

Building a foundation for the future at ExxonMobil

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ExxonMobil | Corporate Plan

Purpose

Create sustainable solutions that improve quality of life and meet society's evolving needs

Vision

Lead industry in innovations that advance modern living and a net-zero future

Competitive Advantages



PEOPLE



TECHNOLOGY



SCALE



INTEGRATION



EXECUTION
EXCELLENCE

Winning Proposition

Leverage our industry leading combination of competitive advantages to provide innovative solutions that meet society's evolving needs, advance broader stakeholder objectives and reward shareholders

Exxon Mobil Corporation has numerous affiliates, many with names that include "ExxonMobil." For convenience and simplicity in this presentation, "ExxonMobil" and terms like "our" and "we" are sometimes used as abbreviated references to specific affiliates or affiliate groups. In addition, abbreviated references describing global or regional operational organizations and global or regional business lines are also sometimes used for convenience and simplicity.

1) For definitions and reconciliations, see Frequently Used Terms starting on page 34 of ExxonMobil's 2024 Form 10-K.

2) Earnings and cash flow from operations exclude identified items and are adjusted to 2024 \$65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. Cash flow from operations also excludes working capital/other.

3) Return on capital employed is adjusted to 2024 \$65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. It also assumes a \$5 billion minimum cash balance.



The challenge

Transform our global work environment to ensure we can continue to create sustainable solutions that improve quality of life and meet society's evolving needs.

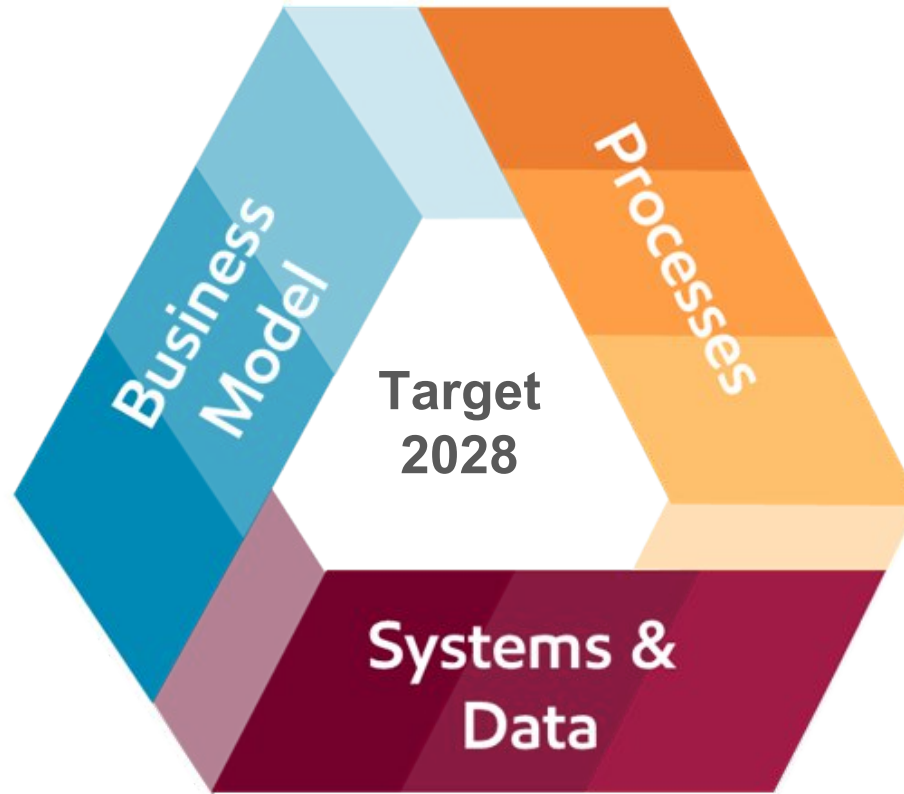
Case for change:

- ❖ Bespoke processes within siloed organizations
- ❖ Highly customized systems and applications
 - 12 ERP systems across Corporation
 - ~1000 interconnected applications
 - Many are at end-of-life
- ❖ Fragmented and customized data



