efficiency

In 2006, we consumed approximately 1475 trillion British thermal units (BTUs) of energy running our operations. Since the launch of our *Global Energy Management System* (GEMS) in 2000, we have identified opportunities to improve energy efficiency at our refineries and chemical plants by 15 to 20 percent. We have implemented more than half of these opportunities, with associated cost savings of approximately \$750 million per year in our Refining and Chemical businesses. As a result of these actions, we have avoided the emission of about 8 million tons of associated GHG in 2006, which is roughly equivalent to removing 1.5 million cars from U.S. roads.

We continue to implement a range of operational and facility improvements, conduct targeted research and development of energy-saving new technologies, and apply technological innovations in our projects. As part of the American Petroleum Institute's *Voluntary Climate Challenge Program*, ExxonMobil is committed to improve energy efficiency by 10 percent between 2002 and 2012 across our U.S. refining operations. We are on track to meet this commitment not only in the United States but also globally.

As an example, our Treccate, Italy, refinery improved energy efficiency by over 15 percent since 2000. About half of the improvements to date are the result of low-cost optimization of day-to-day operations. The remainder is attributable to the installation of new energy-efficient facilities. A GEMS assessment in 2006 identified additional energy-saving opportunities equivalent to \$10 million to \$15 million per year.

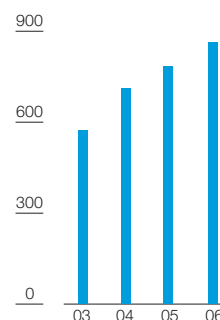
**Cogeneration.** Cogeneration is the simultaneous production of electricity and thermal heat/steam. By capturing the waste heat that otherwise escapes into the atmosphere or is lost in condensing steam back to water, we are able to use it directly within our manufacturing and production facilities. Cogeneration has been a significant factor in reducing energy consumption and improving energy efficiency at ExxonMobil facilities around the world. With the latest turbine technology, cogeneration can be twice as efficient as traditional methods of producing steam and power separately.

As an industry leader in cogeneration applications, we invested more than \$1 billion into cogeneration projects during 2004 to 2005 alone. We now have interest in about 100 such facilities in more than 30 locations worldwide with a combined capacity of 4300 MW of power. ExxonMobil's current cogeneration capacity reduces global CO<sub>2</sub> emissions by over 10.5 million metric tons annually. The amount of CO<sub>2</sub> reduced is equivalent to taking about 2 million cars off the road in the United States.

We are undertaking facility upgrades at our U.S. facilities to reduce our combined NO<sub>x</sub>/SO<sub>2</sub> emissions by 70 percent from our 2000 baseline levels. Total air emissions from our Beaumont, Texas, complex decreased by 65 percent from 2000 to 2005.



**hydrocarbon flaring from worldwide oil and gas production**  
(million standard cubic feet per day)



In 2006, we continued the development of new cogeneration projects in Kazakhstan, Belgium, China, and Singapore, which are scheduled for completion between 2007 and 2010. These four projects alone represent a combined capacity of 875 MW of power and will bring our total cogeneration capacity to over 5000 MW by 2010.

Our cogeneration facility in Belgium, currently under construction, is designed such that nearly two-thirds of the power could be exported from the site to the public power grid. Other cogeneration projects currently under development in Europe and the United States will also consider larger configurations that have the capacity to export excess power from the sites.

## flare reduction

Globally, we strive to minimize the flaring of natural gas. This includes both gas that is produced along with oil and that has no economic outlet, and gas that is flared as a result of operating events. Flare reduction efforts are in place across all our operations, and *Flare & Venting Reduction Guidelines* have been developed for use in all new upstream production installations. In our existing facilities, we are implementing procedures and projects that will improve operations reliability and, therefore, reduce the flaring associated with unexpected operating events and equipment maintenance.

In Venezuela, for example, ExxonMobil completed our Gas Facility Modification Project in 2006, together with our joint-venture partners. The project improved the ability to meet gas sales specifications and provided new high-capacity gas-handling equipment to manage future increases in produced gas volumes while reducing flaring to minimum operating levels.

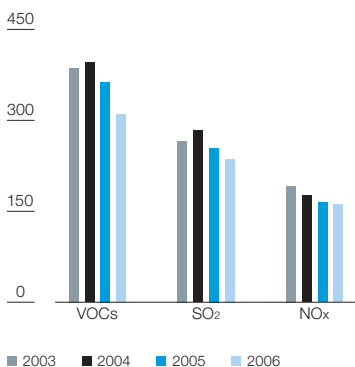
Our operation in Nigeria is the largest single source of flaring among the countries where we do business. We are investing about \$3 billion in gas utilization and commercialization projects to eliminate routine gas flaring.

As a result of growth in oil production in Africa, where there is a high quantity of associated gas produced with the crude oil, and limited markets for natural gas, flaring has increased. This increased gas production has more than offset our efforts to reduce flaring in existing operations. In 2006, upstream flaring increased 10 percent over 2005.

Our refineries, on the other hand, reduced flaring by over 10 percent in 2006 through implementation of *Flaring Best Practices*. For example, at our Baytown complex in Texas, the refinery reduced flaring by 80 percent compared to 2003. To continue this progress, an Air Incident Reduction (AIR) Team was created to identify additional opportunities for reducing flaring at the chemical plants at the site.

To reduce upstream flaring, ExxonMobil is exploring additional opportunities for increasing gas recovery as an alternative to gas flaring. For example, we are an active member of the World Bank's Global Gas Flaring Reduction Partnership, working with others to overcome barriers to implementing economically feasible alternatives to gas flaring. Our affiliates are engaged with host governments to develop constructive regulations and frameworks that promote gas markets and enable attractive gas utilization projects.

**air emissions of VOCs, SO<sub>2</sub>, and NO<sub>x</sub>**  
(thousand metric tons)



**air emissions from operations**

We are working to reduce emissions such as sulfur dioxide (SO<sub>2</sub>), nitrogen oxides (NO<sub>x</sub>), and volatile organic compounds (VOCs) from our operations. Our progress in reducing air emissions is the result of numerous initiatives, including major capital investments, implementation of cost-effective new technologies, and adoption of creative new operating practices. In some cases these reductions are driven by new regulations, and in other cases we are responding to the priorities in communities around our operations. As a result of these efforts, we have reduced these air emissions by 11 to 20 percent from 2003 levels.

Over the next several years, we are undertaking facility upgrades at our U.S. facilities to reduce our combined NO<sub>x</sub>/SO<sub>2</sub> emissions by 70 percent from our 2000 baseline levels. Total air emissions from our Beaumont, Texas, complex decreased by 65 percent from 2000 to 2005. We made significant investments over this time period and are making good progress toward reducing emissions another 25 percent by 2008 over 2005 levels. Upgrades and facility improvements for air emissions reduction include energy cogeneration, retrofitted controls for a wet gas scrubber, and additional flare gas recovery.

At our Fawley refinery in the United Kingdom, we addressed a new standard for ambient SO<sub>2</sub> by linking an air quality monitoring station in the community to the refinery control panel. With this improvement, air quality changes can be immediately interpreted and addressed, and the cost and impact on our operations of meeting the new regulations have been reduced. More importantly, this innovative solution has enabled us to continue to reduce the impact of the refinery on the community.

**environmental performance**  
**a closer look**

**ExxonMobil joins U.S. EPA's SmartWay<sup>®</sup> Transport Partnership**

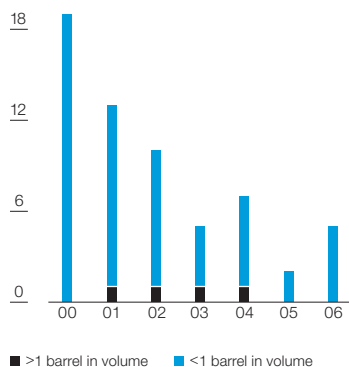
In March 2006, ExxonMobil joined the SmartWay<sup>®</sup> Transport Partnership. This Partnership is a voluntary collaboration between the U.S. Environmental Protection Agency (EPA) and the freight industry designed to increase energy efficiency while significantly reducing emissions that may result in air pollution. The Partnership aims to achieve fuel savings of up to 150 million barrels of fuel per year and currently includes more than 500 partners.

Many of the SmartWay<sup>®</sup> Transport strategies are already being implemented in our delivery fleet. ExxonMobil will contribute to the Partnership's goal of reducing carbon dioxide, nitrogen oxides, and particulate emissions by improving the environmental performance of our truck fleet operations.

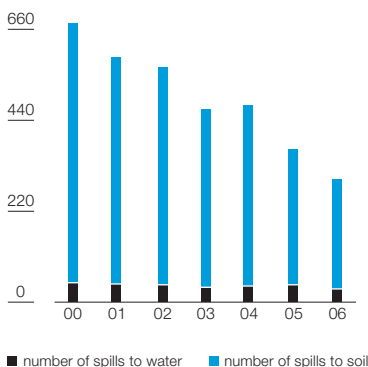
We are committed to the use of technology and best practices to improve environmental performance beyond compliance and regulation. For example, in 2005 and 2006, many of our chemical plants and refineries conducted surveys of VOC emissions using a new optical imaging technology. This technology not only provides a more efficient means of detecting leaking valves, but also allows sites to easily detect emissions from storage tanks, heating and cooling equipment, and other sources that are not as easily monitored.

In addition, we are actively supporting initiatives to reduce the emissions from consumers' use of our products in the transportation sector. For example, in 2001, ExxonMobil began a multiyear program to successfully phase out leaded gasoline in sub-Saharan Africa by the end of 2005. We worked in collaboration with IPIECA, the World Bank, NGOs, and local governments, and on January 1, 2006, all of sub-Saharan Africa became lead-free. The United Nations Environment Programme (UNEP) has expanded this program beyond Africa to eliminate leaded gasoline in the 30 remaining countries around the world that still use it. ExxonMobil supports this initiative and will continue to participate until leaded gasoline is fully phased out.

**marine vessel spills (owned/operated and long-term leased)**  
(number of spills)



**other spills (non-marine)**  
(number of oil, chemical, and drilling fluid spills greater than 1 barrel)



## spill prevention

ExxonMobil is committed to the prevention and elimination of spills from our operations, and we have made significant improvements in our performance.

In 2006, we achieved a record low number of oil spills to the environment as a result of ongoing improvement efforts focused on upgrading and replacing key equipment and on comprehensive inspection and surveillance programs. The 2006 performance represents a 21-percent reduction from 2005 and continues a trend that has resulted in an over-10-percent average reduction per year since 2000. All of our operating units have set ambitious targets for further spill reduction.

Although the number of spills is at a record low, we are continuously working to reduce both the number and the volume of spills. Despite our progress, as a result of a handful of larger-volume spills, the total volume spilled in 2006 exceeded that in 2005. Rigorous cleanup efforts for all spills result in recovery of much of the volume spilled.

Many of the initiatives and processes implemented to achieve improvements in spill performance have come from our field-based spill prevention teams, which include employees from operations and maintenance, supported by engineers, and backed by commitments from every level of management. Teams meet regularly to share ideas and information that lead to improvement in performance.

Our refining and chemical divisions have implemented an *Oil Spill Best Practice Program* and are providing additional resources to assist in the identification of causal factors and solutions that address the root causes of spills at sites with higher incident frequency. Multiyear infrastructure

improvement programs and focused inspection programs are also under way. For example, at our Torrance facility in California, we began an underground piping replacement project in the late 1990s. As a result of this ongoing program and increased operator awareness, the number of oil spills has been significantly reduced from 2004 to 2006.

## waste management

At ExxonMobil, we use a tiered approach to reduce waste, both hazardous and nonhazardous. Our first priority is to reduce waste at its source. If this cannot be achieved, we recycle or reuse waste to the extent feasible. Any remaining hazardous waste is then treated to render it non-hazardous or disposed of at an approved hazardous waste disposal site.

Over the last five years, we successfully reused on average about 40 percent of the hazardous waste generated. The amount of hazardous waste disposed of from ongoing operations decreased by about 25 percent from 2003 to 2006. Total hazardous waste disposed of in 2006 was 246 thousand metric tons, about 17 percent less than in 2005.

In 2005, our Baytown olefins plant in Texas partnered with a company that makes use of one of the plant's waste streams. Working with local regulatory agencies and with this partner company, we were able to find an alternative use for the waste product, which is now being used in a manufacturing process. As a result, the plant's hazardous waste generation in 2006 decreased by approximately 950 metric tons.

In 2006, we achieved a record low number of oil spills, as a result of ongoing improvement efforts focused on upgrading and replacing key equipment and on comprehensive inspection and surveillance programs.

Our business operations span a variety of ecosystems, such as the Santa Barbara Channel in Southern California, where we operate three offshore platforms as part of our Santa Ynez Unit facilities. At all locations, we adhere to the industry's highest standards of environmental management to develop appropriate mitigation steps.



We are also constantly reviewing our internal processes to identify new ways to reduce waste. Over the past five years, our Edison Synthetics Plant in New Jersey reduced the amount of solid waste generated per barrel of product by 46 percent. Specific areas of focus include improvements to an alkylated naphthalene process that has reduced waste generation by 70 percent to date. Two other areas of focus were our *No Oil to Sewer Program*, which reduced separator waste oils by 70 percent, and the elimination of lime in our jet oil manufacturing process, which reduced filter cake waste by 26 percent.

## regulatory compliance and expenditures

In 2006, our worldwide environmental expenditures were more than \$3.2 billion, including \$1.1 billion in capital expenditures and over \$2.1 billion in operating expense. Fines and settlements paid in 2006 represent about four-tenths of 1 percent of our total expenditure.

