



Annual Meeting of Shareholders

May 27, 2020, 9:30 a.m.

RULES OF CONDUCT OF SHAREHOLDER MEETING

Welcome to the 2020 Annual Meeting of Shareholders of Exxon Mobil Corporation (“the Company”). The By-Laws of the Company provide that the Chairman of the Board of Directors shall preside at all meetings of shareholders and make any determination that may be appropriate to the conduct of the meeting. The following have been established by the Chairman as rules of conduct of this meeting. These rules shall be subject to the application by the Chairman and to such further rulings by the Chairman as are necessary and advisable in his opinion for the orderly transaction of business at the meeting. In the interest of an orderly meeting and to be fair to all shareholders present by audio communication, we require you to honor the following Rules of Conduct:

1. The Agenda indicates the order in which matters will be presented at the meeting.
2. The laws of New Jersey, where ExxonMobil is incorporated, provide that no business can be brought up for a vote unless proper notice has been given to all shareholders. Therefore, the only business to be conducted at the meeting are the matters set forth in the Notice of 2020 Annual Meeting and Proxy Statement dated April 9, 2020.
3. Only shareholders of record as of April 2, 2020 or their authorized proxies may vote and submit questions during the meeting.
4. If you have submitted your proxy prior to the start of the meeting, your vote has been received by the Inspector of Election, and there is no need to vote those shares again during the meeting, unless you wish to revoke or change your vote.
5. In order to present a proposal, the presenter must have checked in with the virtual meeting host and verified that you are the proponent or a duly authorized proxy under New Jersey law. If neither the proponent nor an authorized proxy has checked in, we will presume the proponent is not present, and we will move the proposal for the purposes of the orderly conduct of the meeting and so that the shareholder votes cast may be recorded. However, the Company will not be acting as a representative of the proponent.
6. The Chairman may, in his discretion, limit the time and extent of any discussion and the time and extent to which any person or persons may be heard. Presentation of each Shareholder Proposal among the Items of Business for this Meeting will be given a maximum of 3 minutes. The presenter should restrict his or her comments to the shareholder proposal being presented. To help presenters manage their time, audible notifications will be provided when 30 seconds remain and again when 10 seconds remain. Abiding by this time allocation will ensure everyone is given equal time and will prevent the operator from having to intervene.
7. Following the adjournment of the formal business of the meeting, a Question and Answer period will be held during which we intend to answer questions submitted in advance of and during this meeting in accordance with these rules, as time permits.



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8. If you wish to submit a question during the meeting, type your question into the "Ask a Question" box in English and click "Submit" on the website www.virtualshareholdermeeting.com/XOM2020.
9. To allow us to answer questions from as many shareholders as possible, we will limit each shareholder to 2 questions.
10. Questions from all shareholders are welcome. However, the purpose of the meeting will be observed, and questions of general interest relating to ExxonMobil business, as reasonably deemed by the Chairman, will be considered. We will not answer questions that are:
 - a. not pertinent to annual meeting matters or the business of the company;
 - b. related to material non-public information of the Company;
 - c. related to personal grievances;
 - d. contain offensive or otherwise inappropriate language;
 - e. derogatory references to individuals or that are otherwise in bad taste;
 - f. repetitious statements already made by another shareholder;
 - g. related to pending or threatened litigation; or
 - h. related to personnel matters or doing business with the company.
11. Questions from multiple shareholders on the same topic, or that are otherwise related, may be grouped, summarized, and answered together.
12. Due to the large number of items on today's agenda and the need to conclude the meeting within a reasonable period of time, we cannot assure that every shareholder question will be addressed. If there are any matters of individual concern to a shareholder and not of general interest to ExxonMobil business, or if a question posed was not otherwise answered, such matters or questions may be raised separately after the meeting by contacting ExxonMobil's Investor Relations team at shareholderrelations@exxonmobil.com
13. All questions raised as to the procedure being followed at the meeting shall be decided by the Chairman. The Chairman may consult with such persons as he deems appropriate in arriving at decisions regarding conduct of the meeting.
14. If we encounter any technical difficulties and we are unable to proceed with the meeting, please be advised that the Notice of the Annual Meeting has been properly served; a quorum is present; all proposals will be deemed to be properly presented before the meeting; appointed proxies have cast all votes as set forth on the individual proxy cards; polls will be closed at 10:30 a.m. Central Time; and the meeting will be adjourned. Final votes will be posted on the ExxonMobil web site and reported on Form 8-K.
15. Recording or rebroadcast of this meeting is prohibited without ExxonMobil's consent. A replay of this meeting will be available on our website at exxonmobil.com.

For technical assistance, please call 1-800-586-1548 (toll free) or 303-562-9288 (international).

Thank you for your cooperation and for joining the Company at the Annual Meeting.