The solution: A three-phased approach

Change the business model
to leverage our scale

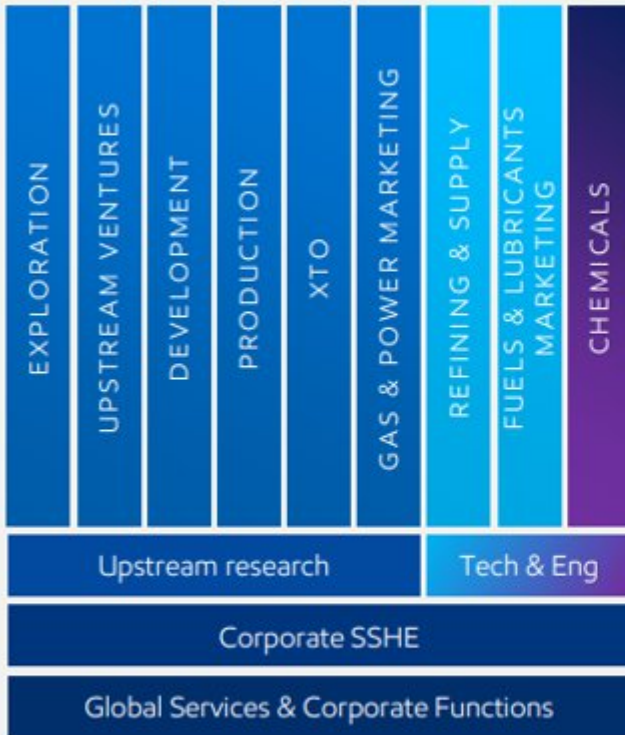


Adopt industry-standard work
processes

Modernize systems and data

Change the business model

2016: Siloed businesses



2022+: One company



Change the business model to leverage our scale:

- Simplify the corporate structure to 3 value chains (Upstream, Product Solutions, Low Carbon Solutions)
- Create centralized organizations to house end-to-end processes led by a single enterprise process owner

Adopt industry-standard work processes

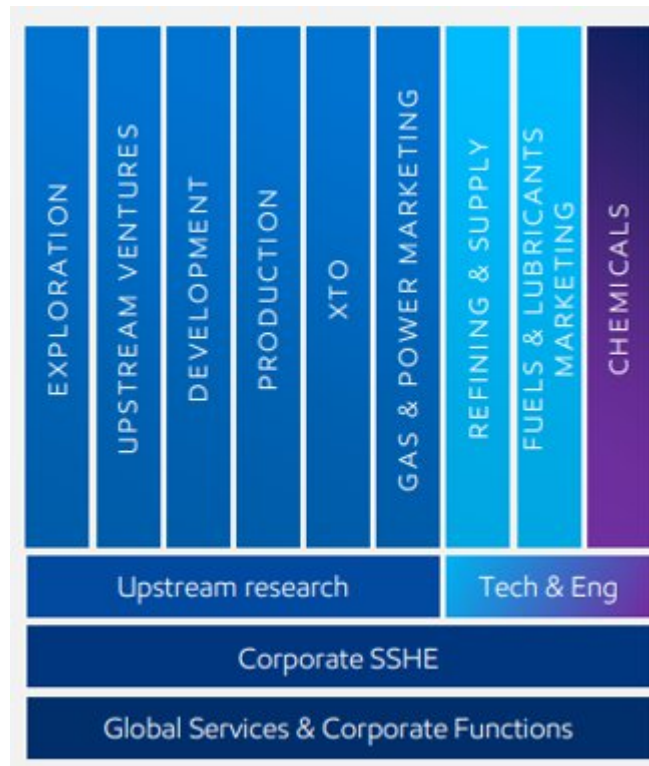
Minimal customization (80% target)
Fit-for-risk controls



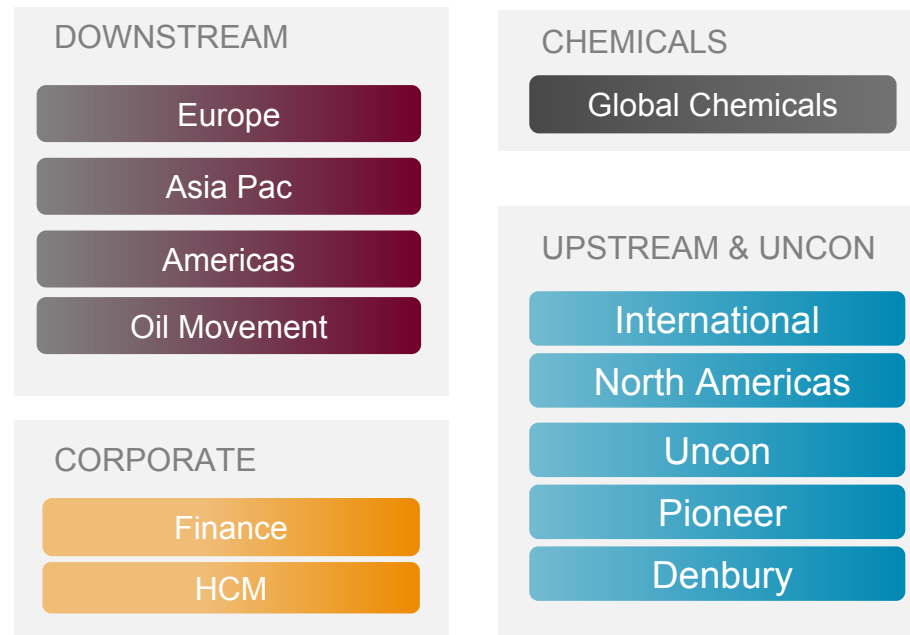
Modernizing our systems and data

...From

Siloed Businesses



operating in 12 ERPs (mostly ECC)



