EXXON MOBIL CORP Form DEF 14A April 12, 2018 Table of Contents

# **UNITED STATES**

# SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

# **SCHEDULE 14A**

**Proxy Statement Pursuant to Section 14(a)** 

of the Securities Exchange Act of 1934

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

Preliminary Proxy Statement

Confidential, for Use of the Commission Only(as permitted by Rule 14a-6(e)(2))

Definitive Proxy Statement

Definitive Additional Materials

Soliciting Material Pursuant to §240.14a-12

EXXON MOBIL CORPORATION

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

No fee required.

Fee computed on table below per Exchange Act Rules 14a-6(i)(4) and 0-11.

(1)	Title of each class of securities to which transaction applies:
(2)	Aggregate number of securities to which transaction applies:
(3)	Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):
(4)	Proposed maximum aggregate value of transaction:
(5)	Total fee paid:
Fee	paid previously with preliminary materials.

Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

Amount Previously Paid:
Form, Schedule or Registration Statement No.:
Filing Party:
Date Filed:

**Notice of 2018 Annual Meeting** 

and Proxy Statement

April 12, 2018

Dear Shareholder:

We invite you to attend the annual meeting of shareholders on Wednesday, May 30, 2018, at the Morton H. Meyerson Symphony Center, 2301 Flora Street, Dallas, Texas 75201. The meeting will begin promptly at 9:30 a.m. Central Time. At the meeting, you will hear a report on our business and vote on the following items:

Election of directors;

Ratification of PricewaterhouseCoopers LLP as independent auditors;

Advisory vote to approve executive compensation as required by law;

Four shareholder proposals contained in this proxy statement; and

Other matters if properly raised.

Only shareholders of record on April 4, 2018, or their proxy holders may vote at the meeting. Attendance at the meeting is limited to shareholders or their proxy holders and ExxonMobil guests. Only shareholders or their valid proxy holders may address the meeting.

This booklet includes the formal notice of the meeting and proxy statement. The proxy statement tells you about the agenda, procedures, and rules of conduct for the meeting. It also describes how the Board operates, gives information about our director candidates, and provides information about the other items of business to be conducted at the meeting.

Financial information is provided separately in the booklet, 2017 Financial Statements and Supplemental Information, enclosed with the proxy materials or made available online to all shareholders.

Your vote is important. Even if you own only a few shares, we want your shares to be represented at the meeting. You can vote your shares by Internet, toll-free telephone call, or proxy card. A Summary of 2018 Proxy Voting Results will be available at *exxonmobil.com* after the annual shareholders meeting.

To attend the meeting in person, please follow the instructions on page 3. An audio webcast with slide presentation and a report on the meeting will be available on our website at *exxonmobil.com*.

Sincerely,

Jeffrey J. Woodbury Darren W. Woods

Secretary Chairman of the Board

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### **GENERAL INFORMATION**

## Who May Vote

Shareholders of ExxonMobil, as recorded in our stock register on April 4, 2018, may vote at the meeting.

### **How to Vote**

You may vote in person at the meeting or by proxy. We recommend you vote by proxy even if you plan to attend the meeting. You can always change your vote at the meeting.

Important Notice Regarding the Availability of Proxy Materials for the Shareholder Meeting to be held on May 30, 2018:

The 2018 Proxy Statement, 2017 Summary Annual Report, and 2017 Financial Statements are available at www.edocumentview.com/xom.

### **Notice and Access**

We distribute proxy materials to many shareholders via the Internet under the Securities and Exchange Commission s (SEC s) Notice and Access rules, thereby capturing cost and environmental benefits. On or about April 12, 2018, we mailed a Notice Regarding the Availability of Proxy Materials (Notice) that contains information about our 2018 Annual Shareholders Meeting and instructions on how to view all proxy materials on the Internet. Also included are instructions on how to vote and how to request a paper or e-mail copy of the proxy materials.

### **Electronic Delivery of Proxy Statement and Annual Report Documents**

For shareholders receiving proxy materials by mail, you can elect to receive an e-mail in the future that will provide electronic links to these documents. Opting to receive your proxy materials online will save the Company the cost of producing and mailing documents to your home or business, and will also give you an electronic link to the proxy voting site.

**Shareholders of Record:** If you vote on the Internet at <a href="https://www.investorvote.com/exxonmobil">www.investorvote.com/exxonmobil</a>, simply follow the prompts for enrolling in the electronic proxy delivery service. You may enroll in the electronic proxy delivery service at any time in the future by going directly to <a href="https://www.computershare.com/exxonmobil">www.computershare.com/exxonmobil</a>. You may also revoke an electronic delivery election at this site at any time.

**Beneficial Shareholders:** If you hold your shares in a brokerage account, you may also have the opportunity to receive copies of the proxy materials electronically. Please check the information provided in the proxy materials mailed to you by your bank or broker regarding the availability of this service.

### **How Proxies Work**

ExxonMobil s Board of Directors is asking for your proxy. Giving us your proxy means you authorize us to vote your shares at the meeting in the manner you direct.

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If your shares are held in your name, you can vote by proxy in one of three convenient ways:

Via Internet	By telephone	In writing	
Follow the instructions at	Call toll-free 1-800-652-8683 or	Complete, sign, date, and return your	
www.investorvote.com/exxonmobil.	1-781-575-2300 (outside the United	•	
You will need to have your proxy card or	States, Canada, and Puerto Rico), and	proxy card in the enclosed envelope. If	
Notice in hand. At this website, you can	follow the instructions. You will need to	you receive a Notice and would like to	
elect to access future proxy statements	have your proxy card or Notice in hand.	vote in writing, please follow the	
and annual reports via the Internet.		instructions in the Notice to obtain	
		paper proxy materials.	

Your proxy card covers all shares registered in your name and shares held in your Computershare Investment Plan account. If you own shares in the ExxonMobil Savings Plan for employees and retirees, your proxy card also covers those shares.

If you give us your signed proxy but do not specify how to vote, we will vote your shares as follows:

For the election of our director candidates;

For ratification of the appointment of independent auditors;

For approval of the compensation of the Named Executive Officers; and

As recommended by the Board with respect to shareholder proposals. If you hold shares through someone else, such as a stockbroker, you will receive material from that firm asking how you want to vote. Check the voting form used by that firm to see if it offers Internet or telephone voting.

## **Voting Shares in the ExxonMobil Savings Plan**

The Trustee of the ExxonMobil Savings Plan will vote Plan shares as participants direct. To the extent participants do not give instructions, the Trustee will vote shares as it thinks best. The proxy card serves to give voting instructions to the Trustee.