## freshwater management

We recognize that we have a responsibility to surrounding communities and the environment for managing our freshwater use in a sustainable manner. ExxonMobil continually seeks ways to reduce freshwater use and preserve water quality, through the design and operation of our facilities, recycling and reuse, and measures to prevent water pollution.

Our major manufacturing facilities (e.g., refineries and chemical plants) had a net consumption of 309 million cubic meters of fresh water in 2006, representing an 8-percent reduction since 2004.

Our recent freshwater survey identified areas in which we operate where fresh water is a potentially scarce resource. ExxonMobil sites operating in these areas are addressing ways of reducing their freshwater usage through their respective *Environmental Business Planning (EBP)*. For example, in our operations in Chad, the team conducted the initial hydrotest for the 30-kilometer Miandoum-to-Moundouli pipeline using produced water instead of fresh water.

## protecting biodiversity

ExxonMobil recognizes the importance of conserving biodiversity while meeting the world's growing demand for energy and improving lives in the areas where we operate. Because our business spans the globe, we face the challenge of operating in a variety of ecosystems with sensitive characteristics. To address this challenge, we work under the industry's highest standards of environmental management. We consider that healthy ecosystems can go hand-in-hand with economic development through careful community management of natural resources. ExxonMobil supports programs that build the capacity of local communities to maintain and protect their natural environment. For more information, please go to our Web site ([exxonmobil.com/biodiversity](http://exxonmobil.com/biodiversity)).

We assess each location individually for environmental sensitivities and develop appropriate mitigation steps. We employ a variety of assessment tools in implementing our *Environmental Aspects Guide*, which has been in use for almost 10 years. This *Guide* assists in the systematic identification and mitigation of potential environmental impacts associated with our operations using a five-step process to ensure that relevant activities, products, and services are identified, potential environmental impacts are assessed, and necessary actions are implemented and documented.

## environmental performance a closer look

### Biodiversity

- In the proposed Hong Kong LNG Terminal Project, improvements to the site layout were identified and reduced our marine footprint by 85 percent, thus reducing the loss of natural coastline.
- Through careful planning of the layout for the Golden Pass LNG Terminal Project in Sabine Pass, Texas, 20 acres of wetlands were preserved. For the Adriatic and Golden Pass LNG Terminal Projects, we plan to use horizontal directional drilling to install pipelines under, instead of across, water bodies and sensitive wetlands.
- Five of ExxonMobil's business properties are certified Wildlife Habitat Council (WHC) sites. These sites provide habitat for wildlife in Montana, Wyoming, Texas, and New Jersey. In 2006, ExxonMobil became a founding supporter of WHC's *Corporate Land for Learning* program, designed to encourage certified WHC private lands to become conservation educational centers for the communities in which they operate.
- Esso Exploration Angola (Block 15) Limited is the main corporate sponsor of the Universidade Catolica de Angola's Palanca Negra Gigante (Giant Sable Antelope) Conservation Project in Angola. The purpose of the project is to research and protect the remaining populations of the Giant Sable Antelope, Angola's national symbol, which is believed to be close to extinction. As the population of the Giant Sable—now believed to be about 200 animals—increases and becomes more visible, opportunities for ecotourism for resident communities are expected to grow significantly.

In Angola, we are sponsoring researchers at the Universidade Catolica to study and protect the remaining populations of the Giant Sable Antelope, Angola's national symbol, which is believed to be close to extinction.



These processes are assessed within OIMS and are consistent with the requirements of ISO 14001, the International Organization for Standardization's standard for environmental management systems.

We also utilize Environmental and Social Impact Assessments (ESIAs) to identify sensitive areas and develop mitigation steps for our new projects. This includes an ecosystem evaluation and consideration of biological, chemical, and physical characteristics, including consideration of people's health and socioeconomic needs as an integral part of the environment. We limit where we conduct field activities, locate camps in specific areas to minimize our impacts, and restore affected areas to environmentally acceptable conditions.

## case study

# sound and the marine environment

## pursuing a proactive approach in our offshore operations

In seismic surveys—carried out to map the geological structures below the ocean floor and identify potential oil and gas deposits—exploration teams use air guns to produce sound waves that reflect off the subsurface layers, allowing them to be mapped. Other activities, such as offshore drilling, production, and shipping/vessel operations, also introduce sound into the marine environment. Varying concerns have been expressed that exposure to sound from such activities may adversely affect marine life. More work must be done to further improve technical understanding of the interactions between sound from offshore activities and marine life, and whether these interactions are having a biologically significant impact.

### ExxonMobil's approach

Although studies from the U.S. National Research Council indicate no conclusively demonstrated link between exposure to sound and adverse effects on a marine mammal population, more research is needed. Until such time, we are applying a proactive approach in our offshore operations. At ExxonMobil, we are working to better understand the complexities of the characteristics of the sounds we generate, how they propagate in the marine environment, how marine life uses sound, what exposure different forms of marine life receive, and the nature of both behavioral and physical effects on different organisms.

We already know that the answers are not simple. For example, sound travels differently based on the depth of the water and the hardness and roughness of the sea floor. In addition, individual marine mammal species may or may not hear a sound depending upon its frequency, amplitude, and direction. Also, their behavioral reactions, or lack thereof, may vary depending upon what they are doing at the time (e.g., feeding, migrating, etc.). There are over 100 marine mammal species and it is important to know which of these species are present in locations where we operate. Given these variables, we recognize that mitigation measures employed at each location must address the specific characteristics and risks of each site.

ExxonMobil employees have participated in national and international forums such as the International Whaling Commission and the U.S. Marine Mammal Commission Federal Advisory Committee on Acoustic Impacts on Marine Mammals. We have been leaders in encouraging the funding of high-quality, peer-reviewed scientific research to assess potential impacts and identify appropriate mitigation actions, where needed. We share best practices and lessons learned on marine sound issues with both internal and external audiences, and are exploring potential partnerships with international NGOs such as the Wildlife Conservation Society to help focus scientific resources on key issues. As with all environmental issues, we support the development of regulatory frameworks that balance commercial, environmental, and social interests while promoting cost-effective mitigation measures for protecting the offshore environment.

### mitigation measures in our operations

ExxonMobil has been actively performing operational risk assessments for many years to analyze the potential impacts of our offshore activities on the marine environment. We are engaging with scientific experts around the world on these key questions, such as exposure to various industry sound sources.



Scientists identify individual whales by looking at detailed patterns in the tail, a similar process to human fingerprinting. We supported the Institute of Marine Biology of the Far Eastern Branch of the Russian Academy of Sciences to develop a catalog of photos of tails like this one, of Western Gray Whales summering off Sakhalin Island.

Around the world, a variety of mitigation measures are implemented during seismic survey operations to protect marine life. For example, marine mammal observers are used to monitor safety zones that are established around seismic survey sound sources. Depending on the animals' proximity to the sound source, operations may be ceased to reduce any risks to the animals. At ExxonMobil, our experts provide advice to our offshore operations on the latest scientific studies and required mitigation measures such as temporal and spatial restrictions, observation zones, air gun ramp-up procedures, and passive acoustic monitoring. All of these are tools that can assist in reducing risks to marine life in the vicinity of offshore seismic survey operations.

Our operations around Sakhalin Island, Russia, provide an example of our approach, including sound mitigation efforts. This particular location is the summer feeding area for the remaining 120 to 130 Western Gray Whales in the Northwest Pacific Ocean, of which only 23 were identified as breeding adult females. Mitigating any potential risks to this population is critical. Extensive mitigation measures were used during a seismic survey conducted in 2001 that allowed the whales to remain in their habitat and continue to feed. The Orlan platform and associated infrastructure were installed in 2005 to 2006 with minimal transmission of sound from the operations into the key feeding area of the whales. Ongoing assessments of the population indicate that it is growing. With risk mitigation measures in place, Phase 1 facilities have been installed and are successfully operated in coexistence with the whales.

## scientific research

ExxonMobil proposed, and actively encouraged, development of a worldwide, multiyear industry research effort on the effects of exploration and production sound on marine life. Launched in 2004 under the auspices of the International Association of Oil & Gas Producers, this initiative is now in Phase 2. More than \$8 million per year in funding during a three-year period is being provided by 14 oil- and gas-producing companies and one industry trade association. The goal of the program is to develop greater scientific knowledge to help assess the potential impacts of sound on marine life, assist in improving industry risk assessment/mitigation, and improve the scientific knowledge base used to develop regulations and mitigation strategies. To date, 34 research projects have been proposed for funding. Expected project outcomes include research papers published in peer-reviewed journals and innovative technologies, such as new equipment, software, and data sets. For more information on these projects and the program, please visit the program's Web site ([soundandmarinelife.org](http://soundandmarinelife.org)).

## participation in the policy dialogue

ExxonMobil participates in forums, such as the International Whaling Commission, which discuss international guidelines to reduce the potential impact of sound on whales. More importantly, we work with regulators around the world and have participated in public dialogue and scientific discussions regarding national regulations under consideration in the European Union, the United States, Brazil, Australia, and Canada, as well as regulations being developed under various international treaties, such as the 1992 OSPAR Convention. We will continue to contribute to policy dialogue and encourage discussion of all perspectives on this environmental issue.

“The new research will align with work being done by governments and the academic community. Together, we want to be able to define the nature of risk posed to marine life by the sound of oil and gas operations offshore. With that information, regulators and operators will be able to make informed decisions based on demonstrable fact.”

### Dr. Roger Gentry

Marine Biologist supervising the initiative of the International Association of Oil & Gas Producers



# workplace

## focus areas:

- Industry-leading health and safety performance
- Security
- Employee diversity
- Training and development

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ExxonMobil's global health and safety goal is zero injuries and illnesses. We strive for an incident-free workplace and a culture that complies with our clear and simple objective: *Nobody Gets Hurt.*

We believe a company's commitment and performance in the areas of health and safety are closely tied to outstanding performance in all other aspects of operations. In 2006, we continued to promote the sharing of best practices in safety, health, and environmental care within our industry, through initiatives such as sponsorship of the Robert W. Campbell Award. For additional information on this and other health and safety awards, please see our Web site ([exxonmobil.com/awards](http://exxonmobil.com/awards)).

## health and safety management

The health and safety policies set by ExxonMobil and adopted by its affiliates reflect our commitment to high operational standards. To help meet this commitment, the company employs the *Operations Integrity Management System* (OIMS) worldwide. OIMS has been instrumental in delivering dramatic improvements in health and safety performance over the last 15 years. For additional information about health and safety policies, as well as OIMS, please go to our Web site ([exxonmobil.com/managementsystems](http://exxonmobil.com/managementsystems)).

In 2006, we broadened the use of our reporting system, called IMPACT, which expanded our ability to collect and analyze information on health, safety, and environmental incidents. IMPACT allows us to look deeply into our statistical performance, analyze lessons learned across multiple sites, and apply these lessons globally.

**Workforce Participation.** Active employee and contractor involvement is critical to achieving our safety, health, and environmental objectives. Employees and contractors throughout the company participate in safety

teams, conduct safety observations, contribute to incident investigations, and suggest ongoing improvements in safety procedures. Our commitment to safety starts at the top, is driven throughout the businesses, and is consistent everywhere we do business.

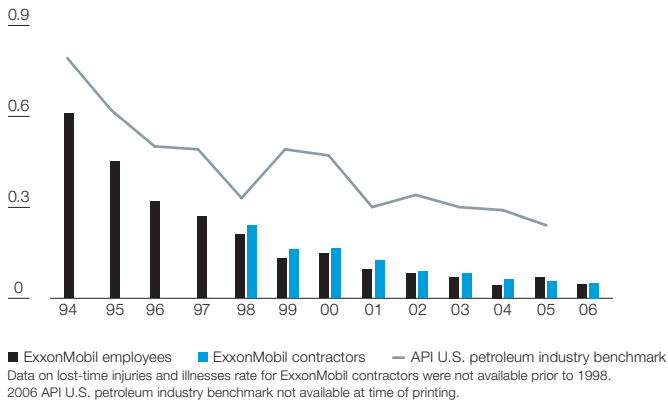
## occupational injuries and illnesses

In 2006, ExxonMobil continued its industry-leading health and safety record. For our total workforce, including both employees and contractors, the total recordable incident rate and lost-time incident rate were 0.377 and 0.049, respectively, in 2006. These rates are the number of incidents per 200,000 work hours and both were at record low levels. We have reduced employee lost-time incidents by 92 percent since 1994 and 68 percent since 2000. The main factors contributing to our performance are the continuous improvement elements present in OIMS, our emphasis on hazard recognition, risk mitigation, and use of a behavior-based safety approach by all individuals, teams, and contractors.