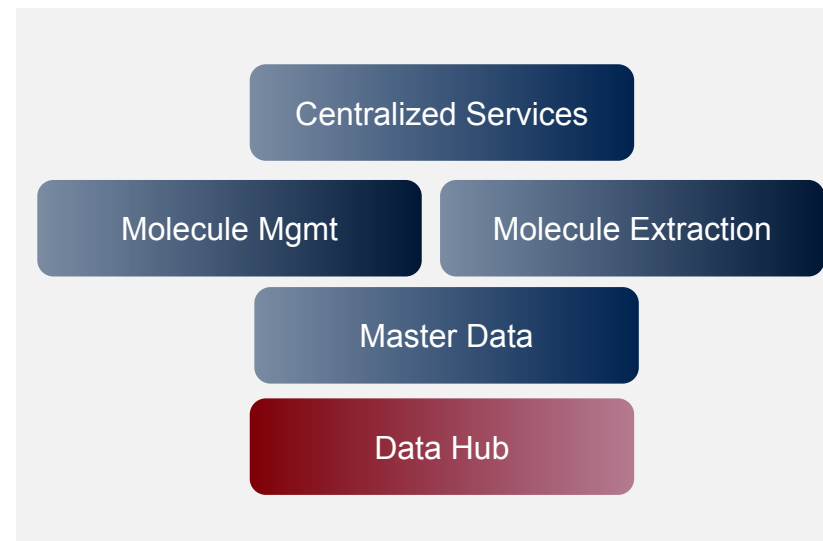
Modernizing our systems and data

...To

One company



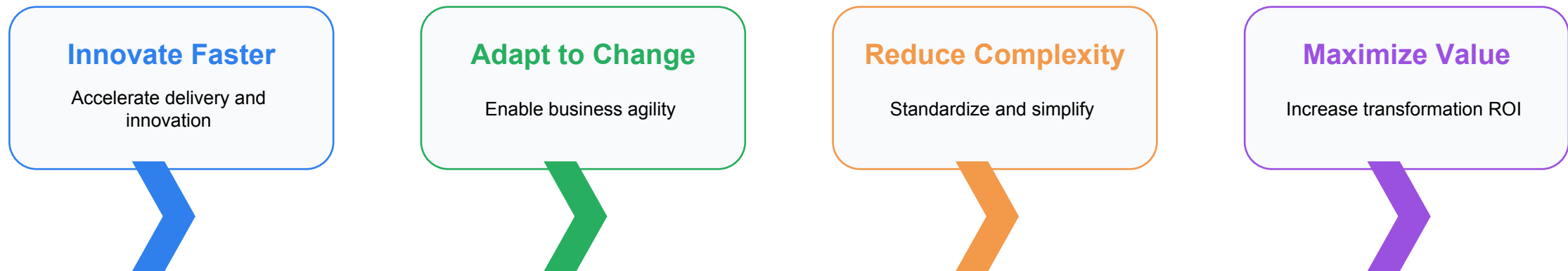
Operating in 1 enterprise-wide solution



- Replace 12 legacy ERPs with a single design enabled by SAP S/4 HANA
- Deliver centralized, common enterprise data and modernized analytics

Modernizing our systems and data

To successfully modernize our **enterprise systems and establish a scalable foundation** for our transformation journey, we require a clear and robust set of **architecture principles** that guide all technology, integration, and design decisions throughout the program.



By consistently applying strong architecture principles, we are building a resilient, scalable, and future-ready technology foundation that enables the business to innovate faster, adapt effectively to change, reduce complexity, and maximize the value of transformation investments.