### **Revoking a Proxy**

You may revoke your proxy before it is voted at the meeting by:

Submitting a new proxy with a later date via a proxy card, the Internet, or by telephone;

Notifying ExxonMobil s Secretary in writing before the meeting; or

Voting in person at the meeting.

## **Confidential Voting**

Independent inspectors count the votes. Your individual vote is kept confidential from us unless special circumstances exist. For example, a copy of your proxy card will be sent to us if you write comments on the card.

### Quorum

In order to carry on the business of the meeting, we must have a quorum. This means at least a majority of the outstanding shares eligible to vote must be represented at the meeting, either by proxy or in person. Treasury shares, which are shares owned by ExxonMobil itself, are not voted and do not count for this purpose.

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## **Votes Required**

Election of Directors Proposal: Under ExxonMobil s bylaws, a director nominee must receive a majority of votes cast in order to be elected to the Board of Directors in a non-contested election. In a contested election (in which the number of nominees exceeds the number of directors to be elected), the plurality vote standard under New Jersey law would apply. Under plurality voting, the director nominee with the most votes for a particular seat is elected for that seat. Abstentions and broker non-votes are not counted for purposes of the election of directors. A broker non-vote occurs when a bank, broker, or other holder of record that is holding shares for a beneficial owner does not vote on a particular proposal because the record holder does not have discretionary voting power for that particular item and has not received instructions from the beneficial owner. If you own shares through a broker, you must give the broker instructions to vote your shares in the election of directors. Otherwise, your shares will not be voted.

Our Corporate Governance Guidelines, which can be found in the Corporate Governance section of our website at *exxonmobil.com/guidelines*, state that all directors will stand for election at the annual meeting of shareholders. In any non-contested election of directors, any director nominee who receives a greater number of votes AGAINST his or her election than votes FOR such election shall tender his or her resignation. Within 90 days after certification of the election results, the Board of Directors will decide, through a process managed by the Board Affairs Committee and excluding the nominee in question, whether to accept the resignation. Absent a compelling reason for the director to remain on the Board, the Board shall accept the resignation. The Board will promptly disclose its decision and, if applicable, the reasons for rejecting the tendered resignation on Form 8-K filed with the Securities and Exchange Commission (SEC).

**Other Proposals:** Approval of the ratification of the appointment of independent auditors, the advisory vote to approve executive compensation, and the shareholder proposals requires the favorable vote of a majority of votes cast. Only votes FOR or AGAINST these proposals count.

Abstentions count for quorum purposes, but not for voting. Broker non-votes count as votes FOR the ratification of the appointment of independent auditors but do not count for voting on any of the other proposals.

### **Annual Meeting Admission**

Only shareholders or their proxy holders and ExxonMobil guests may attend the meeting.

For safety and security reasons, cameras, smartphones, recording equipment, electronic devices, computers, large bags, briefcases, packages, and firearms or other weapons will not be permitted in the building. In addition, each shareholder and ExxonMobil guest will be asked to present valid government-issued picture

identification, such as a driver s license, before being admitted to the meeting.

For registered shareholders, an admission ticket is the upper part of your proxy card or the full Notice. Please bring the admission ticket with you to the meeting.

If your shares are held in the name of your broker, bank, or other nominee, you must bring to the meeting an account statement or letter from the nominee indicating that you beneficially owned the shares on April 4, 2018, the record date for voting. You may receive an admission ticket in advance by sending a written request with proof of ownership to the address listed below under Contact Information.

Shareholders who do not present admission tickets at the meeting will be admitted only upon verification of ownership at the admission counter.

## **Audio Webcast of the Annual Meeting**

You are invited to visit our website at *exxonmobil.com* to hear the audio webcast with slide presentation at 9:30 a.m. Central Time, on Wednesday, May 30, 2018. An archived copy of this audio webcast will be available on our website for one year.

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## **Conduct of the Meeting**

The Chairman has broad responsibility and legal authority to conduct the annual meeting in an orderly and timely manner. This authority includes establishing rules for shareholders who wish to address the meeting. Only shareholders or their valid proxy holders may address the meeting. Copies of these rules will be available at the meeting. The Chairman may also exercise broad discretion in recognizing shareholders who wish to speak and in determining the extent of discussion on each item of business. In light of the number of business items on this year s agenda and the need to conclude the meeting within a reasonable period of time, we cannot ensure that every shareholder who wishes to speak on an item of business will be able to do so.

Dialogue can usually be better accomplished with interested parties outside the meeting and, for this purpose, we have provided a method on our website at *exxonmobil.com/directors* for raising issues and contacting the non-employee directors either in writing or electronically. The Chairman may also rely on applicable law regarding disruptions or disorderly conduct to ensure that the meeting is conducted in a manner that is fair to all shareholders. Shareholders making comments during the meeting must do so in English so that the majority of shareholders present can understand what is being said.

### **Contact Information**

If you have questions or need more information about the annual meeting, write to Mr. Jeffrey J. Woodbury, Secretary, Exxon Mobil Corporation, 5959 Las Colinas Boulevard, Irving, TX 75039-2298. Alternatively, call us at 1-972-940-6715 or send a fax to 1-972-940-6748.

For information about shares registered in your name or your Computershare Investment Plan account, call ExxonMobil Shareholder Services at 1-800-252-1800 or 1-781-575-2058 (outside the United States, Canada, and Puerto Rico), or access your account via the website at <a href="https://www.computershare.com/exxonmobil">www.computershare.com/exxonmobil</a>. We also invite you to visit ExxonMobil s website, where investor information can be found at <a href="https://exxonmobil.com/investor">exxonmobil.com/investor</a>. Website materials are not part of this proxy solicitation.

### **BOARD OF DIRECTORS**

## **Corporate Governance**

### Overview

The Board of Directors and its committees perform a number of functions for ExxonMobil and its shareholders, including:

Overseeing the management of the Company on your behalf, including oversight of risk management;

Reviewing ExxonMobil s long-term strategic plans;

Exercising direct decision-making authority in key areas, such as declaring dividends;

Selecting the CEO and evaluating the CEO s performance; and

Reviewing development and succession plans for ExxonMobil s top executives. The Board has adopted Corporate Governance Guidelines that govern the structure and functioning of the Board and set out the Board s position on a number of governance issues. A copy of our current Corporate Governance Guidelines is posted on our website at *exxonmobil.com/guidelines*.

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### **Risk Oversight**

Risk oversight is the responsibility of the full Board of Directors. The Board throughout the year participates in reviews with management on the Company s business, including identified risk factors. As a whole, the Board reviews include litigation and other legal matters; political contributions, budget, and policy; lobbying costs; developments in climate science and policy; the *Energy Outlook*, which projects world supply and demand to 2040; stewardship of business performance; and long-term strategic plans.

