ExxonMobil IT’s Grassroots Agile Evolution

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This presentation includes forward-looking statements. Actual future conditions (including economic conditions, energy demand, and energy supply) could differ materially due to changes in technology, the development of new supply sources, political events, demographic changes, and other factors discussed herein (and in Item 1A of ExxonMobil’s latest report on Form 10-K or information set forth under “Factors affecting future results” on the “investor” page of our website at www.exxonmobil.com). This material is not to be reproduced without the permission of Exxon Mobil Corporation.
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Who Are We?
Energy fuels human development

Energy demand grows with population and increasing global prosperity

People \times \text{Living standards} = \text{Energy needs}

<table>
<thead>
<tr>
<th>Year</th>
<th>Energy demand Quadrillion BTUs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>100</td>
</tr>
<tr>
<td>2020</td>
<td>200</td>
</tr>
<tr>
<td>2040</td>
<td>300</td>
</tr>
</tbody>
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- Demand without efficiency
- Energy efficiency

OECD

Non-OECD
Our Business
Three world-class business lines

Fueling the economy and improving the living standards of people around the world

- Participation across the value chain
- Operations in 50+ countries
- 71,100 employees
- 5th largest company in the S&P 500 in 2016
2012: Agile Community of Practice

2014: Agile Way Forward Study

2015: Agile Support Center Created

2016: DevOps Strategy Team Created

2018: Evolve Agile Strategy and Practices Created

Our Journey
Hindsight is 20/20
Managing the Organizational Stampede
Clearing the Path for Transformation
Back to Basics
Dojo
ALL THE THINGS