ARCHITECTURE PRINCIPLES

Architecture principles

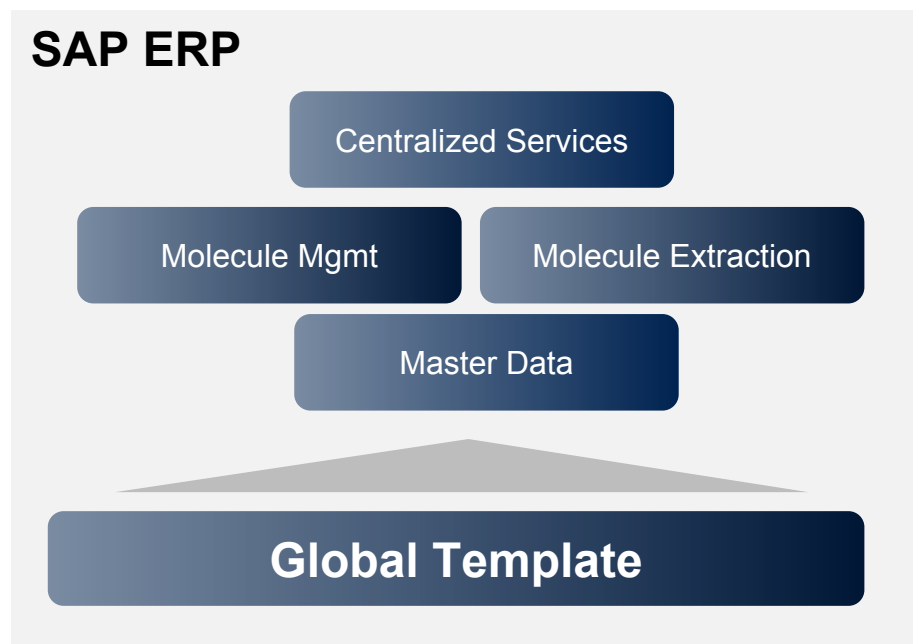
The nine Architecture Principles are based upon a unification of the Transformation Execution Principles and the Enterprise Architecture Mandates and Principles

IT / Architecture	1 Clean Core (upgrade stable solutions)	do not customize the core vendor solution; leverage side-by-side extensions
	2 EA Mandates and Principles	High-level guide to modern app-making
	3 Best in suite	adopt best in suite solutions (e.g. SAP; Salesforce)
	4 Simplicity and modern platforms	leverage modern solutions and platform capabilities (e.g. automation)
Business Benefits	5 Business requirements	vendor solution should meet core business needs