The Board and/or the Public Issues and Contributions Committee visit an ExxonMobil operation each year. These visits allow the directors to better understand local issues and to discuss safety, environmental performance, technology, products, industry and corporate standards, and community involvement associated with the Company s business.

In addition, existing committees help the Board carry out its responsibility for risk oversight by focusing on specific key areas of risk:

The Audit Committee oversees risks associated with financial and accounting matters, including compliance with legal and regulatory requirements, and the Company s financial reporting and internal control systems;

The Board Affairs Committee oversees risks associated with corporate governance, including board structure and succession planning;

The Compensation Committee helps ensure that the Company s compensation policies and practices encourage long-term focus, support the retention and development of executive talent, and discourage excessive risk taking;

The Public Issues and Contributions Committee oversees operational risks such as those relating to employee and community safety, health, environmental, and security matters; and

The Finance Committee oversees risk associated with financial instruments, financial policies and strategies, and capital structure.

The Board receives regular updates from the committees, and believes this structure is best for overseeing risk.

### **Board Leadership Structure**

The Board believes that the decision as to who should serve as Chairman and/or CEO is the proper responsibility of the Board. The Board retains authority to amend the bylaws to separate the positions of Chairman and CEO at any time and will carefully consider the pros and cons of such separation or combination. At the present time, the Board believes the interests of all shareholders are best served through a leadership model with a combined Chairman/CEO position and an independent Presiding Director.

The current CEO possesses an in-depth knowledge of the Company; its integrated, multinational operations; the evolving energy industry supply and demand; and the array of challenges to be faced. This knowledge was gained

through more than 25 years of successful experience in progressively more senior positions, including domestic and international responsibilities.

The Board believes that these experiences and other insights put the CEO in the best position to provide broad leadership for the Board as it considers strategy and as it exercises its fiduciary responsibilities to shareholders. Further, the Board has demonstrated its commitment and ability to provide independent oversight of management.

The Board is comprised entirely of independent directors except the CEO, and 100 percent of the Audit, Compensation, Board Affairs, and Public Issues and Contributions Committee members are independent. Each independent director has access to the CEO and other Company executives on request, may call meetings of the independent directors, and may request agenda topics to be added or dealt with in more detail at meetings of the full Board or an appropriate Board committee.

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In addition, after considering evolving governance practices and shareholder input regarding Board independence, the Board established the role of Presiding Director. **The Board believes the Presiding Director can provide effective independent Board leadership.** Steven S Reinemund serves as Presiding Director and is expected to remain in the position at least through the annual meeting of shareholders. In accordance with the specific duties prescribed in the Corporate Governance Guidelines, the Presiding Director chairs and approves the agenda for executive sessions of the independent directors, which are held several times per year, normally coincident with meetings of the Board and without the CEO or other management present; chairs meetings of the Board in the absence of the Chairman; and works closely with the Chairman in developing Board agendas, topics, schedules, and in reviewing materials provided to the directors.

## **Director Qualifications**

The Board has adopted guidelines outlining the qualifications sought when considering non-employee director candidates. These Guidelines for the Selection of Non-Employee Directors (Selection Guidelines), which are published on our website at *exxonmobil.com/directorguidelines*, are reviewed annually and state in part:

ExxonMobil recognizes the strength and effectiveness of the Board reflect the balance, experience, and diversity of the individual directors; their commitment; and importantly, the ability of directors to work effectively as a group in carrying out their responsibilities. ExxonMobil seeks candidates with diverse backgrounds who possess knowledge and skills in areas of importance to the Corporation.

The experience, qualifications, and attributes we consider for director candidates include:

Individuals who have achieved prominence in their fields

Diversity of life experiences and backgrounds, as well as gender and ethnic diversity

Experience and demonstrated expertise in managing large, relatively complex organizations, such as that of CEOs or next-level executives of a significant company or organization with global responsibilities

Financial and other risk management expertise

Experience on one or more boards of significant public or nonprofit organizations

Expertise resulting from significant academic, scientific, or research activities

Experience with cyclical businesses, such as commodities Other considerations:

A substantial majority of the Board must meet independence standards as described in the Corporate Governance Guidelines

All candidates must be free from any relationship with management or the Corporation that would interfere with the exercise of independent judgment

Candidates should be committed to representing the interests of all shareholders and not any particular constituency

The Board must include members who satisfy legal and stock exchange requirements for certain Board committees

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The Board is comprised of an effective mix of backgrounds, knowledge, and skills. The graph below provides a summary of the collective competencies and diversity of the Board nominees:

### **Board Succession**

As noted in the committee information on pages 11 and 12, the Board Affairs Committee is responsible for identifying director candidates. The Committee seeks new candidates in several ways:

Recommendations made by the non-employee directors. These recommendations are developed based on the directors own knowledge and experience in a variety of fields and on the research conducted by ExxonMobil staff at the Committee s direction.

Engagement of an executive search firm. The firm brings forward potential director candidates for the Committee to consider and helps research candidates identified by the Committee.

Recommendations made by employee directors, shareholders, and others.

All recommendations, regardless of the source, are evaluated on the same basis against the criteria contained in the Selection Guidelines. The Committee has also instructed its executive search firm to include diversity as part of the candidate search criteria.

Shareholders may send recommendations for director candidates to the Secretary at the address given under Contact Information on page 4. A submission recommending a candidate should include:

Sufficient biographical information to allow the Committee to evaluate the candidate in light of the Selection Guidelines;

Information concerning any relationship between the candidate and the shareholder recommending the candidate; and

Material indicating the willingness of the candidate to serve if nominated and elected.

The procedures by which shareholders may recommend nominees have not changed materially since last year s proxy statement.

The Company seeks to have a diverse Board representing a range of backgrounds, knowledge, and skills relevant to the Company s business and the needs of the Board, and as part of the search process, considers highly qualified candidates, including women and minorities. The Committee does not use quotas but considers diversity along with the other requirements of the Selection Guidelines when evaluating potential new directors.

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The recommendation of Mr. Kandarian was made by incumbent directors and the executive search firm.

### **Board Tenure**

The Board does not impose tenure limits on its directors, other than a mandatory retirement age of 72 and the requirement to stand for election annually. Given the complexity and breadth of our business and its long investment horizons, the Board considers longevity of service and experience of great value. The Board also believes that its director compensation approach, which limits the vesting of restricted shares until retirement, closely aligns directors with the interests of long-term shareholders. The Board seeks to achieve a balance of diversity and experience in the composition of the Board.