We are saddened to report that we had 10 workforce fatalities in 2006, including three employees and seven contractors. The fatalities were the result of incidents at operating sites (4), acts of violence (3), and vehicle incidents (3). All fatalities, as well as all injuries and "near misses," are fully investigated to prevent similar incidents in the future. We will not be satisfied until we have achieved a work environment in which *Nobody Gets Hurt.*

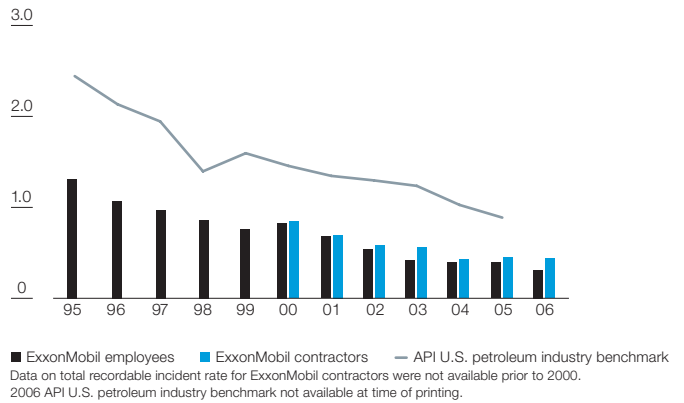
### lost-time injuries and illnesses rate

(incidents per 200,000 work hours)



### total recordable incident rate

(incidents per 200,000 work hours)



ExxonMobil is addressing the varied health risks, both work-related and nonwork-related, among our employees and in the communities where we operate. A subset of employee illnesses can be attributed to the work environment. In 2006, there were 41 work-related employee illness cases among our total workforce of 82,000 employees and approximately 100,000 contractors. Three of these illness cases involved lost time from work. With health as with safety, we capture what we learn from all incidents and review procedures to prevent recurrences.

### employee health

ExxonMobil has long recognized that employee health issues that impact our workforce are important whether work-related or not. It is part of our corporate health policy to provide voluntary health promotion programs designed to enhance employees' well-being and productivity. The types of programs that assist employees with personal health issues vary by location because of cultural differences and the level of medical and public health infrastructure available locally.

In developing countries, ExxonMobil employs a strategic health management approach. In 1999, we developed a health reporting system to document all health events requiring field-clinic attention. In countries such as Chad and Cameroon, and on Sakhalin Island in Russia, we use this to track our health performance and to prepare prevention programs and health care services to respond to emerging health issues in a timely manner. Our efforts to protect worker health also include a *Malaria Control Program* and an employee HIV/AIDS prevention education program.

**Workplace Malaria Control Program.** As a major investor in Africa, ExxonMobil witnesses firsthand every day the health and economic impacts of malaria on our workforce, their families, and the communities where we operate.

Our workplace *Malaria Control Program (MCP)* has contributed to a decrease in the number of malaria cases among our expatriate employees, local employees, and contractors. The workplace MCP requires that ExxonMobil employees and contractors working in malaria-prone areas use a four-step strategy to combat malaria: awareness, bite prevention, antimalarial medication, and early diagnosis and treatment. Over the last three years, we have recorded only one case of malaria among our expatriate (nonimmune) workforce, involving the equivalent of almost 4000 people working for one year. We recorded zero cases of serious malaria in our national (semi-immune) workforce, involving the equivalent of over 8000 people working for one year.

Beyond the workplace, to support malaria prevention, control, and treatment programs in the communities in which we work, we launched our *Africa Health Initiative* in 2000 (see case study, page 48).

**HIV/AIDS Education and Resources.** In sub-Saharan Africa, more than 26 million people—roughly 7 percent of the adult population—are infected with HIV/AIDS. In 2006 alone, this resulted in approximately 2.1 million deaths. In 2004, ExxonMobil initiated a comprehensive workplace health program known as *StopAIDS* to help address the impacts of the devastating HIV/AIDS pandemic on local employees, their families, and the surrounding communities. Assisting our employees and their families to mitigate the HIV risk is essential for the long-term sustainability of our business and the economic growth of the region.

The purpose of our *StopAIDS* program is to keep employees and contractors healthy and disease-free, and to educate HIV-positive workers on how to live safely with the illness. We do not test for HIV, and HIV status is not a factor in determining an employee's ability to work. Key elements of the program are to provide workplace HIV prevention education by encouraging safer behavior and changing attitudes.

## workplace a closer look

### Preparing to respond to pandemic flu

In 2005, ExxonMobil initiated a plan for preparing and responding to the possibility of a global flu pandemic. We are concerned about the health and safety of our employees and their families, and recognize that our industry plays a critical role in the infrastructure of countries all over the world.

A corporate working group, managed by the Emergency Preparedness and Response organization, developed a global template for a *Pandemic Flu Preparedness and Response Plan*, which was reviewed by the Public Issues Committee of the Board. Each business line and support function identified its critical operations and necessary staffing requirements. We are currently implementing detailed, country-specific plans to ensure business continuity under the constraints of high levels of employee absence and interruptions in basic services. We are also providing pandemic flu awareness training to our employees.

The program provides access to community-based, confidential Voluntary Counseling and Testing (VCT) centers. HIV/AIDS care and treatment is offered through our company-sponsored health plans, and is addressed like other illnesses.

Now in its third year, the program has been implemented in all our sub-Saharan African operation sites, reaching over 4000 employees and their families in five countries. More than 290 peer educators and facilitators have been trained by external experts of Population Services International and are delivering adult health education in four languages. Community-based VCT centers have been identified in all major cities where we operate, offering employees access to confidential counseling. For example, over the past two years, Esso Angola participated in the construction of two VCT centers for people living in Zaire Province.

In 2007, we plan to extend access to VCT facilities to families, contractors, and the community. We are working toward embedding the workplace education program in our OIMS safety, health, and environmental systems at all sites. For more information about *StopAIDS*, please see our Web site ([exxonmobil.com/health](http://exxonmobil.com/health)).

We are helping to address the impacts of the HIV/AIDS pandemic on local employees, their families and communities by providing access to community-based, confidential Voluntary Counseling and Testing (VCT) centers in all major cities of the sub-Saharan African countries in which we operate.



### security

Robust security measures related to protecting our personnel, facilities, and operations around the world are critical to ensure that we can continue to operate safely and meet global energy needs. We are committed to the protection of our people and our assets as well as our reputation.

In 2006, we continued to strengthen our security awareness and training by promoting the *Security Is Everybody's Business* campaign throughout ExxonMobil. We supplemented this with site security workshops and ongoing site security awareness programs. Our security managers actively participate in governmental and industry forums to develop and enhance our risk-management methodologies, threat-assessment capabilities, and technical security applications.

We recently reviewed our facilities worldwide against a facility security exposure matrix and identified a set of security protection countermeasures designed to provide a tiered approach to facility security. As a result, we implemented improvements in security measures at many of our sites. Security measures take into account perceived risks, the practicality of potential countermeasures, and relationships with the communities in which we operate. To solidify the security initiatives that were implemented over the past few years, three major areas were identified for special focus in 2007: integration, process improvement, and consolidation. These focus areas are designed to integrate the *Security Is Everybody's Business* message into current activities and improve the effectiveness of existing security programs.

### employment policies and practices

ExxonMobil is committed to providing a positive, productive, and supportive work environment throughout our global operations. We value the exceptional qualities and diverse perspectives of our employees, strive

Our employment policies and practices ensure that we provide a productive and supportive work environment throughout our operations, such as at our Downstream and Chemical headquarters for Europe, Africa, and the Middle East in Brussels, Belgium. Our open-door communication helps promote fairness and respect for the dignity of our diverse workforce.



to treat all employees with respect, and encourage individual growth and achievement. We think that open-door communication helps promote fairness and respect for the dignity of all employees, as well as effective engagement between management and the workforce.

Our *Standards of Business Conduct* provide a worldwide framework for responsible operations that also governs our employment practices in the workplace. Management at every level is responsible for implementing our policies. All employees, including supervisors and managers, are subject to disciplinary action up to, and including, termination for violation of our policies. In addition, contractors who are in violation of any of our policies may be denied access to our work sites.

**Employment Practices.** We recognize and respect our employees' right to join associations and choose representative organizations for the purpose of engaging in collective bargaining in a manner consistent with applicable laws, rules, and regulations as well as local customs as appropriate. We do not make use of forced or compulsory labor. ExxonMobil recruits its employees and provides working conditions—including payment of wages and benefits—in compliance with applicable laws and regulations. We forbid the use of children in our workforce throughout our worldwide operations. All ExxonMobil employees are at or above the legal employment age in the country of their employment.

**Equal Employment Opportunity Policy.** Our *Standards of Business Conduct* include an Equal Employment Opportunity Policy. We provide equal employment opportunity in compliance with all applicable laws and regulations to individuals who are qualified to perform job requirements.

In addition to providing equal employment opportunity, it is the Corporation's policy to undertake special efforts to:

- Establish company training and developmental efforts, practices, and programs that support diversity in the workforce and enhance the representation of minorities and women;

- Develop and offer work arrangements that help meet the needs of the diverse workforce in balancing work and family obligations. Our *Workplace Flexibility Programs*, for example, include flexible work arrangements and focused assistance programs;

- Make reasonable accommodations that enable qualified disabled individuals to perform the essential functions of their jobs; and,

- Emphasize management responsibility in these matters at every level of the organization.

For additional information about our employment policies and practices, please go to our Web site ([exxonmobil.com/managementssystem](http://exxonmobil.com/managementssystem)).

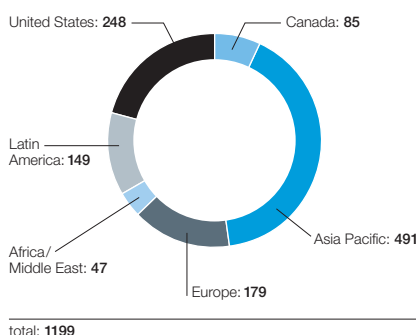
**Nondiscrimination Policy.** ExxonMobil's global policies prohibit any form of discrimination by or toward employees, contractors, suppliers, and customers in any company workplace. This zero-tolerance, broad policy applies throughout the world and encompasses all forms of discrimination, including discrimination based on sexual orientation. Our policy on discrimination is clear and straightforward. In support of this position, we maintain a comprehensive education, training, and stewardship program to ensure this policy is implemented and followed throughout our worldwide operations.

With regard to domestic partner benefits, ExxonMobil is guided by the laws in the individual countries where we operate and provides coverage to spouses—whether heterosexual or homosexual—where a legally recognized spousal relationship exists. We consider that basing employee benefits on legally recognized spousal relationships is a fair, rational, and consistent approach. In the United States, we have adopted the definition of spouse used in federal legislation, which has the effect of limiting coverage to heterosexual couples.

percent of women and minorities in the United States in 2006		
	Women	Minorities
Officials and managers	18.5	19.6
Professionals	28.7	20.1
Total employees	31.6	32.2

Based on U.S. Equal Employment Opportunity Commission reporting.

2006 female management and professional new hires by region



However, ExxonMobil employees who work in the Netherlands and Canada, that, by national law, recognize same-sex relationships, are provided spousal benefits under the ExxonMobil program.

**Harassment in the Workplace Policy.** We foster a work environment free from sexual, racial, religious, or other harassment. Harassment in any form is prohibited at ExxonMobil and our *Standards of Business Conduct* include a harassment policy. This policy also prohibits certain behaviors that are not unlawful, but that are considered inappropriate in a business setting and incompatible with mutual employee respect. We evaluate compliance with our harassment policy through an annual stewardship process and we thoroughly investigate any harassment claims.

## workforce development

With a presence in many countries around the world, ExxonMobil employs and trains people who represent the diverse communities in which they work. We benefit from our employees' unique perspectives and local knowledge. We recognize that we cannot achieve superior business results and conduct our business activities in a socially responsible manner without their combined contributions. Our diversity efforts include recruiting, career development, and educational partnerships.

We are dedicated to maximizing the number of local employment opportunities wherever we do business, in particular in emerging and developing economies. We employ expatriates in the short term to share their expertise, and train and mentor the national workforce. This ensures the long-term success of our projects, but we also recognize that we have a responsibility to build a legacy of economic progress by investing in the workforce of our host countries (for our national content strategy, see page 43). This helps us integrate into the communities in which we operate and gain local knowledge.

At year-end 2006, ExxonMobil's worldwide workforce numbered over 82,000 employees, of which about 37 percent were located within the United States and 63 percent internationally. Expatriates, defined as those working outside of their home countries on ExxonMobil assignments, comprised nearly 4 percent of our total workforce. In 2006, ExxonMobil hired over 2900 management and professional employees worldwide, of which approximately 41 percent were women and 72 percent were hired outside the United States.

**Diversity.** ExxonMobil is committed to promoting leadership opportunities for women globally and to improving the gender balance in our company. Currently, women comprise about 24 percent of our worldwide workforce, excluding company-operated retail stores. Approximately 12 percent of executive employees are women, up slightly from 11 percent in 2005.

We are also focusing on increasing the representation of minorities, including African-Americans, Hispanics, Asians, and Native Americans in the United States. In 2006, minorities made up approximately 32 percent of our U.S. workforce, and about 20 percent of officials and managers, based on U.S. Equal Employment Opportunity Commission reporting. In 2006, ExxonMobil was listed as one of the top 50 companies in the United States by Equal Opportunity Publications, Inc. for its diversity recruitment efforts.

In the United States, ExxonMobil supports networks for female, African-American, and Hispanic employees that provide mentoring, coaching, and strategies to enhance personal and professional development. One such network, the Global Organization for the Advancement of Latinos (GOAL), is helping celebrate Hispanic Heritage Month by organizing events at our U.S. ExxonMobil locations.

We have a long history of supporting organizations that help improve career opportunities for women and under-represented groups,

We value the diversity and unique perspective that each employee brings to our workforce worldwide. To strengthen our technical capacity and foster individual growth, we conduct in-house training at our Upstream Technical Training Center in Houston, Texas, one of several training facilities supporting achievement of our business goals.



with a specific focus on the sciences, technology, engineering, and mathematics. For example, the ExxonMobil Foundation provided funding in 2006 to the Society of Women Engineers. This contribution will support career guidance materials and program outreach activities to help increase the number of women in engineering.