	6 Fit to standard process	adopt industry / vendor process
	7 Simplify integration complexity	leverage out-of-the box connectors, APIs and transports
TCO	8 Total cost of ownership	solution maintainability, supportability and operating costs
	9 Proven solutions / solution reuse	consider use of existing proven solutions



Technical foundation: global template

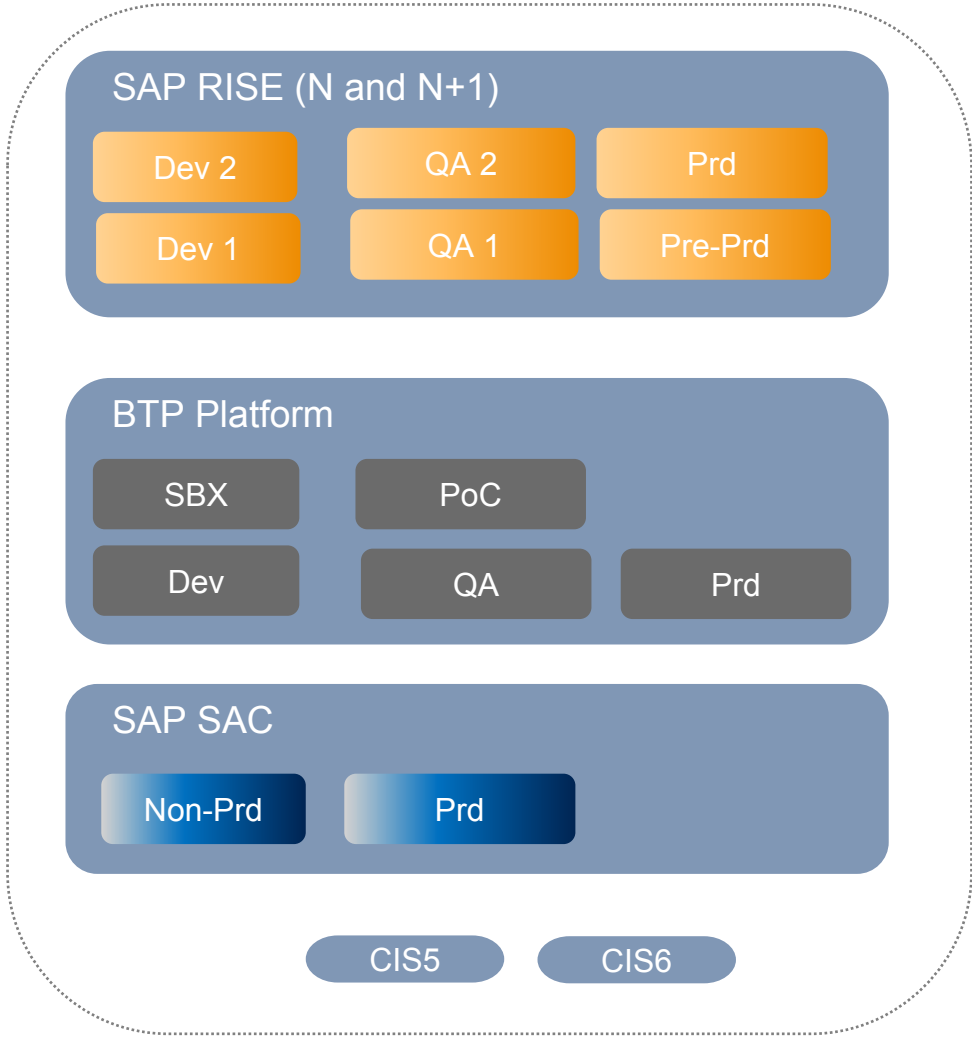
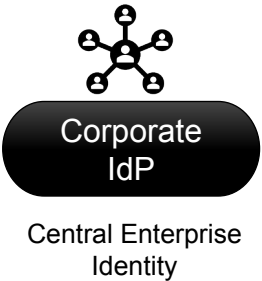
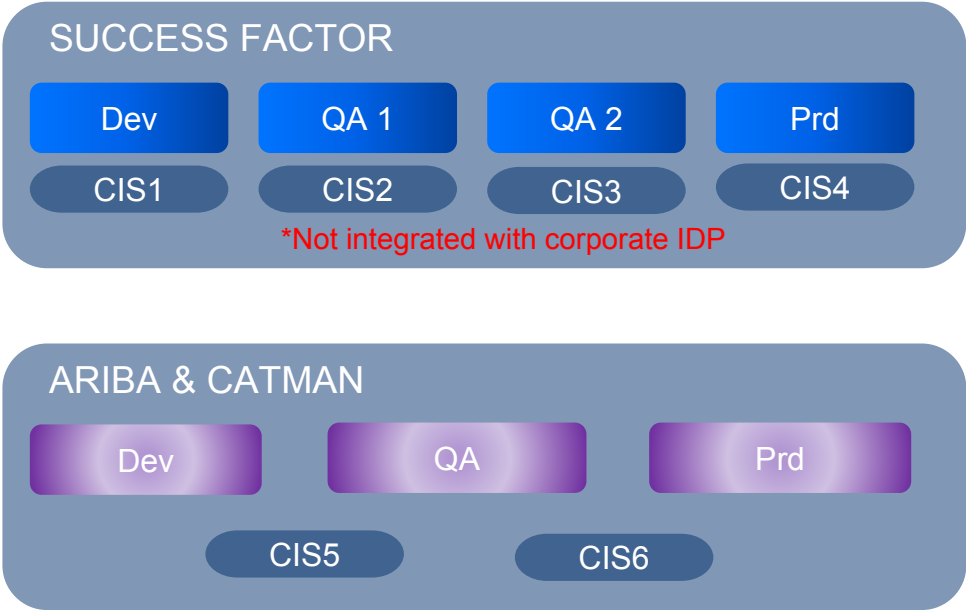
By leveraging a Global Template and Global Development System, we create a strong **technical foundation** that delivers a common global design across an Enterprise-wide SAP ERP solution