All ExxonMobil directors stand for election at the annual meeting. Non-employee directors cannot stand for election after they have reached age 72, unless the Board makes an exception on a case-by-case basis. Employee directors resign from the Board when they are no longer employed by ExxonMobil.

As of April 1, 2018, the average tenure of non-employee directors standing for election is 5.3 years, well below the average of S&P 500 companies of 8.2 years (per 2017 Spencer Stuart Board Index).

## **Director Independence**

Our Corporate Governance Guidelines require that a substantial majority of the Board consist of independent directors. In general, the Guidelines require that an independent director must have no material relationship with ExxonMobil, directly or indirectly, except as a director. The Board determines independence on the basis of the standards specified by the New York Stock Exchange (NYSE), the additional standards referenced in our Corporate Governance Guidelines, and other facts and circumstances the Board considers relevant.

Under ExxonMobil s Corporate Governance Guidelines, a director will not be independent if a reportable related person transaction exists with respect to that director or a member of the director s family for the current or most recently completed fiscal year. See the Guidelines for Review of Related Person Transactions posted on the Corporate Governance section of our website and described in more detail under Related Person Transactions and Procedures on pages 8 to 10.

The Board has reviewed relevant relationships between ExxonMobil and each non-employee director and director nominee to determine compliance with the NYSE standards and ExxonMobil s additional standards. The Board has also evaluated whether there are any other facts or circumstances that might impair a director s independence. **Based on that review, the Board has determined that all ExxonMobil non-employee directors and nominees are independent.** The Board has also determined that each member of the Audit, Board Affairs, Compensation, and Public Issues and Contributions Committees (see membership table on page 11) is independent based on both applicable NYSE standards and the Company s independence standards for each of these committees. The Company s standards for each committee are included in their respective charters and are posted on our website at *exxonmobil.com/governance*. Website materials are not part of this proxy statement or the accompanying solicitation.

In recommending that each director and nominee be found independent, the Board Affairs Committee reviewed the following transactions, relationships, or arrangements. All matters described below fall within the NYSE and ExxonMobil independence standards.

## Name Matters Considered

K.C. Frazier	Ordinary course business with Merck (purchases of pharmaceuticals; sales of chemicals and oils)

S.A. Kandarian Ordinary course business with MetLife (purchases of employee life insurance, other benefits)

## **Related Person Transactions and Procedures**

In accordance with SEC rules, ExxonMobil maintains Guidelines for Review of Related Person Transactions. These Guidelines are available on the Corporate Governance section of our website.

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In accordance with the Related Person Transaction Guidelines, all executive officers, directors, and director nominees are required to identify, to the best of their knowledge after reasonable inquiry, business and financial affiliations involving themselves or their immediate family members that could reasonably be expected to give rise to a reportable related person transaction. Covered persons must also advise the Secretary of the Corporation promptly of any change in the information provided, and will be asked periodically to review and reaffirm their information.

For the above purposes, immediate family member includes a person s spouse, parents, siblings, children, in-laws, and step-relatives.

Based on this information, we review the Company s own records and make follow-up inquiries as may be necessary to identify potentially reportable transactions. A report summarizing such transactions and including a reasonable level of detail is then provided to the Board Affairs Committee. The Committee oversees the Related Person Transaction Guidelines generally and reviews specific items to assess materiality.

In assessing materiality for this purpose, information will be considered material if, in light of all circumstances, there is a substantial likelihood a reasonable investor would consider the information important in deciding whether to buy or sell ExxonMobil stock or in deciding how to vote shares of ExxonMobil stock. A director will abstain from the decision on any transactions involving that director or his or her immediate family members.

Under SEC rules, certain transactions are deemed not to involve a material interest (including transactions in which the amount involved in any 12-month period is less than \$120,000 and transactions with entities where a related person s interest is limited to service as a non-employee director). In addition, based on a consideration of ExxonMobil s facts and circumstances, the Committee will presume that the following transactions do not involve a material interest for purposes of reporting under SEC rules:

Transactions in the ordinary course of business with an entity for which a related person serves as an executive officer, *provided*: (1) the affected director or executive officer did not participate in the decision on the part of ExxonMobil to enter into such transactions; and (2) the amount involved in any related category of transactions in a 12-month period is less than 1 percent of the entity s gross revenues.

Grants or membership payments in the ordinary course of business to nonprofit organizations, *provided*: (1) the affected director or executive officer did not participate in the decision on the part of ExxonMobil to make such payments; and (2) the amount of general purpose grants in a 12-month period is less than 1 percent of the recipient s gross revenues.

Payments under ExxonMobil plans and arrangements that are available generally to U.S. salaried employees (including contributions under the ExxonMobil Foundation s Educational and Cultural Matching Gift Programs and payments to providers under ExxonMobil health care plans).

Employment by ExxonMobil of a family member of an executive officer, *provided* the executive officer does not participate in decisions regarding the hiring, performance evaluation, or compensation of the family member. Transactions or relationships not covered by the above standards will be assessed by the Committee on the basis of the specific facts and circumstances.

The following disclosures are made as of February 28, 2018, the date of the most recent Board Affairs Committee review of potential related person transactions.

ExxonMobil and its affiliates have more than 70,000 employees around the world and employees related by birth or marriage may be found at all levels of the organization. ExxonMobil employees do not receive preferential treatment by reason of being related to an executive officer, and executive officers do not participate in hiring, performance evaluation, or compensation decisions for family members. ExxonMobil s employment guidelines state, Relatives of Company employees may be employed on a non-preferential basis. However, an employee should not be employed by or assigned to work under the direct supervision of a relative, or to report to a supervisor who in turn reports to a relative of the employee.

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Several current ExxonMobil executive officers have family members who are employed by the Corporation or its affiliates and whose current annualized compensation (including benefits) exceeds the SEC disclosure threshold: M.W. Albers (Senior Vice President) has a daughter employed by ExxonMobil Global Services Company; R.N. Schleckser (Vice President and Treasurer) has a brother employed by ExxonMobil Research and Engineering Company; S.M. Greenlee (Vice President) has a son-in-law employed by ExxonMobil Chemical Company; L.M. Mallon (President, ExxonMobil Development Company) has a son employed by ExxonMobil Research and Engineering Company; J.M. Spellings (Vice President and General Tax Counsel) has a son employed by ExxonMobil Pipeline Company; and J.J. Woodbury (Vice President Investor Relations and Secretary) has a son employed by XTO Energy Inc. Consistent with ExxonMobil s Related Person Transaction Guidelines as described above, we do not consider any of these relationships to be material within the meaning of the related person transaction disclosure rules.