## training and development

We strive to attract the best people and to provide them the best career opportunities in our industry. In doing so, we have built a diverse global workforce that is focused on producing superior business results. We value the wide-ranging perspectives inherent in our diverse workforce and foster individual growth and achievement of career goals.

Through a combination of work assignments throughout our global operations, on-the-job experience, and focused training and education, our employees learn the necessary skills to take on increasing responsibility in the company. ExxonMobil offers five core leadership development training programs globally for employees at various levels of management. In 2006, over 2200 employees from around the world participated in ExxonMobil's leadership development training programs. Approximately 22 percent of participants were women and 57 percent were non-U.S. employees.

In 2006, our corporate and technical training expenditures totaled \$60 million and reached over 52,000 employees. To strengthen our technical capacity, we conducted more than 500 in-house technical courses for about 10,000 participants.

For example, in Malaysia, we are offering a technician training program for personnel residing in the local community. We have conducted 27 technician training programs over the last 25 years and trained over 1000 skilled technicians. ExxonMobil plans to expand the program and increase the number of new trainees in 2007.

## workplace a closer look

### Career development at ExxonMobil

Julie Vanderborgh—France Distributor Manager in Lubricants & Specialties—started working in ExxonMobil's Lubricants & Specialties business 11 years ago. Alternating between staff functions and operations functions, she has held seven different positions with varying responsibilities ranging from business management and financial analysis to day-to-day production operations. As a result, Julie has gained a 360-degree perspective of the business.

By offering a variety of assignments to many of our employees, ExxonMobil demonstrates confidence in its employees' ability to rise to the challenge. At the same time, the company provides the necessary support to ensure their success. For Julie, it has been very helpful to work with teams of experienced people and to have the direct support of her managers. Through ExxonMobil's open-door policy, she has been able to express her interests and received coaching at the right time in her career.

Career development at ExxonMobil includes building competency through rotational assignments. Progressing through both financial and operational assignments within ExxonMobil's Lubricants & Specialties business, Julie Vanderborgh, France Distributor Manager in Lubricants & Specialties, has gained a 360-degree perspective of the business.



Esso Angola's *Competency Assurance Program* focuses on developing competencies for Angolan employees who have little or no previous experience in the oil and gas industry. Currently, 124 technicians are enrolled in the program. Operations technician achievement levels today range from entry-level trainees to mid-level technicians. Over the next five years, as technicians meet their technical competence requirements, they will be prepared to assume critical technical and leadership roles within the organization.



# corporate governance

## focus areas:

- Investments and shareholders
- Corporate governance leadership
- Management systems
- Ethics
- Political involvement

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Our corporate governance systems and practices are a core strength of ExxonMobil. We apply a rigorous approach to corporate governance in all aspects of the way we do business, everywhere we operate.

In 2006, Institutional Shareholder Services rated our company above 93 percent of other oil and gas companies on corporate governance issues, and above 54 percent of the S&P 500. GovernanceMetrics International gave us a score of 9 out of 10 for the second year in a row. This reflects in part the strong importance we attach to our financial resource management.

## financial resource management

ExxonMobil recognizes that it is our responsibility to use the company's earnings to help meet the world's growing energy needs while delivering value to our shareholders and competitive prices to our customers. Our earnings enable us to continue making sizable investments in energy production and technologies that benefit society. The International Energy Agency estimates that over \$8 trillion in oil and gas investment will be needed through 2030 to meet global energy demand. To help meet this need, ExxonMobil is investing at record levels—a total of \$82 billion on six continents over the last five years and almost \$20 billion in 2006 alone.

**Investments for the Long Term.** ExxonMobil has a development portfolio of over 110 projects that is expected to ultimately develop about 24 billion oil-equivalent barrels (net). In 2006, our Upstream business started up seven major projects in locations including offshore West Africa, Malaysia, Azerbaijan, Norway, and Canada. We also implement projects that enhance refinery capacity and yield. By investing primarily in low-cost capacity expansion of existing facilities, we have effectively

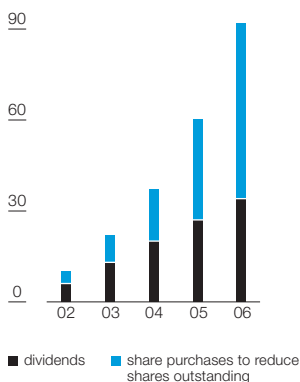
added a new industry-average-size refinery to our portfolio every three years and an average-size conversion unit every year, at a fraction of new facility construction costs.

**Shareholders and Distribution of Returns.** Approximately 2.5 million individual shareholders own about 40 percent of ExxonMobil's common stock and the remaining shares are owned by institutions. Our strategy is to deliver superior shareholder value by efficiently managing our business and rigorously evaluating new investments. This approach produces strong earnings and cash flows, which provide the basis for business investments and distributions to shareholders through dividend payments and share purchases. ExxonMobil stock has consistently outpaced the S&P 500 Index over the past five-, 10-, and 20-year periods.

Our shareholders have benefited from our consistent financial and operating performance by the unique combination of high returns with low relative risk. Over the past five years, ExxonMobil has distributed over \$92 billion to shareholders, including \$34 billion via dividend payments and \$58 billion via share purchases to reduce shares outstanding. In 2006, we distributed \$25 billion to reduce shares outstanding and almost \$8 billion in dividend payments. The Corporation has paid a dividend every year for over a century and has increased its annual dividend every year since 1983. Since 2002, annual dividends have grown 39 percent from \$0.92 to \$1.28 per share. ExxonMobil has used its flexible share purchasing program to reduce the number of shares outstanding by 16 percent since the beginning of 2002.

## cumulative distributions to shareholders

(billions of dollars)



**Supply and Demand Effects on Prices.** As global commodities, oil and petroleum products (including gasoline and diesel) are subject to the price swings in free markets and can be dramatically influenced by perceptions about future supply and demand. While ExxonMobil is a major producer of crude oil, we produce only 3 percent of the world's total oil supply. ExxonMobil refineries purchase far more crude oil than we produce and about 80 percent of crude oil entering our refineries comes from third parties. We purchase crude oil supplies on the open market and this represents the largest component of our own annual costs. For a diagram that illustrates this process, see page 16.

Global supply and demand for crude oil has the biggest influence on the price of gasoline at the pump in the United States. In 2006, over 50 percent of the price a consumer paid at the pump represented the cost of crude oil in the global marketplace. On average, 18 percent of the consumer price comprised federal, state, and local excise taxes, with the remainder including the costs of refining, marketing, and transportation. Our U.S. Downstream earnings in 2006 were equivalent to 10 cents per gallon or about 5 percent of the average pump price.

## board of directors

At ExxonMobil, we have a long-standing history of corporate governance leadership and commitment to high ethical standards as reflected by our clearly articulated policies and practices. For more information, see our Web site ([exxonmobil.com/governance](http://exxonmobil.com/governance)).

In 2006, the Board of Directors met nine times. Of the 12 directors on our Board, 10 are independent as defined by New York Stock Exchange (NYSE) guidelines, and only independent directors serve on our committees on Board Affairs, Compensation, Audit, Public Issues, and Contributions. We hold frequent, regular executive sessions (for independent directors only) after each regular Board meeting. Depending on the primary subject matter under discussion, these sessions are presided over by the Chair

of the Board Affairs or Compensation Committees on a rotating basis. Our committees on Board Affairs, Compensation, and Audit met six to 11 times in 2006.

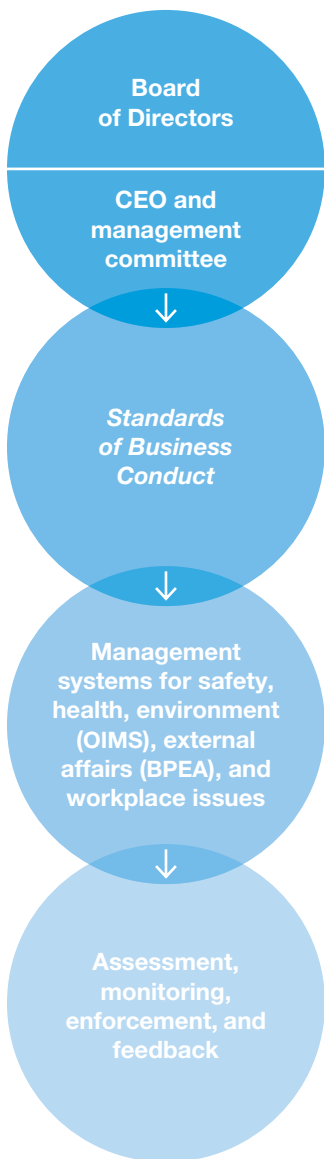
At ExxonMobil, citizenship issues are overseen by the full Board and routinely reviewed by its committees on Public Issues, Board Affairs, Contributions, Audit, and Compensation.

In 2006, the Public Issues Committee reviewed our safety, health, and environmental performance as part of our annual corporate stewardship process. The committee reviewed company performance for spills, energy efficiency, flaring, greenhouse gas emissions, controlled oil-to-water releases, and volatile organic compound emissions, and provided input to a pandemic flu outbreak preparedness plan (see page 28).

Our approach to managing climate change was addressed separately with the full Board. In addition, the Chair of the Public Issues Committee responded in writing to several shareholder letters on this important issue. Members of senior management met with representatives from the Investor Network on Climate Risk and the Natural Resources Defense Council to discuss our energy outlook, funding, and policy questions regarding climate change.

In 2006, a shareholder proposal to adopt a majority voting standard for director elections received 52 percent of the votes cast. In response to this, and in evaluating trends in the area of director elections, the Board Affairs Committee recommended a director resignation guideline that the Board adopted. This is now part of our *Corporate Governance Guidelines*, designed to promote the effective functioning of the Board and its committees. The Committee also discussed other shareholder proposals that received substantial votes at the 2006 annual meeting, including proposals to adopt cumulative voting, separate the positions of Board Chairman and CEO, and amend our Equal Employment Opportunity Policy. The Board concluded that no further action was appropriate at this time.

## governance structure



## corporate governance a closer look

### Shareholder proposals and proxy statements

Each year, the Corporation receives suggestions from shareholders. Some of these are in the form of shareholder proposals to be presented in our proxy statement for consideration at the Annual Meeting of Shareholders. All suggestions of substance are given careful consideration by management and/or the Board of Directors. We typically seek a dialogue with the proposal sponsor prior to the distribution of our proxy, to more fully discuss each other's position. Often the dialogue produces a satisfactory solution and the proposal is withdrawn by the sponsor. When agreement is not reached—for example, on our renewable energy investment levels—the proposal and the Board of Directors' response and recommendation are published in our proxy, and shareholders vote on each proposal at the Annual Meeting of Shareholders. The Board further evaluates the proposals that receive significant support from shareholders, and takes action as appropriate.

#### Example: proposal on ExxonMobil's renewable energy investment levels

Requested that the Board of Directors adopt a policy of significantly increasing renewable energy sourcing globally, with recommended goals in the range of 15 to 25 percent of its energy sourcing by between 2015 and 2025.

#### Response

Every year, ExxonMobil prepares a long-term global energy outlook that provides a strategic framework to aid evaluation and selection of potential business opportunities. The Corporation's current energy outlook was released in November 2006, and includes a significant assessment of renewable energies and their expected contribution. To read about our energy outlook, please go to page 12. The Corporation expects fossil fuels will continue to supply approximately 80 percent of global energy, while renewables such as biofuels, wind, and solar will provide only a small fraction of global energy in 2030. This conclusion is consistent with the *World Energy Outlook 2006* recently published by the International Energy Agency (IEA). In fact, the IEA forecasts that the growth in global demand through 2030 for oil and natural gas will likely be 10 times greater than that for biofuels and other renewables including wind, solar, and geothermal.

Our traditional business areas remain critical and promise far greater value than renewables, which currently lack the scale and economic competitiveness of our core business opportunities. The Corporation's disciplined investment approach enables it to consistently provide reliable and affordable energy for consumers along with industry-leading returns. This approach includes closely monitoring and actively supporting advances in technology. In addition to our own significant research, ExxonMobil is working with other institutions, including Stanford University's *Global Climate and Energy Project* (GCEP) and the U.S. Department of Energy, to support breakthrough research. GCEP study areas include solar, hydrogen, biofuels, and advanced transportation. Involvement with such research enables the Corporation to readily assess new technologies for commercialization and investment as appropriate to improve shareholder value. To read about our research efforts, please go to page 17.

*Shareholders and other interested parties can send communications to individual directors or to non-employee directors as a group, either in writing to the corporate address or by e-mail from the corporate governance page of our Web site ([exxonmobil.com/directors](http://exxonmobil.com/directors)).*

### 16 foundation policies of ExxonMobil's Standards of Business Conduct

- Environment
- Safety
- Product safety
- Health
- Equal employment opportunity
- Ethics
- Harassment in the workplace
- Conflicts of interest
- Antitrust
- Gifts and entertainment
- Corporate assets
- International operations
- Customer relations and product quality
- Alcohol and drug use
- Directorships
- Political activities

In 2004, Lloyd's Register Quality Assurance, which reviews our ongoing performance, attested that OIMS meets the requirements of the International Organization for Standardization's standard for environmental management systems. The next assessment will be during 2007.

## management systems

At ExxonMobil, we have an unwavering commitment to high ethical standards, legal compliance, and integrity in the execution of our business-wide operations. This is embedded in our company culture and implemented through our management systems to ensure long-term sustainable performance.