- Ability to manage global and localized scenarios
- Promotes Standardization and Consistent code for global scenarios
- Enables better data quality
- Lower TCO:
 - Eliminates duplication of work for global scenarios and global data
 - Eliminates need for retrofit tools

Technical foundation: Cloud identity services

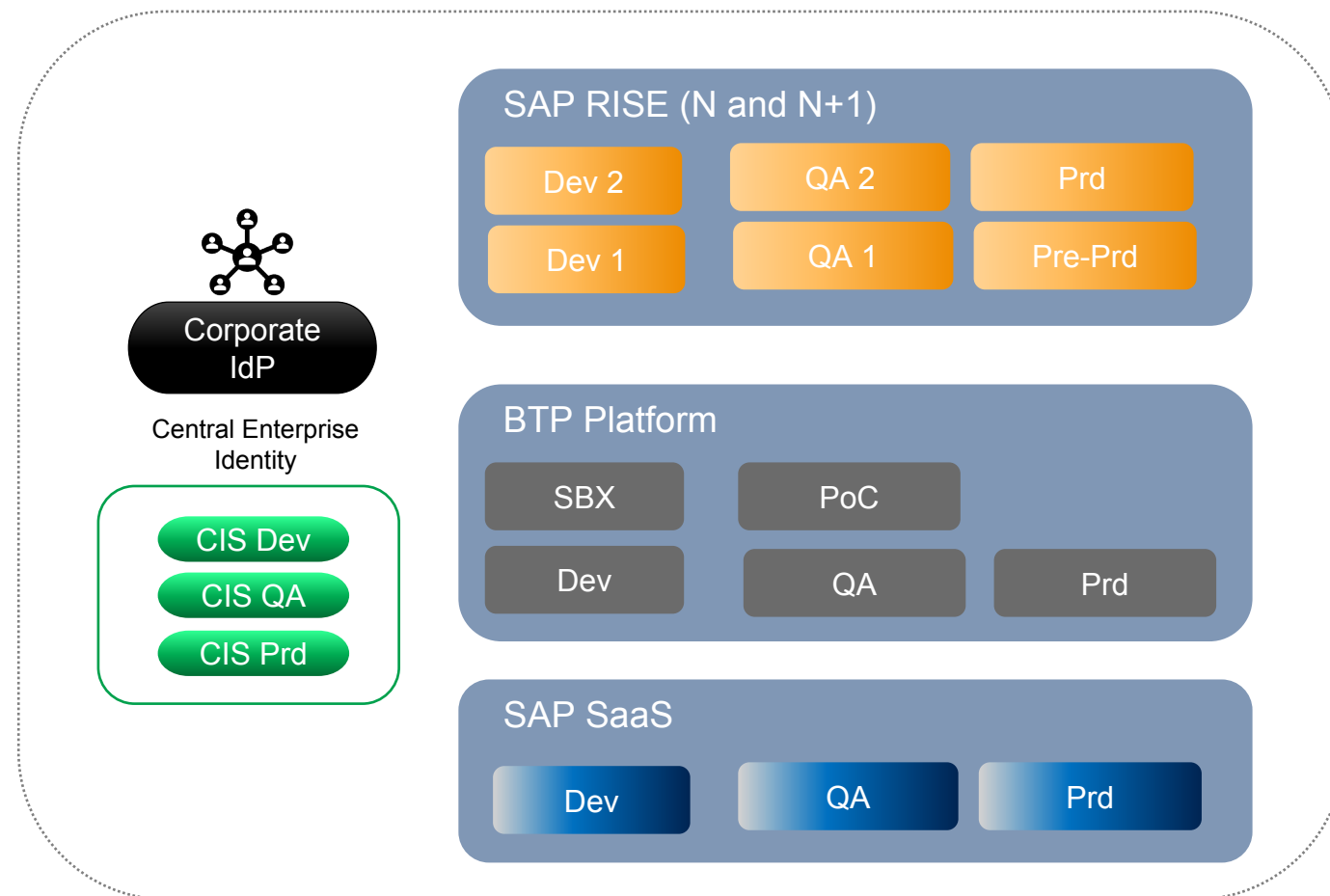
...from a **Multi-CIS deployment** showing fragmented identity management across 8 distinct CIS instances



Technical foundation: Cloud identity services

...to a centrally managed CIS following **SAP's recommended CIS strategy**

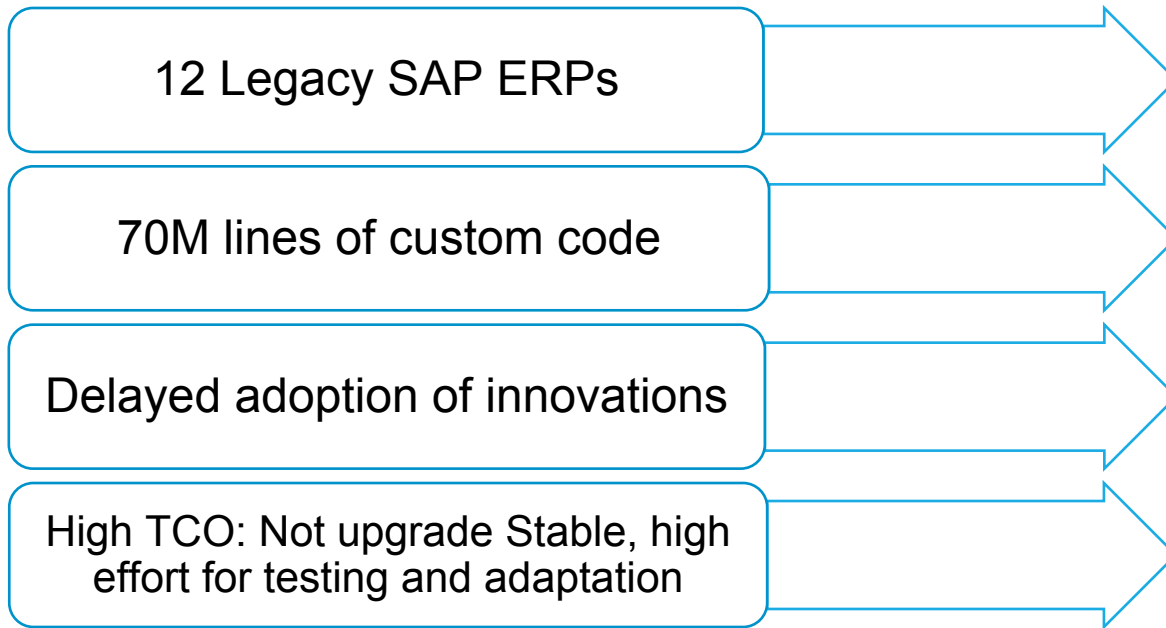
- ✓ Single Identity Tenant
- ✓ Enable AI and cross-application experiences
- ✓ Operational Efficiency
- ✓ Landscape Consistency