S.N. Ortwein (President, XTO Energy Inc.) has a brother-in-law currently serving as Chief Executive Officer of Oracle Corporation. In the ordinary course of our business, ExxonMobil purchases a variety of computer technology and services from Oracle. Ms. Ortwein has no involvement in decisions regarding ExxonMobil s business with Oracle and the annual volume of such business is well below the categorical threshold established in ExxonMobil s Related Person Transaction Guidelines. R.M. Ebner (Vice President and General Counsel) has a brother-in-law who is a partner of a law firm that performs limited work for ExxonMobil. Mr. Ebner s brother-in-law does not work on ExxonMobil s account and Mr. Ebner is recused from any involvement in decisions to retain the firm. Therefore, we do not consider these relationships to be material within the meaning of the related person transaction disclosure rules.

The Board Affairs Committee also reviewed ExxonMobil s ordinary course business with companies for which non-employee directors or their immediate family members serve as executive officers. The Committee determined that, in accordance with the categorical standards described above, none of those matters represent reportable related person transactions. See Director Independence on page 8.

The Committee also determined that no related person transactions occurred during the year involving any of the investors who have reported ownership of 5 percent or more of ExxonMobil s outstanding common stock. See Certain Beneficial Owners on page 23.

We are not aware of any related person transactions required to be reported under applicable SEC rules since the beginning of the last fiscal year where our policies and procedures did not require review, or where such policies and procedures were not followed.

The Corporation s Related Person Transaction Guidelines are intended to assist the Corporation in complying with its disclosure obligations under SEC rules. These procedures are in addition to, not in lieu of, the Corporation s Code of Ethics and Business Conduct.

### **Code of Ethics and Business Conduct**

The Board maintains policies and procedures (which we refer to in this proxy statement as the Code ) that represent both the code of ethics for the principal executive officer, principal financial officer, and principal accounting officer under SEC rules, and the code of business conduct and ethics for directors, officers, and employees under NYSE listing standards. The Code applies to all directors, officers, and employees. The Code includes a Conflicts of Interest Policy under which directors, officers, and employees are expected to avoid any actual or apparent conflict between their own personal interests and the interests of the Corporation.

The Code is posted on the ExxonMobil website at *exxonmobil.com/code*. The Code is also included as an exhibit to our *Annual Report on Form 10-K*. Any amendment of the Code will be posted promptly on our website.

The Corporation maintains procedures for administering and reviewing potential issues under the Code, including procedures that allow employees to make complaints without identifying themselves. The Corporation also conducts periodic mandatory business practice training sessions, and requires regular employees and non-employee directors to complete annual compliance certifications.

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The Board Affairs Committee will initially review any suspected violation of the Code involving an executive officer or director and will report its findings to the Board. The Board does not envision that any waiver of the Code will be granted. Should such a waiver occur, it will be promptly disclosed on our website.

## **Board Meetings and Annual Meeting Attendance**

The Board met 11 times in 2017. ExxonMobil s incumbent directors, on average, attended approximately 98 percent of Board and committee meetings during 2017. No director attended less than 75 percent of such meetings. ExxonMobil s non-employee directors held six executive sessions in 2017.

As specified in our Corporate Governance Guidelines, it is ExxonMobil s policy that directors should make every effort to attend the annual meeting of shareholders. All incumbent directors attended last year s meeting except Mr. Kandarian, who was first elected to the Board effective February 1, 2018.

### **Board Committees**

The Board appoints committees to help carry out its duties. Board committees work on key issues in greater detail than would be possible at full Board meetings. Only non-employee directors may serve on the Audit, Compensation, Board Affairs, and Public Issues and Contributions Committees. Each committee has a written charter. The charters are posted on the Corporate Governance section of our website at *exxonmobil.com/governance*.

The table below shows the current membership of each Board committee and the number of meetings each committee held in 2017.

	Board	Public Issues
Director	AudiCompensatio Affairs	Financed Contributionscutive <sup>(1)</sup>
S.K. Avery		
M.J. Boskin		C
A.F. Braly		

U.M. Burns		C					
K.C. Frazier				C			
S.A. Kandarian							
D.R. Oberhelman							
S.J. Palmisano			C				
S.S Reinemund							
W.C. Weldon							
D.W. Woods					C		C
2017 Meetings		11	7	7	2	4	0
C = Chair = Member (1) Other directors serve as alternate members on a rotational basis							
Below is additional information about each Board committee.							
D 1466 C 24							

**Board Affairs Committee** 

The Board Affairs Committee serves as ExxonMobil	s nominating and corporate governance committee. Its
responsibilities include:	

Recommendation of director candidates;

Review of non-employee director compensation;

Review of other corporate governance practices, including the Corporate Governance Guidelines;

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Reviews any issue involving an executive officer or director under ExxonMobil s Code of Ethics and Business Conduct; and

Administers ExxonMobil s Related Person Transaction Guidelines.

The Committee also administers provisions of the Corporate Governance Guidelines that require a director to tender a resignation when there is a substantial change in the director s circumstances. The Committee reviews the relevant facts to determine whether the director s continued service would be appropriate and makes a recommendation to the Board.

Another responsibility of the Committee is to review and make recommendations to the Board regarding the compensation of the non-employee directors. The Committee uses an independent consultant, Pearl Meyer & Partners, LLC (Pearl Meyer), to provide information on current developments and practices in director compensation. Pearl Meyer is the same consultant retained by the Compensation Committee to advise on executive compensation, but performs no other work for ExxonMobil.

The Guidelines for the Selection of Non-Employee Directors describe the qualifications the Committee looks for in director candidates. These Selection Guidelines, as well as the Committee s charter, are posted on the Corporate Governance section of our website, and are described in more detail below and in the section titled Director Qualifications on pages 6 and 7.

### **Audit Committee**

The Audit Committee oversees accounting and internal control matters. Its responsibilities include oversight of:

Management s conduct of the Corporation s financial reporting process;

The integrity of the financial statements and other financial information provided by the Corporation to the SEC and the public;

The Corporation s system of internal accounting and financial controls;

The Corporation s compliance with legal and regulatory requirements;

The performance of the Corporation s internal audit function;

The independent auditors qualifications, performance, and independence; and

The annual independent audit of the Corporation s financial statements.

The Committee has direct authority and responsibility to appoint (subject to shareholder ratification), compensate, retain, and oversee the independent auditors.

The Committee also prepares the report that SEC rules require be included in the Corporation s annual proxy statement. This report is on pages 24 to 25.