**Standards of Business Conduct.** Our *Standards of Business Conduct* form the foundation for this commitment in every country in which we operate. The *Standards* include guiding principles, 16 foundation policies, and procedures and open-door communication expectations that provide each of our employees as well as non-employee directors with principles for managing day-to-day compliance with the Corporation's *Standards*.

**Control Systems.** We use a rigorous, systematic approach to applying business controls to our operations. Our *System of Management Control Basic Standards* defines the basic principles, concepts, and standards that drive our business controls across worldwide operations. We assess business control risks, establish procedures for mitigating concerns, monitor conformance with standards, and report results to management using our *Controls Integrity Management System*. Operating units undergo regular self-assessments to provide assurance that operating controls and standards are met.

Our financial controls meet or exceed the requirements of the Sarbanes-Oxley Act and the NYSE listing standards. In accordance with Sarbanes-Oxley, a management-issued report on internal controls over financial reporting concluded that our internal controls system is effective. This was verified and confirmed in an independent assessment conducted by registered auditors of PricewaterhouseCoopers LLP.

**Operations Integrity Management System.** Our *Operations Integrity Management System* (OIMS) has been in place since 1992 and provides the framework for managing safety, health, security, and environmental

risks at our facilities worldwide, from new project inception to ongoing operations. All business line managers at every location across the globe are expected to comply with all relevant OIMS requirements. OIMS also ensures that we undertake appropriate engagement activities with the communities in which we operate, such as conducting social and environmental impact assessments for new projects. Every five years, we review the overall effectiveness of OIMS. For example, as a result of our most recent review, we added new, more stringent security system requirements.

In 2004, Lloyd's Register Quality Assurance, which reviews our ongoing performance, attested that OIMS meets the requirements of the ISO 14001 standard for environmental management systems. The next assessment will be during 2007.

**Best Practices in External Affairs.** At ExxonMobil, we are making a continuous effort to enhance the quality of our community engagement and external relations in order to maintain our ability to operate in communities around the world. In 2005, we completed the worldwide roll-out of our *Best Practices in External Affairs* (BPEA) initiative, our strategic planning and management tool for global external affairs. It encourages ExxonMobil affiliates to seek and practice excellence in community relationships at every level.

For additional information about the *Standards of Business Conduct*, OIMS, BPEA or other management systems, please go to our Web site ([exxonmobil.com/managementsystems](http://exxonmobil.com/managementsystems)).

**Product Stewardship.** ExxonMobil is committed to minimizing the risks associated with new and modified products and the effects of their manufacture, use, and disposal on both people and the environment. We apply a rigorous approach to identify and evaluate potential safety and health consequences in order to ensure minimal effects on both people and the environment while improving product performance. We also communicate results characterizing any risks and specify proper

 **corporate governance  
a closer look**

**Political Action Committee**

The ExxonMobil Political Action Committee (PAC) restricts solicitation for voluntary contributions to eligible executive retirees and senior-level managers and professionals. Decisions on whether or not to contribute are left to the discretion of those individuals. Designations of PAC funds are made to candidates who favor the strengthening of the free enterprise system and hold views consistent with the best interests of Exxon Mobil Corporation. During the 2005 to 2006 election cycle, the ExxonMobil PAC recorded total receipts of \$784,033 from individual participants, and disbursed a total of \$811,492, mostly to federal candidates. Reports of how PAC funds are used can be viewed online ([fec.gov](http://fec.gov)). According to *PoliticalMoneyLine.com*, the ExxonMobil PAC was ranked No. 274 in total disbursements out of more than 3500 PACs for the 2006 election cycle.

management processes to consumers, third parties, and the public. For example, the European Union conducted in-depth studies on the safety of two of the most commonly used phthalate plasticizers offered under ExxonMobil Chemical's Jayflex™ range, and recently concluded that these pose no risk to human health or the environment in any of their current applications. For additional information about our product stewardship policy and our *Product Stewardship Information Management System*, please see our Web site ([exxonmobil.com/products](http://exxonmobil.com/products)).

**ethics**

ExxonMobil complies with all governmental laws, rules, and regulations applicable to our business. Our *Standards of Business Conduct* include a Code of Ethics and Business Conduct, which outlines our policies to prevent bribery and corruption in our worldwide operations.

We expect employee candor at all levels, and adherence to company policy and controls. Each year, all managerial, professional, and technical employees are required to confirm that they have read and are familiar with our policies, and detailed training is conducted on a regular basis to ensure understanding of expectations.

Our management framework includes mechanisms and controls that are designed to prevent bribery and corruption. We provide clear guidance on ethics, gifts and entertainment, conflicts of interest, antitrust, and directorship policies. Responsibilities for authorizing, approving, and recording financial transactions are appropriately segregated to reduce risks in our worldwide operations. All payments to third parties are expected to comply with the Foreign Corrupt Practices Act and our *Guidelines for Payments to Third Parties*. For additional information about our policies, please see our Web site ([exxonmobil.com/managementsystems](http://exxonmobil.com/managementsystems)).

**Internal Audits.** Corporate business activities and operating units are audited by our internal audit department on a continuous cycle. ExxonMobil employs approximately 250 internal auditors who are deployed throughout our facilities and business units. Internal auditors have unrestricted access to all facilities, personnel, and records, and are specially trained to identify and report on control issues. Auditors also conduct independent investigations in cases of noncompliance with ExxonMobil's *Standards of Business Conduct*. Significant matters are reported to the Audit Committee of the Board of Directors.

**Policy Violations.** Every year, internal auditors and management conduct investigations of suspected violations of law, business practices, or internal control procedures. Violations include incidents such as conflicts of interest, falsified expense reports, misuse of company assets, and petty theft. Violations are identified through our formal audit mechanism, internal operating controls, management oversight, calls to the company hotline, and employee reports to management. ExxonMobil is committed to investigating and addressing all allegations related to violations promptly and properly. The Board makes no exception for cases involving an executive officer or director. Policy violations by employees lead to disciplinary actions up to and including dismissal.

Registering and voting, contributing financially to the party or candidate of one's choice, keeping informed on political matters, serving in civic bodies, and campaigning and holding office at local, state, and national levels are important rights and responsibilities of the citizens of a democracy.

**Reporting Suspected Violations.** Employees are responsible for reporting to management suspected violations of the law, the Corporation's policies, or the Corporation's internal controls so that management can take the appropriate corrective action. The Corporation provides a number of mechanisms for reporting suspected violations. These include a hotline phone number and mailing address. All correspondence is managed by a Hotline Steering Committee. We expect all persons responding to employees' questions, concerns, complaints, and suggestions to use discretion to protect anonymity and maintain confidentiality, although the preservation of anonymity and confidentiality may or may not be practical, depending on the circumstances. No action may be taken or threatened against any employee for asking questions, voicing concerns, or making complaints in compliance with company procedures, unless the employee acts with willful disregard of the truth. All correspondence to the hotline is reported on a quarterly basis to the Audit Committee.

## political involvement and contributions

Registering and voting, contributing financially to the party or candidate of one's choice, keeping informed on political matters, serving in civic bodies, and campaigning and holding office at local, state, and national levels are important rights and responsibilities of the citizens of a democracy. Our policy states that directors, officers, and employees engaging in political activities are expected to do so as private citizens and not as company representatives. Personal, lawful political contributions—and decisions not to make contributions—do not influence compensation, job security, or opportunities for advancement.

**Political Contributions.** Where permitted by applicable laws in the United States and Canada, and as authorized by the Board of Directors, ExxonMobil makes political contributions to candidate committees and political parties, associations, and other political organizations.

All political contributions of ExxonMobil and our Canadian affiliate, Imperial Oil, are regularly reviewed with the Board of Directors. These contributions are reported to governing agencies where required by law. For information about our contributions to political organizations at the national and state level in 2006, please go to our Web site ([exxonmobil.com/political](http://exxonmobil.com/political)).

In the United States, ExxonMobil makes contributions to state-level candidates in states where we have a major business presence, and where applicable laws allow. In 2006, Exxon Mobil Corporation contributed a total of \$280,050 to legislative and gubernatorial candidates and caucuses in 15 states within the United States.

Canada is the only other country where an ExxonMobil affiliate makes political contributions. Imperial Oil Limited, a majority-owned Canadian affiliate of Exxon Mobil Corporation, adheres to strict guidelines and legal limits when making political contributions to registered political parties. In Canada, all contributions are published by the Chief Electoral Officer. For more information, visit the Elections Canada Web site ([elections.ca](http://elections.ca)).

**Political Lobbying and Advocacy.** ExxonMobil—like many corporations, trade associations, labor unions, and special interest groups—tracks proposed legislation so that we may effectively advocate the company's position when necessary. In doing so, we engage with governments around the world. Lobbying is highly regulated in the United States. ExxonMobil complies fully with these regulations by reporting all lobbying in a semiannual lobbying disclosure report to the U.S. Congress. In 2006, ExxonMobil incurred lobbying expenses totaling \$14.5 million under the IRS Code 162(e) reporting definition. This includes salaries, benefits, and overhead costs such as building rental and utilities. A complete list of issues lobbied by ExxonMobil in the United States in 2006 can be found in our semiannual lobbying reports to Congress, which can be accessed online ([sopr.senate.gov](http://sopr.senate.gov)).



# transparency and human rights

## focus areas:

- International transparency initiatives
- *Voluntary Principles on Security and Human Rights*
- Worldwide implementation of our human rights policy

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ExxonMobil supports transparency, opposes corruption, and is committed to honest and ethical behavior wherever we operate. We are also committed to promoting respect for human rights and to serving as a positive influence in the communities where we operate.

## international transparency initiatives

Our involvement with transparency initiatives is an extension of our commitment to ethical behavior. Transparency initiatives are designed to increase disclosure of financial information and are fundamental to good governance. They can result in greater accountability by government leaders on how they spend their country's revenues. This helps stabilize the investment climate of a country, which is critical for attracting the large-scale investments necessary for meeting the world's growing energy demands.

Some of the challenges of improving transparency include building the institutional capacity and management systems needed to collect, account for, manage, and distribute resource revenues. This includes workable fiscal regimes, revenue modeling tools, accounting practices and standards, reporting guidelines and templates, and effective budget systems for public expenditures. International financial institutions such as the World Bank and International Monetary Fund are playing a prominent role in helping host governments develop the necessary tools to become more transparent.

Transparency initiatives should apply to all companies—publicly traded, private, and state-owned—that want to do business in a country. These initiatives must protect truly proprietary information, and disclosure requirements should not violate the laws of a host government or a company's contractual obligations. Sovereign host governments have the right to set rules for the disclosure of taxes and other financial obligations

paid to them by companies. Participation of sovereign host governments in greater disclosure of financial information is enhanced through government-to-government dialogue with the assistance of international financial institutions. ExxonMobil has been actively involved in this dialogue and is ready to further this process among governments and international financial institutions.

**Extractive Industries Transparency Initiative.** The *Extractive Industries Transparency Initiative* (EITI) has been at the forefront of encouraging governments to disclose the revenue they receive from oil, gas, and mining operations. We constructively participate in transparency and other anticorruption programs, and offer our assistance to countries seeking to implement greater transparency. We support initiatives such as EITI and the Group of Eight (G-8) transparency agenda because they support our commitment to sound corporate governance and high ethical standards wherever we conduct business. ExxonMobil has played a key role in assisting countries such as Azerbaijan, Kazakhstan, and Nigeria in their efforts to implement EITI. We have also offered our support to the government of Equatorial Guinea as it considers how best to implement EITI. We have engaged in dialogue with the Angolan government to encourage them to move toward more open and transparent processes in managing their oil and gas interests.

As a result of our involvement with EITI since 2002, we have engaged with multiple interested parties who have also been involved in this process. Our ongoing support for transparency in general, and EITI in

We actively participate in the dialogue with international financial institutions and donor governments to help host governments become more transparent regarding financial information. Pictured here is Norwegian Foreign Affairs Minister Jonas Gahr Store, host of the 2006 EITI Summit in Oslo.



particular, is both encouraged and acknowledged in our engagement with external audiences. It is one of the most prominent issues raised in our dialogue sessions with nongovernmental organizations (NGOs) and other opinion leaders around the world. In 2006, we participated in various dialogues on transparency and ethical behavior, including World Bank workshops, discussions sponsored by the Royal Institute for International Affairs (also known as Chatham House) in London, and the delivery of a keynote address at the EITI Summit in Oslo. Given the breadth and depth of our experience with EITI and commitment to support its implementation, ExxonMobil was elected to the EITI Board in 2006 to help represent other international oil companies.

**Chad Revenue Management Plan.** In 1999, the government of Chad and the World Bank put in place an unprecedented Revenue Management Plan (RMP) for the allocation of oil royalties. A key element was for 72 percent of the oil royalties to be allocated to priority poverty reduction sectors of education, health, infrastructure, and agriculture. The plan includes monitoring of revenues and decisions on projects to be funded, which is done by the College of Monitoring and Surveillance—a commission of Chadian citizens, including representatives from the National Assembly, the judiciary, civil society, the religious community, and labor.

Throughout the life of this project, the consortium of energy companies involved has issued regular update reports on the social, economic, and environmental performance of the project in Chad and Cameroon. These reports are distributed to interested parties semiannually and are posted on the project Web site ([essochad.com](http://essochad.com)).