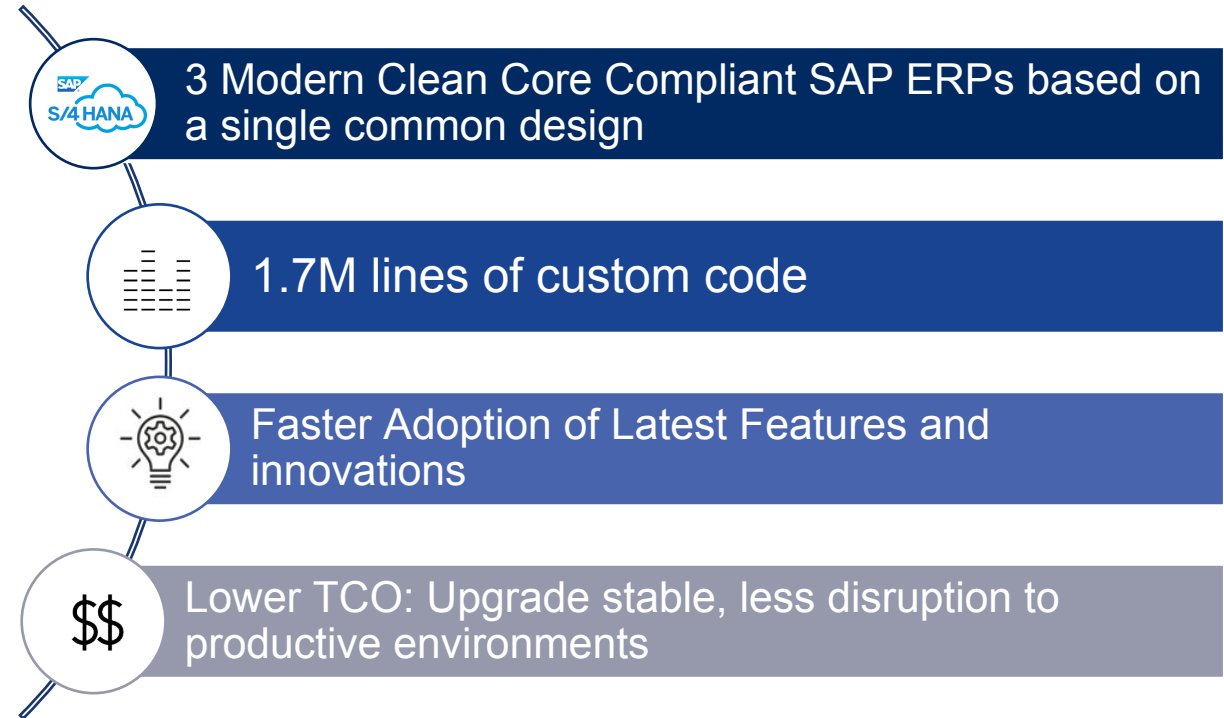
Enables adoption of future SAP innovation faster and with less risk