The Audit Committee has adopted specific policies and procedures for pre-approving fees paid to the independent auditors. Under the Audit Committee s approach, an annual program of work is approved each October for the following categories of services: Audit, Audit-Related, and Tax. Additional engagements may be brought forward from time to time for pre-approval by the Audit Committee. Pre-approvals apply to engagements within a category of service, and cannot be transferred between categories. If fees might otherwise exceed pre-approved amounts for any category of permissible services, the incremental amounts must be reviewed and pre-approved prior to commitment. The complete text of the Audit Committee s pre-approval policies and procedures is posted on the Corporate Governance section of ExxonMobil s website.

The Board has determined that all members of the Committee are financially literate within the meaning of the NYSE standards, and that Ms. Burns, Mr. Oberhelman, and Mr. Weldon are audit committee financial experts as defined in the SEC rules.

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### **Compensation Committee**

The Compensation Committee is comprised exclusively of non-employee, independent directors and oversees compensation for ExxonMobil s senior executives (including salary, bonus, and performance share awards) as well as succession planning for key executive positions. The Committee s charter is available on the Corporate Governance section of our website.

During 2017, the Committee took the following actions:

Reviewed and approved the corporate goals and objectives relevant to the compensation of the CEO;

Reviewed the Corporation s business results and progress on strategic plans during the year with ExxonMobil s CEO and other senior executives;

Carefully considered the results of the 2017 advisory vote on executive compensation;

Assessed each element of the Company s compensation program and practices, and confirmed that they do not create any material adverse risks for the Company. The key design features of the compensation program that discourage executives from taking inappropriate risk are described in detail in this proxy statement (see pages 36 and 40 to 43);

Discussed the Company s executive compensation program with its independent consultant;

Established the aggregate annual ceilings for the 2017 short-term and long-term incentive award programs taking into account input received from the CEO and other senior executives;

Approved the salary program for 2018;

Reviewed the performance and contributions of, and granted incentive awards and salary for the CEO. The CEO does not participate in or provide input on decisions regarding his own compensation;

Reviewed the individual performance and contributions of, and granted individual incentive awards and set salaries for other senior executives based on recommendations to the Committee by the CEO; and

Reviewed progress on executive development and succession planning for senior-level positions with input from the CEO.

The Committee does not delegate its responsibilities with respect to ExxonMobil s executive officers and other senior executives (currently 25 positions). For other employees, the Committee delegates authority to determine individual salaries and incentive awards to a committee currently consisting of the Chairman and the Senior Vice Presidents of the Corporation. That committee s actions are subject to a salary budget and aggregate annual ceilings on short-term and long-term incentive awards established by the Compensation Committee.

For more information on the compensation decisions made by the Committee for 2017, refer to the Compensation Discussion and Analysis (CD&A) beginning on page 27.

The Compensation Committee s report is available on page 26.

The Compensation Committee utilizes the expertise of an external independent consultant, Pearl Meyer. At the direction of the Committee, Pearl Meyer:

Attends Committee meetings;

Informs the Committee regarding general trends in executive compensation across industries;

Prepares the analysis of comparator company compensation used by the Committee; and

Participates in the Committee s deliberations regarding compensation for Named Executive Officers. In addition, at the direction of the Chair of the Board Affairs Committee, Pearl Meyer provides an annual survey of non-employee director compensation for use by that Committee.

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The Compensation Committee is solely and directly responsible for the appointment, compensation, and oversight of the consultant. The Committee considers factors that could affect Pearl Meyer s independence, including that the consultant provides no other services for ExxonMobil other than its engagement by the Committee and the Board Affairs Committee as described above. Based on this review, the Committee has determined the consultant s work for the Committee to be free from conflicts of interest.

### **Finance Committee**

The Finance Committee reviews ExxonMobil s financial policies and strategies, including our capital structure, dividends, and share purchase program. The Committee authorizes the issuance of corporate debt subject to limits set by the Board. The Committee s charter is available on the Corporate Governance section of our website.

### **Public Issues and Contributions Committee**

The Public Issues and Contributions Committee reviews the effectiveness of the Corporation s policies, programs, and practices with respect to safety, security, health, the environment, and social issues. The Committee hears reports from operating units on safety and environmental activities, and also visits operating sites to observe and comment on current operating practices. In addition, the Committee reviews the level of ExxonMobil s support for education and other public service programs, including the Company s contributions to the ExxonMobil Foundation. The Foundation works to improve the quality of education in the United States at all levels, with special emphasis on math and science. The Foundation also supports the Company s other cultural and public service giving. The Committee s charter is available on the Corporate Governance section of our website.

## **Executive Committee**

The Executive Committee has broad power to act on behalf of the Board. In practice, the Committee meets only when it is impractical to call a meeting of the full Board.

## Shareholder Engagement

We believe ongoing engagement with our shareholders is vitally important. ExxonMobil understands the importance of keeping shareholders informed about our business and to address areas of interest. In 2017, the Company held shareholder engagements on environmental, social, and governance matters with institutional investors, pension funds, and labor, religious, and nongovernmental organizations representing over 1.2 billion shares, or about 30 percent of total shares outstanding and nearly 50 percent of institutional shareholdings. The number of engagements with shareholders on environmental, social, and governance issues is up 75 percent since 2014.

The Company communicates with shareholders through a variety of means, including publications we issue throughout the year; our website (including the *Perspectives* blog); the annual shareholders meeting; webcasts, including our annual executive compensation and governance webcast during which any shareholder can submit comments or questions; and through direct interface. We welcome and value input from all shareholders, and such

input is taken seriously by the Company.

The Board Affairs Committee has approved and implemented procedures for shareholders and other interested persons to send written or electronic communications to individual directors, including the Presiding Director, Board committees, or the non-employee directors as a group.

**Written Communications:** Written correspondence should be addressed to the director or directors in care of the Secretary at the address given under Contact Information on page 4.

**Electronic Communications:** You may send e-mail to individual non-employee directors, Board committees, or the non-employee directors as a group by using the form provided for that purpose on our website at *exxonmobil.com/directors*.

Additional instructions and procedures for communicating with the directors are posted on the Corporate Governance section of our website at *exxonmobil.com/proceduresdircom*.

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## **Item 1** Election of Directors

The Board of Directors has nominated the director candidates named on the following pages. Personal information on each of our nominees, including public company directorships during the past five years, is provided. Also included are the particular experiences, qualifications, attributes, and skills of each director nominee that led the Board to conclude that such person should serve as a director of the Company. **All of our nominees currently serve as ExxonMobil directors.** 

All director nominees have stated they are willing to serve if elected. If a nominee becomes unavailable before the election, your proxy authorizes the people named as proxies to vote for a replacement nominee if the Board names one. Alternatively, the Board may reduce its size to equal the number of remaining nominees.