In late 2005, Chad announced its intent to change the RMP to address significant financial difficulties, and the challenges to security and territorial administration arising from the Darfur refugee crisis. After six months of discussion, the World Bank and government of Chad agreed on a new

## transparency and human rights a closer look

### Transparency agreements

ExxonMobil has transparency agreements with five governments regarding transparency of payments:

#### Chad (1999)

Payments to the Chadian government have been posted on the Esso Chad and World Bank Web sites since first oil in 2003

#### Azerbaijan (2004)

Azerbaijan has published reports on its oil and gas revenues for 2003, 2004, and 2005

#### The Joint Development Zone of Nigeria/Sao Tome and Principe (2004)

Payment of a signature bonus for the award of Block 1 was made public by the government in 2004

#### Kazakhstan (2005)

ExxonMobil participates in the EITI National Stakeholders Council, which is planning the development and publication of a report on oil and gas revenues

#### Nigeria (2006)

Results of the audit of oil and gas activities in 1999 to 2004 have been posted on the Nigeria EITI Web site

protocol for managing Chad's petroleum revenues. Specifics of this protocol are provided in *Project Update Report #20* available on the project Web site.

As indicated in *Project Update Report #21*, Chad's revenue from the oil project reached and surpassed a major milestone in 2006, generating \$1.3 billion in total revenue since the project began. This exceeded original project expectations due to higher-than-forecasted crude oil prices and included the payment of the first consortium income tax.

This revenue is being put to use in constructive ways in the priority sectors as illustrated by the following examples:

- In the town of Bébédjia, construction of one of the largest town markets in all of Chad was nearly completed in 2006;

As part of our Chad-Cameroon operations, we conduct consulting sessions with local communities—such as this one in the village of Bemou, Chad—regarding possible project impacts.



- In the town of Moundou, the first three buildings of the 14-building campus of the Institut Universitaire des Techniques d'Entreprise de Moundou, the local technical university, were constructed; and,
- Construction of a new higher-education school complex in Doba was completed; water towers providing chlorinated potable water for the town were provided as part of the school project.

As prescribed in the project plan, a land use study was performed to monitor the impact of the project on the surrounding communities. The study determined that the affected villages in the oil field development area "... are materially and significantly better off than the control groups who were not affected." The study went on to say that the "socioeconomic index shows that individual compensation has been very effective in restoring (and in most cases enhancing) project-affected households' standard of housing, and ownership of certain household goods and productive assets, as well as in increasing their utilization of community services."

## human rights

ExxonMobil is committed to playing a critical role in promoting respect for human rights and complying with all applicable laws and regulations. We also recognize that host governments have the responsibility for maintaining law and order, ensuring security, and protecting human rights.

To ensure that the energy industry can continue to operate safely while supplying global energy needs, government security forces may be required in certain locations to take defensive measures to protect personnel, facilities, and operations. However, any human rights violations that may occur during such operations are unacceptable and should be condemned.

ExxonMobil's *Standards of Business Conduct* express the Corporation's expectations and define the basis for its worldwide business conduct and

that of its majority-owned subsidiaries. Our *Standards* are consistent with the spirit and intent of the United Nations' (U.N.) *Universal Declaration of Human Rights* as it applies to private companies and with the *Fundamental Principles and Rights at Work* of the 1998 International Labor Organization (ILO) Declaration. These policies support our commitment to human rights, freedom of association, elimination of forced or compulsory labor, abolition of child labor, and equal employment opportunity. For additional information about these policies, please visit our Web site ([exxonmobil.com/humanrights](http://exxonmobil.com/humanrights)).

**Voluntary Principles on Security and Human Rights.** The *Voluntary Principles on Security and Human Rights* were established to assist companies in balancing the need for safe operations while respecting human rights and fundamental freedoms. We have been an active participant in the dialogue on the *Voluntary Principles* since 2002. Other participants in this organization include the governments of the United States, United Kingdom, Norway, and the Netherlands, as well as 15 oil, gas, and mining companies, seven NGOs, and observers such as the International Committee of the Red Cross. Furthermore, through our corporate membership with Fund for Peace and our own Opinion Leader Dialogue (see case study, page 7), we participate in ongoing discussions regarding human rights issues, and continue to exchange ideas and information with other companies and international NGOs on how to constructively address these challenges.

In 2005, we formally documented our support of the *Voluntary Principles on Security and Human Rights* in the ExxonMobil *Statement of Principles on Security and Human Rights*. Our accompanying *Framework on Security and Human Rights* provides a detailed set of expectations to our worldwide majority-owned operating affiliates on how to manage security relationships with host governments and private security providers. To facilitate implementation, we developed supporting documentation, including model guidelines for dealing with host government security,

Our *Framework on Security and Human Rights* guides how we manage our global security relationships. In Aceh, Indonesia, we entered into a Memorandum of Agreement with the national agency for oil and gas operations to establish our human rights expectations for assigned government security at our facilities.



model memorandum of understanding language for relationships with host country government security, standard language for contracts with private security providers, and reporting and record-keeping templates.

**Framework Implementation.** Our *Framework* was rolled out in 2005 to selected affiliates with higher security risk: Angola, Cameroon, Chad, Equatorial Guinea, Indonesia, Nigeria, and Venezuela. An implementation support team assisted with the roll-out at the selected affiliates. In each country, the team presented the *Framework* and communicated our corporate principles and expectations. With the implementation support team, the affiliates conducted a self-assessment, including a legal review and operational practices gap analysis, to identify areas for improvement in meeting the corporate expectations and to ensure their alignment with the *Voluntary Principles*.

The initial roll-out of the *Framework* received a positive response and acceptance from senior affiliate management, paving the way for implementation within our global operations.

In 2006, we issued the program to the remainder of ExxonMobil-operated affiliates. Global security department advisors assessed the application of the *Framework* expectations to our global operations—country by country and facility by facility, if required. We communicated the results of their assessment to lead country managers, in-country site security contacts, and facility management personnel who are responsible for developing gap closure plans.

**Future Plans.** We are currently considering how to promote the *Voluntary Principles* with joint ventures in which ExxonMobil has minority participation, as well as with contractors who hire private security providers when working on ExxonMobil projects and facilities.

Finally, in our efforts to further educate and emphasize the importance of respect for human rights, we are developing a human rights training package for employees in our worldwide operations. We plan to initiate training in 2007.

## transparency and human rights a closer look

### Managing and responding to potential human rights issues in Indonesia

Our operations in Aceh, Indonesia, provide an example of how we manage and respond to potential human rights issues. An Indonesian Presidential Decree requires that government security be assigned to protect national assets—in this case, gas production facilities and related ExxonMobil Oil Indonesia (EMOI) operations in Aceh.

In March 2006, EMOI entered into a Memorandum of Agreement (MOA) with BPMIGAS (the national agency responsible for oil and gas operations) to establish expectations with regard to assigned government security in the Aceh province where EMOI operates. The MOA specifies several human rights expectations of assigned government security, including:

- Services are solely for the purpose of providing defensive security;
- Actions will respect human rights, comply with all applicable laws, and be consistent with the principles contained in the U.N. *Universal Declaration of Human Rights*, *Fundamental Principles and Rights at Work* of the 1998 ILO Declaration, U.N. *Code of Conduct for Law Enforcement Officials*, and U.N. *Basic Principles on the Use of Force by Law Enforcement Officials*;
- Personnel will receive appropriate training, including respect for human rights; and,
- EMOI will report to BPMIGAS on credible allegations of inappropriate physical force or human rights abuse by assigned government security, and BPMIGAS will investigate and take appropriate action on such reports.

**Assessment.** We are conducting assessments to measure performance and to help identify potential improvements to our *Framework*. Compliance of ExxonMobil majority-owned affiliates with our *Framework* and expectations for government-assigned and private security providers will be tested and validated as part of regular internal audits and OIMS internal and external assessments.



# community relations and investments

## focus areas:

- Community consultations
- National content and capacity building
- Strategic community investment
- Promoting math and science education

## Case study: Fighting malaria in Africa

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Throughout our 125-year history, we have had a tradition of contributing to the communities and economies in which we operate. ExxonMobil is committed to creating a positive and lasting social impact by developing successful partnerships built on mutual trust and respect. Ultimately, raising the standard of living and the stability of the communities in which we live and do business promotes our long-term success.

## community relations management

Our *Best Practices in External Affairs* (BPEA) management system guides us in planning and adapting our external affairs decisions to the unique business, country, and community context in which we operate, as discussed on page 35.

In 2007, we plan to implement BPEA as part of our *Operations Integrity Management System* (OIMS) by country, region, and in some cases, by site or project. This will also include development of necessary training modules, assessment scorecards, and sharing of best practices. For additional information about BPEA and OIMS, please visit our Web site ([exxonmobil.com/managementsystems](http://exxonmobil.com/managementsystems)).

**Social Impact Assessment and Community Consultations.** As part of the Environmental and Social Impact Assessment (ESIA) process, we conduct large-scale public consultations. We invite interested parties to express their questions and concerns about potential impacts to their communities and environment. We engage with NGOs to help ensure that our public consultation initiatives are as effective as possible. We address the comments we receive in a variety of ways—by providing additional information when necessary, incorporating mitigation plans in our project planning, and in some cases, modifying aspects of the project design.

For example, in 2006, prior to submitting an ESIA to the government of Hong Kong for a proposed LNG receiving terminal, the Castle Peak Power Company (CAPCO)—jointly owned by ExxonMobil Energy Limited and CLP Power Hong Kong Limited—held more than 350 seminars, meetings, workshops, and exhibitions over 18 months. CAPCO undertook assessments to identify any significant environmental or risk issues and to further determine the feasibility of constructing and operating the LNG terminal at either of two potential sites. Feedback from NGOs and community groups was also factored into the design plans.

## indigenous peoples

We follow the principles of ILO Convention 169, the U.N. *Draft Declaration on the Rights of Indigenous Peoples*, and the World Bank *Operational Policy and Procedures on Indigenous Peoples*. Indigenous communities can be especially vulnerable to development and change due to their ethnic isolation from mainstream society. ExxonMobil works to help address the special needs of indigenous communities in areas where we operate.

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Where our business operations interact with indigenous communities, we conduct frequent consultations to maintain good relationships. As a result of our regular and close consultation process with all interested parties, we are able to mediate and resolve real community concerns in a timely manner. Also, our programs for indigenous communities provide both short- and long-term improvements to living standards, with initiatives including health care, education and skills development, agriculture, and housing.

## property rights and resettlement

We respect property rights in all of the nations in which we operate. Only with the free, prior, and informed consultation of impacted communities will we implement new operations. Our projects incorporate compensation programs to address affected people directly as well as through supplementary community programs that provide microdevelopment projects such as water towers and wells, schools, granaries, village markets, and community gathering places. In rare instances, our projects may require the resettlement of affected persons. We follow World Bank *Operational Policy and Procedures on Involuntary Resettlement* and compensate people fairly and justly.

## national content

One of the most important contributions we make to the countries in which we operate is to support economic growth and improve the quality of life. We do this by encouraging what we call “national content”—through making investments, transferring knowledge and skills, purchasing local goods and services, creating local jobs, and helping to educate and train employees, contractors, and suppliers. Our aim is to ensure that the

## community relations and investments a closer look

### Creating national economic opportunities

#### Cameroon

- 91 percent of our employees are Cameroonian nationals
- Our spending with local suppliers was \$46 million in 2006

#### Chad

- 84 percent of our employees are Chadian nationals
- Our spending with local suppliers was \$143 million in 2006

#### Malaysia

- 98 percent of our employees are Malaysian nationals
- We spent \$371 million with local suppliers in 2006

#### Nigeria

- 93 percent of Mobil Producing Nigeria Unlimited employees are Nigerian nationals
- The spending of Mobil Producing Nigeria Unlimited operations on national content in Nigeria amounted to about \$800 million in 2006

#### Sakhalin Island, Russia

- 83 percent of our employees are Russian nationals
- We awarded \$412 million in local contracts in 2006

benefits from our projects are designed to be sustainable over the long term and that the government and communities do not depend solely on our presence for funding. To do so, we employ a variety of economic support and incentive programs for capacity building.

The transfer of knowledge and skills to the local workforce is a key element of our Chad-Cameroon project. We set up two training centers in Chad and have spent \$70 million on training Chadian and Cameroonian nationals since 2001. Operations technicians receive rigorous classroom training as well as on-the-job mentoring over a three-year period. We also focus on supplier development and provided training to 200 suppliers on pursuing business contracts through electronic bidding. As a result, a local company won a \$600,000 bid for a services contract with our affiliate in Chad. For more information on the Chad-Cameroon project, please go to the Web site ([esso Chad.com](http://esso Chad.com)).

Through our national content strategy, we support economic growth and help improve the quality of life in the countries in which we operate. As a result, we have sponsored community development projects such as health care clinics that are improving access to health care for children in Angola.



## community relations and investments a closer look

### Aquaculture project, Nigeria

In collaboration with Shaffer & Associates International, LLC and the Louisiana State University AgCenter, Mobil Producing Nigeria Unlimited sponsored an aquaculture project in Nigeria to raise local freshwater fish and shrimp for sale at local and regional markets. This generates income for local small-scale farmers and boosts protein supply in the diet of local communities. The project directly employs over 100 young people and has stimulated additional farming activities such as maize cultivation, the operation of a feed mill, and raising goats and snails.

In Nigeria, we started up the Erha/Erha North project in 2006, which set the benchmark for Nigerian content, including suppliers, contractors, and national employees. Erha was the first deepwater project in Nigeria that contractually stipulated a level of national content. Because of ExxonMobil's commitment to expanding and enhancing local capabilities, the project exceeded these obligations through additional work that contractors performed in Nigeria and with Nigerian companies. For example, we executed the first subsea integration test in West Africa and manufactured significant project components in Nigeria.