Technical foundation: Clean core motivation

...From



2026+

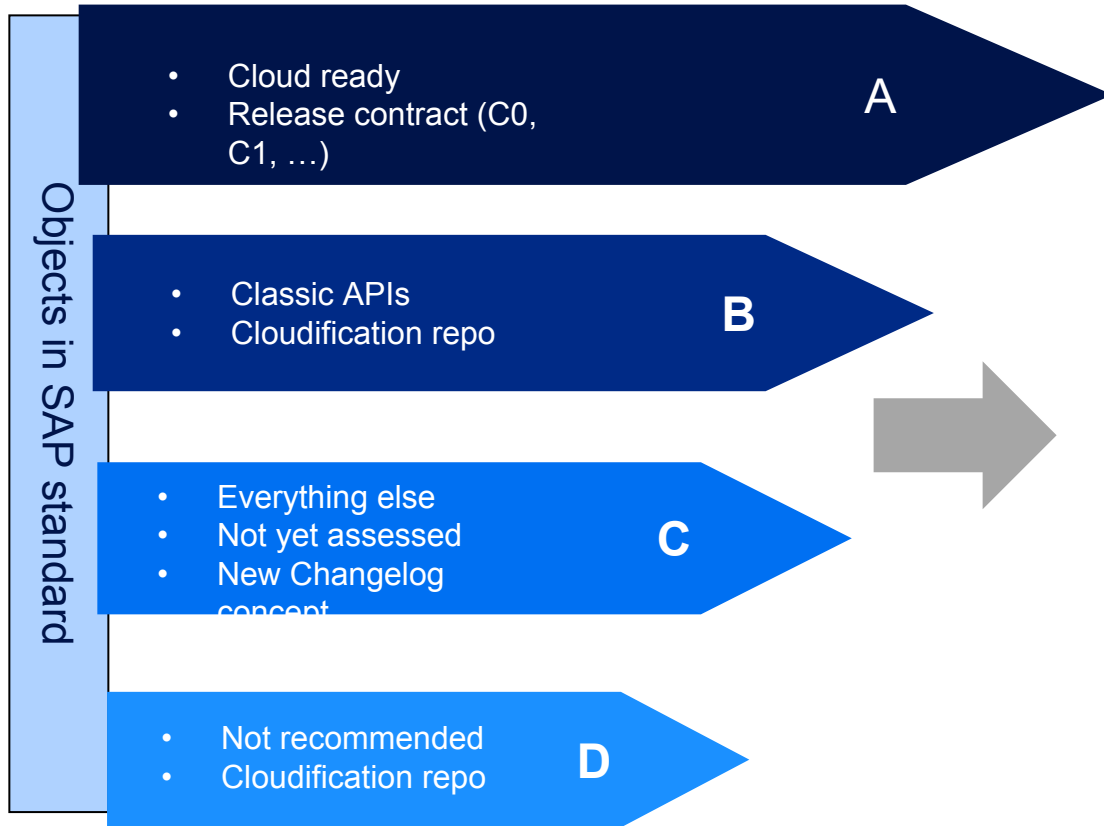


Clean core journey

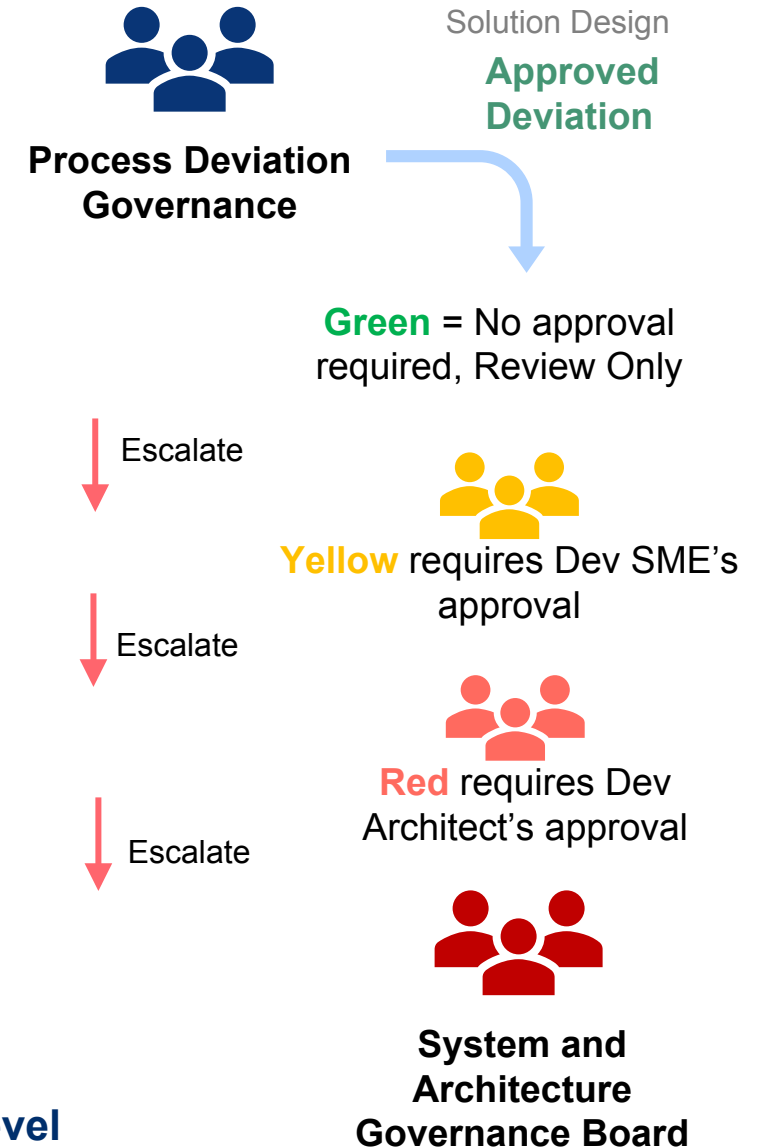


Technical foundation: Clean core governance

ABCD is SAP's Clean core level informs internal developer guidance:



ExxonMobil's RYG Multi-level Governance



Key takeaways

- ✓ *Adopt fit-to-standard processes to reduce complexity, improve scalability, and accelerate innovation*
- ✓ *Use clean core principles to lower maintenance cost and improve upgrade readiness*
- ✓ *Build a modern system foundation that supports business agility*
- ✓ *Simplify integrations and reduce technology complexity*
- ✓ *Prepare the enterprise landscape for AI, automation, and intelligent capabilities*

Q&As