The Board recommends you vote FOR each of the following candidates:

### Susan K. Avery

## **Experience, qualifications, and attributes:**

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Global leadership at the Woods Hole Oceanographic Institution, a global research

President Emerita of the organization, as President and Director from 2008 to 2015

Woods Hole Oceanographic

Institution Academic leadership at the University of Colorado Boulder as interim dean of the

graduate school and vice chancellor for research, interim provost, and executive

vice chancellor for academic affairs from 2004 to 2008

Age 68

Director since 2017 Government/scientific research experience as member of the Scientific Advisory

Board of the United Nations Secretary-General and member of the National

Independent director Research Council Global Change Research Program Advisory Committee

Committees: Scientific and research advisory committee memberships at NASA, NOAA,

National Science Foundation, National Park System, Climate Change Science

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Board Affairs, Public Issues

and Contributions

Program, Center for Southern Hemisphere Ocean Research, Qingdao National

Laboratory for Marine Science and Technology, and Japan Agency for

Marine-Earth Science and Technology

Scientific and environmental affiliations: Consortium for Ocean Leadership (senior fellow), American Geophysical Union, American Meteorological Society (fellow), American Association for the Advancement of Science (fellow), and Institute of Electrical and Electronics Engineers

Current public company directorships: None

Previous public company directorships in last five years: None

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#### Angela F. Braly

## **Experience, qualifications, and attributes:**

**Principal occupation:** 

Business leadership at WellPoint as Chairman from 2010 to 2012; as President and Former Chairman of the Chief Executive Officer from 2007 to 2012; and as Executive Vice President,

General Counsel, and Chief Public Affairs Officer from 2005 to 2007. She also

Board, President, and Chief served as President and Chief Executive Officer of Blue Cross Blue Shield of

Missouri from 2003 to 2005. Executive Officer of

WellPoint (now Anthem), a

Business and public policy affiliations: Policy Circle (Co-Founder and Director),

health insurance company

Indiana Economic Development Corporation (Director), Business Council (former member), Business Roundtable (former member), Harvard Advisory Council on

Health Care Policy, and Blue Cross Blue Shield Association (former Director)

Age 56

Director since 2016 Current public company directorships: Brookfield Asset Management (May

2015 Present); Lowe s (November 2013 Present); Procter & Gamble (December

Independent director 2009 Present)

Committees: Previous public company directorships in last five years: None

Compensation, Public Issues

and Contributions Other board experience: former Director of WellPoint (prior to 2013)

## Ursula M. Burns

### **Experience, qualifications, and attributes:**

#### **Principal occupation:**

Former Chairman of the

Board, Xerox Corporation

Global business leadership at Xerox as Chairman from 2010 to 2017; as Chief Executive Officer from 2009 to 2016; and as President from 2007 to 2016. She also served as Senior Vice President, Corporate Strategic Services; and Senior Vice President and President, Document Systems and Solutions Group, and Business Group Operations, at Xerox.

Age 59

Director since 2012

Independent director

**Committees:** 

Audit, Finance

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Government/public policy experience as Chair of the President s Export Council

Scientific, educational, and nonprofit affiliations: Change the Equation, an organization created to improve STEM education (founding Director), FIRST (For Inspiration and Recognition of Science and Technology), Ford Foundation, National Academy Foundation, Mayo Clinic, MIT, National Academy of Engineering, and American Academy of Arts and Sciences

Current public company directorships: American Express (January 2004 Present); Nestlé (April 2017 Present); VEON (July 2017 Present)

**Previous public company directorships in last five years:** Xerox (April 2007 May 2017)

Other board experience: former Director of Boston Scientific (prior to 2013)

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#### Kenneth C. Frazier

## **Experience, qualifications, and attributes:**

**Principal occupation:** 

Chairman of the Board,

President, and Chief

Executive Officer,

Merck & Co.

**Global business leadership** at Merck as Chairman and Chief Executive Officer from 2011 to present; as President from 2010 to present; and as Executive Vice President and President, Global Human Health, from 2007 to 2010. He also served as Executive Vice President and General Counsel and as Senior Vice President and General Counsel.

**Legal, business, and research affiliations:** American Law Institute, Business Council, and Pharmaceutical Research and Manufacturers of America

Age 63

Director since 2009

**Current public company directorships:** Merck (January 2011 Present)

Independent director

Previous public company directorships in last five years: None

#### **Committees:**

Board Affairs, Compensation, Executive

#### Steven A. Kandarian

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#### **Experience, qualifications, and attributes:**

**Principal occupation:** 

President, and Chief

Global business leadership at MetLife as Chairman since 2012; as President and Chairman of the Board,

Chief Executive Office since 2011; and as Executive Vice President and Chief

Investment Officer from 2005 to 2011. He also served as Executive Director of the

Pension Benefit Guaranty Corporation from 2001 to 2004.

Executive Officer, MetLife

Business, research, and cultural affiliations: Business Roundtable, Business

Council, Institute of International Finance (Chair, Insurance Regulatory

Committee), Partnership for New York City, Damon Runyon Cancer Research

Foundation, and Lincoln Center for the Performing Arts

Director since 2018

Independent director

**Current public company directorships:** MetLife (May 2011 Present)

**Committees:** 

Age 66

Previous public company directorships in last five years: None

Compensation, Public Issues

and Contributions

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#### Douglas R. Oberhelman

## **Experience, qualifications, and attributes:**

**Principal occupation:** 

Global business leadership at Caterpillar as Chairman from 2010 to 2017; as Chief Former Chairman of the Executive Officer from 2010 to 2016; as Group President of Caterpillar from 2002

to 2010; and as Vice President, Engine Products Division from 1998 to 2002. He

Board and Chief Executive also served as Vice President and Chief Financial Officer from 1995 to 1998.

Officer, Caterpillar Inc.

Business, conservation, and charitable affiliations: Business Roundtable (former

Chairman), National Association of Manufacturers (former Chairman), Business Council (graduate member), Wetlands America Trust (Vice President), Easter Seals

Foundation of Central Illinois (Chairman), Gilmore Foundation (Vice President and

Director), Intersect Illinois, and Max McGraw Wildlife Foundation

Independent director

Director since 2015

**Current public company directorships:** Bombardier (November 2017 Present)

**Committees:** 

Age 65

Audit, Finance Previous public company directorships in last five years: Eli Lilly and Company

(December 2008 February 2015); Caterpillar (July 2010 March 2017)

**Other board experience:** former Director of Ameren Corporation (prior to 2013)

#### Samuel J. Palmisano

#### Experience, qualifications, and attributes:

## **Principal occupation:**

Former Chairman of the

Board, IBM

**Global business leadership** at IBM as Chairman, President, and Chief Executive Officer from 2003 to 2012. He also served as President, Senior Vice President, and Group Executive for IBM s Enterprise Systems Group, IBM Global Services, and IBM s Personal Systems Group.