In 2007, ExxonMobil will continue rolling out our national content strategy into our developing and operating areas. Recognizing the value of sharing our global collective knowledge, we are consolidating this information into an internal handbook with models, tools, and best practices.

**Focus on Angola.** Esso Angola, an ExxonMobil affiliate, began operations in 1994 as a contractor to the government of Angola's concessionaire, Sonangol. Since then, we have grown from 12 employees to over 600, of whom 420 are Angolan, and we are now the leading oil producer in Angola. One of the most important contributions we can make to Angola is to support economic growth. We do this in several ways:

- Our last two major development projects included over \$1 billion in purchases of local goods and services, including the awarding of substantial subcontracts to Angolan companies; and,
- We sponsor community development programs in Angola through numerous aid agencies and NGOs such as the United States Agency for International Development (USAID), Save the Children USA, Population Services International, Africare, and others. We also focus on critical public health and education areas. Esso Angola regularly and quickly responds with financial and material support to unanticipated national health emergencies like the Marburg epidemic in 2005 and the cholera outbreak in 2006.

## strategic community investment

In addition to capacity building, we have a long tradition of direct philanthropy. The ExxonMobil Foundation is the main philanthropic arm of the Corporation; however, we make community investments from both our Foundation and the Corporation. About five years ago, ExxonMobil decided to specifically target and fund programs to reduce known barriers to development in countries in which we operate. In Africa, we focus our social investments to help the region meet the U.N. Millennium Development Goals. By focusing on particular issues, we have the ability to make a discernible difference on both a local and global scale. This is good for the communities in which we operate and helps ensure a stable operating environment for us.

Our *Africa Health Initiative* and *Educating Women and Girls Initiative* continue to be the focus of our community investment initiatives, especially in developing countries where we have significant business operations. We support programs that focus on enhancing health conditions as well as improving education, providing increased opportunities for women and girls, helping alleviate poverty, and promoting societal progress and economic growth.

**Africa Health Initiative.** ExxonMobil established our *Africa Health Initiative* in 2000 to work with local and international partners, and develop effective strategies to prevent, control, and treat malaria and improve the health of people on the African continent. We support programs that build health care capacity at the community level, promote research and development of new drugs and vaccines, and advocate awareness and support. Since we launched the *Africa Health Initiative*, we have

Through business courses supported by the ExxonMobil Foundation, and in partnership with the Astana Enterprise Development Center and the United States Agency for International Development, people in Kazakhstan, such as Kulnaray Zhandalinova, are able to develop the necessary business skills to pursue viable income-generating opportunities.



Through our *Global Women in Management Program*, we are helping women NGO leaders in developing countries strengthen their management skills and leadership abilities to help build local capacity.



invested approximately \$30 million. Read more about our *Africa Health Initiative* and efforts to reduce malaria on page 48. For more information, please go to our Web site ([exxonmobil.com/health](http://exxonmobil.com/health)).

**Educating Women and Girls Initiative.** Today, girls make up 60 percent of the world's out-of-school children. Women represent two-thirds of the world's illiterate population and 70 percent of the world's poor. Research shows that providing girls just one extra year of education beyond average is shown to boost their eventual wages as a measure of productivity between 10 and 20 percent. Also, educating women and girls has been shown to help lower infant and child mortality rates, prevent diseases associated with poor sanitation, and slow the spread of HIV/AIDS. The children of educated mothers are more likely to survive, go to school, and enjoy better health due to better nutrition and immunization rates.

Failing to boost education rates for girls means a missed opportunity to raise women's economic empowerment, including increased future wages and family income levels. We launched our *Educating Women and Girls Initiative* in 2005, and in 2006, we made grants from the Foundation totaling more than \$2.5 million. We funded projects to construct and rehabilitate schools and make them safer, provide teacher education and training, offer adult literacy training and vocational education for girls and women, develop entrepreneurial and business skills training, and improve community leadership. Our partners in these initiatives are working hard to make a difference through projects in Angola, Chad, Equatorial Guinea, and Nigeria, as well as in Latin America, the Middle East, and Asia.

In Kazakhstan, for example, Kulnaray Zhandalinova benefited from attending courses on business and marketing planning supported by the ExxonMobil Foundation, in partnership with the Astana Enterprise Development Center and USAID. The training she received helped her develop a course on business basics that she teaches to 13- to 17-year-olds as a part-time instructor at the Humanitarian-Economic Lyceum in

Astana. Now each year, 320 students get a head start in their own business careers by learning basic business principles. The training allowed Kulnaray to put together a business plan and apply for a loan to start a tourism business.

In Nigeria, we are partners in a project that will benefit as many as 2000 teenage girls who are at risk of dropping out of school. The curriculum is designed to help participants build self-confidence and work toward their goals by teaching them life skills such as decision making and resisting peer pressure, as well as general health, nutrition, and hygiene. We are also supporting improvements to 36 schools in Chad to make them more friendly to girls through high-quality teaching and curricula, and creating physically and emotionally healthy environments.

In Qatar, we are helping underprivileged women ages 19 to 35 work through social, cultural, and ethical issues that prevent them from entering the workforce. The program also assists them in finding careers that meet their needs and abilities, and ultimately, allows them to be independent and self-sufficient. So far, 84 women have enrolled in the program and 42 have completed it. Among them, 35 were successfully placed in jobs.

**Global Women in Management Program.** The *Global Women in Management Program* is a comprehensive training and coaching program that strengthens the management skills and leadership abilities of women managers who are working in community organizations in developing countries. The program bolsters their abilities to create positive and sustainable changes at all levels of society—personal, organizational, community, and national. The Centre for Development and Population Activities (CEDPA) organizes training that covers nonprofit leadership, financial and resource management, strategic planning, human resources, fundraising, and personal empowerment.

In 2006, Exxon Mobil Corporation, its divisions and affiliates, and the ExxonMobil Foundation, the primary philanthropic arm of the Corporation in the United States, provided a combined \$138.6 million in cash, goods, and services worldwide.

In 2006, the ExxonMobil Foundation provided scholarships to 43 female managers of NGOs from 22 developing countries to attend training programs to help improve their leadership skills. Held in Washington, D.C. and Mexico City, the workshops are intensive and highly participatory, and are followed by a year-long coaching program designed to help participants achieve their personal and professional goals. Course participants join a network of more than 5000 CEDPA alumni who are working to improve communities worldwide.

## education partnerships and investments

Education is the key to development and economic growth. In the developed world, we are targeting projects in math and science education because a basic understanding of these subjects is increasingly important to survival in today's highly competitive, technology-driven world. We also have an interest—these are core subjects for the scientists and engineers we hope to employ in the future. In 2006, we directed \$54 million to education worldwide.

**U.S. Focus on Math and Science.** The performance of American students in these subjects is poor by the standards of most industrialized nations, and this bodes poorly for the country's future competitiveness and prosperity. To reverse this trend, ExxonMobil is investing more resources in strategic math and science education programs.

In 2006, ExxonMobil expanded efforts to improve math and science education in the United States by increasing support of unique programs that benefit both students and teachers. We support initiatives that encourage students to take an active interest in careers in the math and science fields; motivate students to learn and perform well in their courses; and support the professional development of highly qualified teachers. Examples of our key U.S. partnerships include:

## community relations and investments a closer look

### Global support for education

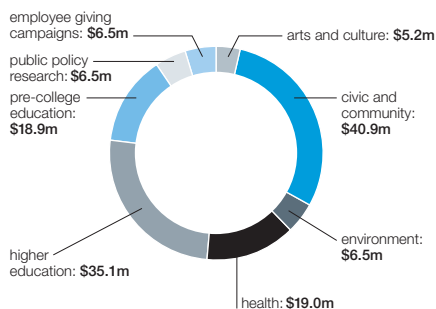
- Thailand is in need of specialized educators. In an effort to lessen the gap between urban and rural education and to alleviate the pressures caused by the lack of teachers, ExxonMobil supports the Distance Learning Foundation under the King of Thailand's patronage. The Foundation now operates 15 educational television channels that run 24 hours a day. Live broadcast of the full primary and secondary school curriculum is conducted Monday through Friday and reaches more than 12,000 schools. Dedicated channels broadcast an international program, community education program, and university education program. English, Chinese, Japanese, French, and German are also taught. This program provides education equally to students in urban and remote rural areas, and is recognized as the most successful program of its kind.

- The King Abdul 'Aziz Foundation for the Gifted identified an economic need in Saudi Arabia for graduates in the fields of math, science, engineering, and technology. Since much of the work at ExxonMobil relies on the expertise of trained engineers and scientists, ExxonMobil has contributed \$150,000 each year since 2002 to support the Foundation's math and science enrichment summer program for high-school juniors. By contributing to educational programs that foster an early interest in math and science, we are helping to stimulate the development of the workforce in Saudi Arabia. In 2006, ExxonMobil received an award from the King, recognizing our contribution to this program and the Foundation.

- Our affiliates in Nigeria have had an active scholarship program for eligible Nigerian graduate and international postgraduate students for years. In 2006, more than 1000 students were supported by grants to study at Nigerian universities, and eight students received grants to study abroad.

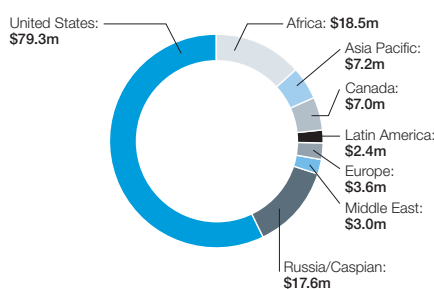
- Through grants to organizations such as the National Science Teachers Association and the Mathematical Association of America, we are continuing to support development for science and math teachers and professionals; and,

### ExxonMobil 2006 community investments by focus area



worldwide total: \$138.6 million

### ExxonMobil 2006 community investments by geographic area



worldwide total: \$138.6 million

• In 2005, ExxonMobil partnered with golf professional Phil Mickelson to launch the national Mickelson ExxonMobil Teachers Academy in Fairfax, Virginia. The Academy is a five-day program designed to provide elementary school teachers with the skills necessary to facilitate student learning and motivate kids to pursue careers in science and math. In 2007, we will expand the program to new academies in Texas and Louisiana, and expect 600 elementary teachers to attend.

ExxonMobil works to ensure that access to engineering education is made available, particularly to minorities and women. We helped found the National Action Council for Minorities in Engineering (NACME) more than 30 years ago and our executives have sat on the board for most of this time. NACME has the goal of leading the national effort to increase the representation of minority men and women in engineering and technology, math, and science-based careers. ExxonMobil has provided more than \$10 million in direct financial support to NACME, making us the largest all-time contributor.

As part of our continued commitment to math and science education, ExxonMobil will become a founding sponsor of the *National Math and Science Initiative* in 2007. We will commit \$125 million to support this initiative to help increase student participation in Advanced Placement courses, and help graduate 10,000 new math and science teachers. For more information, please go to our Web site ([exxonmobil.com/mathandscience](http://exxonmobil.com/mathandscience)).

**U.S. Educational Matching Gifts Program.** Through the ExxonMobil Foundation, the *U.S. Educational Matching Gifts Program* encourages and assists ExxonMobil employees and retirees in their personal giving to higher education by providing a \$3-for-\$1 matching gift program. In 2006, we granted more than \$21.3 million in matching funds to more than 900 U.S. colleges and universities, the United Negro College Fund, the Hispanic Scholarship Fund, and the American Indian College Fund.

**International Education Initiatives.** As we operate worldwide, we have been exposed to educational systems that vary dramatically, ranging in teaching style from IT-based classrooms to very rudimentary conditions. Therefore, ExxonMobil's educational support targets the specific needs of individual countries. In the developing world, our support for education is focused on meeting basic education needs—often in countries where education is by no means easily accessible to all.

## philanthropy and employee volunteerism

**Worldwide Community Investments.** In 2006, Exxon Mobil Corporation, its divisions and affiliates, and the ExxonMobil Foundation provided a combined \$138.6 million in cash, goods, and services worldwide. Of the total, \$79.3 million supported communities in the United States and \$59.3 million supported communities in other countries around the world. Spending included traditional contributions to nonprofit organizations, as well as funds invested in social projects through various joint-venture arrangements, production sharing agreements, projects operated by others, and contractual social bonus arrangements.

**Employee Giving and Volunteerism.** ExxonMobil employees, retirees, and their families contribute their own time and money to charitable organizations. In 2006, employees and retirees donated \$31 million through ExxonMobil's higher education and cultural matching programs and employee-giving campaigns. When combined with corporate donations, ExxonMobil, together with its employees and retirees, contributed \$170 million to community investments around the world.

In addition, over 14,000 ExxonMobil employees, retirees, and their families worldwide donated more than 680,000 volunteer hours to more than 5800 charitable organizations in 22 countries. Of the total volunteers, 5700 participants donated more than 68,000 hours to almost 1200 organizations in countries outside the United States.

## case study

# fighting malaria in Africa

applying our core business competencies and expertise

Malaria kills 3000 children in Africa every day.



Long-lasting insecticide-treated bed nets help save lives, especially children's lives, by preventing bites from malaria-spreading mosquitoes. Through our *Africa Health Initiative*, we distribute bed nets to communities in which we operate across sub-Saharan Africa and demonstrate their use.

## preventing malaria, promoting economic growth

Every year, at least 300 million acute cases of malaria occur globally, resulting in more than 1 million deaths. Nine out of 10 of these deaths occur in sub-Saharan Africa, mostly among young children and pregnant women. In communities across Africa, illness and death from malaria lead to overwhelming human suffering. As a major investor in Africa, ExxonMobil witnesses firsthand the physical, emotional, and financial impacts of malaria on our employees, their families, and the communities in which we operate.

There are proven and effective interventions in the fight against malaria: long-lasting insecticide-treated bed nets, mosquito control, rapid diagnostic tests, and new antimalarial drugs. Unfortunately, the resources necessary to facilitate and improve access to these existing solutions are often insufficient to meet the need. Economic growth and the alleviation of poverty in developing countries, which would help tremendously to eradicate this disease, are hampered because of, among other things, the burden of malaria on governments and society.

**ExxonMobil's Business Approach.** Improving health in Africa is good for the African people, the African economy, and the companies and organizations that operate in the region. Through our *Africa Health Initiative*, we are reaching people in sub-Saharan Africa, with an emphasis on major projects in countries where ExxonMobil has significant operations. Our efforts are helping African countries meet their target of reducing malaria-related mortalities by half by 2010.

Our *Africa Health Initiative* goes beyond philanthropy. We apply the same approach to bear against this deadly disease that we do in our business operations. Over the years, we have developed significant experience and insight into managing distribution logistics, and we share this knowledge and our core business competencies to help strengthen the capacity of local health service providers to manage the malaria pandemic in the long term. We emphasize results and incorporate measurement and evaluation components with the aim of continuous improvement of the projects that we fund.

Our efforts are built on partnering effectively with local institutions, international NGOs, governments, and others to fight against malaria. This is what makes the *Africa Health Initiative* so unique and successful. In 2006, we awarded \$9 million in grants to support awareness of, and access to, malaria treatment and prevention options; to promote strategies to build health care capacity at the community level; to fund research and development of new drugs and vaccines; and to improve international advocacy initiatives. According to a recent report released by the Malaria R&D Alliance, ExxonMobil is the largest private sector donor, outside of the pharmaceutical industry, to malaria research activities. For more information on our *Africa Health Initiative*, please visit our Web site ([exxonmobil.com/health](http://exxonmobil.com/health)).

**Improving Access to Malaria Treatment and Prevention Options.** In 2006, we expanded our partnership with the HealthStore Foundation. Through an existing franchise of child and family wellness clinics and shop outlets in Kenya, the Foundation distributes new antimalarial medicines to underserved populations.

We are monitoring and evaluating outcomes from distribution of the medicines. Our goal is to demonstrate that by employing the same principles that drive successful multinational franchises, a health franchising network can serve as an effective distribution platform for antimalarial drugs.

We continue to build on our work with the *Measles Initiative*—in partnership with the American Red Cross, U.N. Foundation, U.S. Centers for Disease Control, World Health Organization, and UNICEF—by integrating the distribution of long-lasting insecticide-treated bed nets with measles vaccination campaigns. According to the *Roll Back Malaria Partnership*, in malaria-endemic regions where sustained mosquito control is required, long-lasting insecticide-treated bed nets are the principal strategy for malaria prevention. We will have distributed nearly 22 million bed nets in 2006 and 2007 in conjunction with planned measles vaccination campaigns.

**Building Health Care Capacity at the Community Level.** Expanding on our partnership with the Academic Alliance Foundation, we are funding a “train the trainer” program offered through the Infectious Diseases Institute in Uganda. The program is designed to train 275 health care providers by the end of 2007 to administer effective prevention strategies, new diagnostic tools, and care and treatment protocols for infectious diseases, including malaria.

Other capacity-building projects we funded in 2006 include:

- JHPIEGO, an affiliate of Johns Hopkins University, will help develop intervention programs for malaria in pregnancy. Utilizing community groups to assist newly trained health care providers, effective national health surveillance systems will be developed in Angola and Nigeria; and,
- The *Harvard Malaria Initiative* is supporting the training of African researchers to help build an infrastructure for malaria research conducted by African scientists.

**Improving International Advocacy Initiatives.** Over the past five years, ExxonMobil has been working with a growing number of partners to advance the global objectives and strategies of the *Roll Back Malaria Partnership*. We are one of two private sector representatives on the Board of the *Roll Back Malaria Partnership* and chair the steering committee to reform the way the world’s largest health organizations respond to the malaria epidemic. *Roll Back Malaria*—a partnership of U.N. agencies, the World Bank, foundations, governments, and the private sector—was created to help coordinate global malaria control efforts, advocate for resources and policy change, implement management systems, and facilitate sharing of information and resources. Without coordination and harmonization, the malaria control investments and on-the-ground action taken by ExxonMobil and others will fall short of their potential to make a lasting difference.

“Malaria is a disease that requires the expertise of many sectors, and the private sector has a huge and important role to play. Imagine the obstacles that must be overcome if we are to reach every home in Africa with enough insecticides, bed nets, and malaria treatment. It is a huge procurement, distribution, and financial undertaking. ExxonMobil is a dedicated member of the *Roll Back Malaria Partnership* Board and has been active in many endemic countries—implementing malaria prevention and treatment for its workforce, and extending its expertise to supporting net distribution programs and the transfer of technology.”

**Dr. Eytayo Lambo**


Nigerian Minister of Health  
and Board Chairman of the  
*Roll Back Malaria Partnership*

## APIECA/GRI Content Index

Our corporate citizenship reporting was guided by the American Petroleum Institute/International Petroleum Industry Environmental Conservation Association (API/APIECA) *Oil and Gas Industry Guidance on Voluntary Sustainability Reporting* (April 2005). For your use in reading this report, this index is also cross-referenced with the Global Reporting Initiative (GRI) indicators defined in the *G3 Sustainability Reporting Guidelines Version 3.0 (G3)*.

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DMA: Disclosure on Management Approach

 Environmental Resources Management, Inc. (ERM) reviewed ExxonMobil's 2006 Corporate Citizenship Report against the American Petroleum Institute/International Petroleum Industry Environmental Conservation Association (API/APIECA) *Oil and Gas Industry Guidance on Voluntary Sustainability Reporting* (April 2005) and the Global Reporting Initiative (GRI) *G3 Sustainability Reporting Guidelines Version 3.0 (G3)*. We found that the report contents meet the indicator requirements shown in the APIECA/GRI Content Index.

## assurance statement

**Scope of the assurance.** Lloyd's Register Quality Assurance, Inc. (LRQA) was commissioned by Exxon Mobil Corporation to review the reporting processes used in the creation of the ExxonMobil 2006 Corporate Citizenship Report. The objectives of the review were to validate the integrity of the reporting processes and to evaluate consistency with the following industry guidelines:

- IPIECA/API, *Oil and Gas Industry Guidance on Voluntary Sustainability Reporting* (April 2005); and,
- API, *Compendium of Greenhouse Gas Emission Estimation Methodologies for the Oil and Gas Industry* (February 2004).

The scope of the assurance was limited to processes for the reporting of safety, health, and environmental core IPIECA performance indicators and ExxonMobil-selected additional indicators. Verification of data accuracy was not included in the review scope. ExxonMobil fully acknowledges its sole responsibility for the accuracy of all information contained within the report.

**Approach.** The assurance was based on interviews with key personnel to identify the processes in place to fulfill the IPIECA indicators followed by reviews of the processes for collecting, compiling, and reporting these indicators at the corporate, functional business, and operating unit levels. These reviews comprised:

- A review of the reported information to confirm the inclusion of all core safety, health, and environmental (SH&E) performance indicators referenced in the IPIECA/API *Guidance*;
- A review of the documented reporting requirements against the applicable industry guidelines to assure consistency of scope, definition, and reporting for each of the relevant indicators;
- A review of the reporting processes at headquarters and at each of the functional business levels to evaluate the processes used to assure completeness, consistency, and accuracy of metrics reporting across ExxonMobil's global operations;
- Reviews of the data-reporting processes at a sample of selected operating sites to assess local understanding and implementation of reporting requirements; and,
- A review of the processes used to aggregate the information at the corporate level for inclusion in the final report.

**Conclusions and findings.** Based on the scope of the assurance and the information presented for review, objective evidence was available to support the following conclusions:

- ExxonMobil has processes in place that ensure sites that contribute to safety, health, and environmental metrics understand corporate reporting obligations and are included in corporate SH&E reporting;
- The methods used for calculating each metric are clearly defined and communicated;
- Data collection begins at the operating site level and is ultimately collated and combined into Corporation-wide metrics;
- Processes are in place to ensure that the quantitative indicators are checked for completeness, consistency, and accuracy;
- Responsibility for annually reviewing and updating reporting guidelines is clear and improvement in methodology is regularly undertaken;
- Guidelines for greenhouse gas (GHG) emissions reporting are consistent with and specifically refer to the API, *Compendium of Greenhouse Gas Emission Estimation Methodologies for the Oil and Gas Industry* (February 2004); and,
- LRQA believes the ExxonMobil reporting system is effective in delivering safety, health, and environmental indicators that are useful for assessing corporate performance and for reporting information consistent with IPIECA/API *Guidance*.



Thomas F. Sliva

On behalf of Lloyd's Register Quality Assurance, Inc.  
March 30, 2007

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# ExxonMobil

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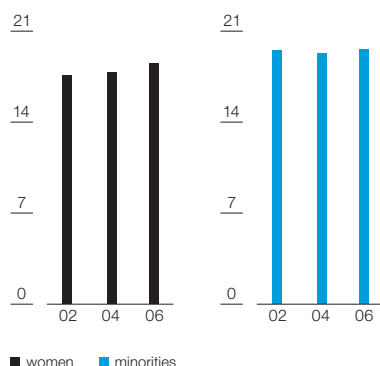
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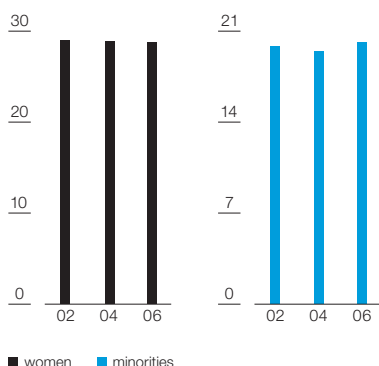
# employment data 2006

ExxonMobil continues to pursue development of a diverse and highly talented workforce. Achieving this objective depends on our ability to attract and retain the best employees, including women and minorities. Although total U.S. employment has decreased slightly over the past few years, the percentage of women and minorities has each remained at over 30 percent.

**officials and managers—  
percent of U.S. employment**



**professionals—  
percent of U.S. employment**

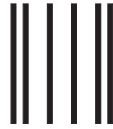


Beaumont, Texas, lubes blending and packaging plant.

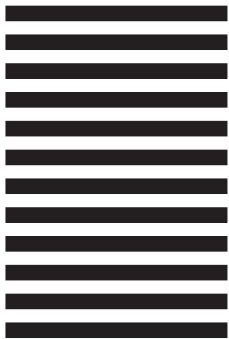
**United States employment data 2006\***

	Total employment	employment of women		employment of minorities	
		Number of women	Percent of employment	Number of minorities	Percent of employment
Officials and managers	6438	1194	18.5	1263	19.6
Professionals	11,160	3204	28.7	2243	20.1
Technicians	2334	721	30.9	624	26.7
Sales workers	7101	3825	53.9	4671	65.8
Office and clerical	3477	2821	81.1	1490	42.9
Craft workers (skilled)	7363	498	6.8	1920	26.1
Operatives (semi-skilled)	1104	80	7.2	356	32.2
Laborers (unskilled)	68	5	7.4	3	4.4
Service workers	85	20	23.5	39	45.9
<b>Totals 2006</b>	<b>39,130</b>	<b>12,368</b>	<b>31.6</b>	<b>12,609</b>	<b>32.2</b>

\*Employment figures include long-term, nonregular employees as mandated by U.S. law. Contact the Secretary, Exxon Mobil Corporation, to request a copy of the more detailed report filed with the U.S. Equal Employment Opportunity Commission.



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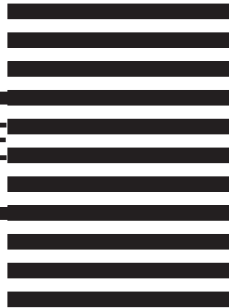
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# ExxonMobil Corporate Citizenship Report 2006

## Which of the following describes you?

- ExxonMobil employee/contractor
- Private investor
- Institutional investor
- Socially responsible investor
- NGO representative
- CSR professional
- Media
- Government member
- Other (Please specify) \_\_\_\_\_

## How would you prefer to read the Corporate Citizenship Report?

- Printed copy
- Online version
- Both print and online

## Which section(s) of the report did you find the most informative?

1 (Extremely informative), 2, 3, 4, 5 (Least informative)

- Business overview
- Communication and engagement
- Energy outlook
- Environmental performance
- Workplace
- Corporate governance
- Transparency and human rights
- Community relations and investments

## Overall, how would you rate ExxonMobil's Corporate Citizenship Report?

1 (Extremely useful), 2, 3, 4, 5 (Not at all useful)

Overall rating

## Please rate this report on the following criteria:

1 (Excellent), 2, 3, 4, 5 (Poor)

- Relevant coverage of issues
- Balance and credibility
- Clarity
- Completeness
- Appearance/format

## What information would you like to see included in next year's report?

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To provide more feedback, go to [exxonmobil.com/citizenship](http://exxonmobil.com/citizenship).

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