Age 66

Director since 2006

Independent director

**Business, public policy, and research affiliations:** Center for Global Enterprise (Chairman), Business Roundtable, Executive Committee of the Council on Competitiveness, and Commission on Enhancing National Cybersecurity (former Vice Chair)

Current public company directorships: American Express (March 2013 Present)

**Committees:** 

Board Affairs, Compensation,

Executive

Previous public company directorships in last five years: None

**Other board experience:** former Director of Gannett Co. and IBM (both prior to 2013)

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#### **Steven S Reinemund**

## **Experience, qualifications, and attributes:**

**Principal occupation:** 

Executive in Residence, Clobal business leadership at PepsiCo as Executive Chairman of the Board from 2006 to 2007; as Chairman and Chief Executive Officer from 2001 to 2006; and as

President and Chief Operating Officer from 1999 to 2001. He also served as

Wake Forest University President and CEO of Frito-Lay and Pizza Hut.

Age 70 Academic leadership at Wake Forest University as Dean of Business from 2008 to

2014; and as Professor of Leadership and Strategy

Director since 2007

Presiding director since 2016

Business, research, and educational affiliations: U.S. Naval Academy
Independent director Foundation, Cooper Institute, Newman's Own Foundation, Wake Forest University,

and Center for Creative Leadership

**Committees:** 

Current public company directorships: Marriott (April 2007 Present); Walmart

Board Affairs, Public Issues (June 2010 Present)

and Contributions, Executive

Previous public company directorships in last five years: American Express

(April 2007 May 2015)

Other board experience: former Director of Johnson & Johnson and PepsiCo

(both prior to 2013)

#### William C. Weldon

## **Experience, qualifications, and attributes:**

**Principal occupation:** 

Global business leadership at Johnson & Johnson as Chairman and Chief Former Chairman of the Executive Officer from 2002 to 2012; as Vice Chairman from 2001 to 2002; and as

Worldwide Chairman, Pharmaceuticals Group from 1998 to 2001

Board, Johnson & Johnson

Business, research, and educational affiliations: Quinnipiac University Board of

Trustees (Chairman), Business Council (former Vice Chairman), Business

Roundtable, CEO Roundtable on Cancer (past Chairman), Healthcare Leadership

Council, Pharmaceutical Research and Manufacturers of America (past Chairman)

Independent director

Director since 2013

**Current public company directorships:** CVS Caremark (March 2013 Present);

JPMorgan Chase (March 2005 Present)

**Committees:** 

Age 69

Audit, Finance

Previous public company directorships in last five years: Chubb (May

2013 January 2016)

Other board experience: former Director of Johnson & Johnson (prior to 2013)

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#### Darren W. Woods

## **Experience, qualifications, and attributes:**

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Chairman of the Board and

Chief Executive Officer,

**Exxon Mobil Corporation** 

Age 53

Director since 2016

**Global business leadership** at Exxon Mobil Corporation as Chairman and Chief Executive Officer since 2017; as President in 2016; and as Senior Vice President from 2014 to 2016. He also served as Vice President, and President, ExxonMobil Refining & Supply Company from 2012 to 2014.

Global business operations experience with positions of increasing responsibility in domestic and international business operations at ExxonMobil Refining & Supply Company, ExxonMobil Chemical Company, and Exxon Company International

Business affiliations: Business Roundtable, American Petroleum Institute (Chair)

#### **Committees:**

Finance, Executive Current public company directorships: None

**Previous public company directorships in last five years:** Imperial Oil Ltd. (April 2013 July 2014)

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#### **Director Compensation**

Director compensation elements are designed to:

Ensure alignment with long-term shareholder interests;

Ensure the Company can attract and retain outstanding director candidates who meet the selection criteria outlined in the Guidelines for Selection of Non-Employee Directors, which can be found on the Corporate Governance section of our website;

Recognize the substantial time commitments necessary to oversee the affairs of the Corporation; and

Support the independence of thought and action expected of directors.

Non-employee director compensation levels are reviewed by the Board Affairs Committee each year, and resulting recommendations are presented to the full Board for approval. The Committee uses an independent consultant, Pearl Meyer, to provide information on current developments and practices in director compensation. Pearl Meyer is the same consultant retained by the Compensation Committee to advise on executive compensation, but performs no other work for ExxonMobil.

ExxonMobil employees receive no additional pay for serving as directors.

Non-employee directors receive compensation consisting of cash and equity in the form of restricted stock. Non-employee directors are also reimbursed for reasonable expenses incurred to attend Board meetings or other functions relating to their responsibilities as a director of Exxon Mobil Corporation.

The annual cash retainer for non-employee directors in 2017 was \$110,000 per year. Chairs of the Audit and Compensation Committees and the Presiding Director receive an additional \$10,000 per year.

A significant portion of director compensation is granted in the form of restricted stock to align director interests with the interests of our long-term shareholders. The annual restricted stock award grant for incumbent non-employee directors is 2,500 shares. A new non-employee director receives a one-time grant of 8,000 shares of restricted stock upon first being elected to the Board.

While on the Board, the non-employee director receives the same cash dividends on restricted shares as a holder of regular common stock, but the shares remain unvested and thus cannot be sold. The restricted shares are subject to forfeiture if the non-employee director leaves the Board early, i.e., before the retirement age of 72, as specified for non-employee directors.

Current and former non-employee directors of Exxon Mobil Corporation are eligible to participate in the ExxonMobil Foundation s Educational and Cultural Matching Gift Programs under the same terms as the Corporation s U.S. employees.

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Mr. Kandarian was first elected to the Board effective February 1, 2018, and therefore is not included in the tables below in this section.

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Name

# **Director Compensation for 2017**

Change in Pension Value

and

Nonqualified

	Deferred		
		Other	
<b>Non-Equity</b>	Compensation	Compensation	
<b>Incentive Plan</b>			
Compensation	<b>Earnings</b>	( <b>\$</b> )( <b>b</b> )	
(\$)	(\$)	T	otal
	Incentive Plan Compensation	Non-Equity Compensation Incentive Plan Compensation Earnings	Non-Equity Compensation Compensation Incentive Plan Compensation Earnings (\$)(b)