Overview of ExxonMobil Emergency Response Processes

March 11, 2015

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 “investors” page of our website at www.exxonmobil.com). This material is not to be reproduced without the permission of Exxon Mobil Corporation.

Agenda

- Philosophy and Objectives
- Emergency Response
- Emergency Support Group – ESG
- Regional Response Teams - RRT
- STRIKE Teams
- Training and Exercises
- University of Spill Management - UOSM
- Questions?
Philosophy and Objectives

Philosophy

To minimize impact of an emergency on People, Environment, and the company, ExxonMobil will always be prepared to act as follows:

- If responsible, react rapidly and effectively
- If responsibility is unclear, be prepared to act and offer assistance to authorities (consider being proactive)
- If not responsible, offer technical or advisory assistance with appropriate legal safeguards
- Respond rapidly to life threatening situations

Objectives

- Safeguard \ldots \ldots People
- Protect the \ldots \ldots Environment
- Protect company \ldots \ldots Assets
- Protect company \ldots \ldots Reputation

Emergency Response

- Process for managing the response to an incident
  - Initial emphasis on immediate reaction to the event
    - Local tactical capability
      - ‘Putting out the fire’
  - Supported by strategic process management
    - Provide guidance and support to responders
    - Provide structure and resources
    - Assess implications
    - Define objectives, issues to be managed and follow up actions
    - Manage the outside world (reputation)
      - Government, regulators
      - Media
    - Manage the inside world
      - Upward interfaces/communication
      - Other affected/interested employees
  - Move from reactive to project mode
EM Emergency Response Model

Corporate Activation
(when needed)

Emergency Support Group (ESG)
Headquarters and
In-Country Activation
(when needed)

Response By “Site” Personnel
Supplemented as Necessary By
Area or Regional Support

Emitted Occurs

Strategic
(Issues Mgmt)

Tactical
(Incident Mgmt)

Tier 3:
Full RRT

Tier 2:
Strike Teams
Co-op/Mutual Aid

Tier 1:
Local/Country

Emitted Support Group

Function/HQ
Management

Infor/Consult

ESG Leader

Emergency Response
Process Facilitator

Lead Country Manager

Impact Business
Advisers

Deputy ESG Leader

Information Management

Business
Advisors

Site Liaison

Technical
Support

• BCP Coordinator
• Aviation
• Drilling
• Research
• Information Technology
• Procurement
• Other as needed

PAGA
• Media
• Gov’t Affairs
• Community Relations

Human
Resources

Security

Law

Finance

SHE
• Safety
• Env
• Medical
• Oil Spill Response
• Industrial Hygiene
Guiding ESG Principals

• Response is led by most impacted business
• Role includes supporting the field response
• Manage response as close to the incident as practicable
• Limit the number of active ESG’s to two
  • Management alignment achieved through active ‘inform/consult’ by leader
  • Response structure should mirror business structure
• Other Impacted Businesses should be represented
• Lead Country Manager involved
  • Reputation, media interest

ESG General Roles / Responsibilities

• Support the field response
  • Mobilize resources: People & Equipment
• Formulate strategies to manage the key issues
• Establish communications
  • With the field
  • With impacted businesses
  • With senior management
  • Assure that communications are timely, accurate and that a clear single message is delivered, internally and externally
• Monitor external world perceptions
• Assess the worst case scenario
• Assess incident’s potential global impact
• Assist with/coordinate business continuity activities (BCP)
Profile of Tactical Response Teams Activities

- **Emergency “Ramp-up”**
  - NARRT (Tier 3)
  - STRIKE (Tier 2)
  - SITE (Tier 1)

- **Remediation / Restoration Activities**

Project Phase “Business as Normal”

Effort / Resources

- **6 hrs**
- **24 hrs**
- **Days / Weeks**
- **Months**

Regional Response Teams Global Coverage

- **AMERICAS**
- **EUROPE, AFRICA, ASIA/PACIFIC**
- **MIDDLE EAST**
NA Regional Response Team Structure

**Impacted Business Unit Manager**
- Team Leader
- Deputy Team Leader

- **Operations Manager**
  - Onshore Response
  - Offshore Response

- **Law**
  - Safety & Health
  - Toxicology
  - Medical & Industrial Hygiene
  - Environmental

- **Planning & Technical**
  - Planning
  - Documentation
  - Status Reporting
  - Technical Specialists

- **Logistics**
  - Security
  - Logistics
  - Procurement
  - Communications

- **Finance**
  - Procurement
  - Accounting
  - Financial Control

- **Public & Gov't Affairs**
  - Public Relations
  - Government Relations
  - Financial & Insurance

**What is the RRT?**

- Three teams provide full global coverage
- Field team designed to manage physical response;
  - Supplement and report into local organization / integrate with local responders
  - Provide process management and technical expertise
  - Utilize Incident Command System (ICS) approach
  - Deployments range from small number of experts to full activation
  - Exercised annually
- Activation
  - Call the one number for the appropriate region – listed in-country Emergency Response Plans (ERPs)
  - RRT Lead will call back to review and agree strategy and support
  - No action will be taken until this dialogue is complete
- Why do we have it?
  - Ensures that we are able to mount an effective, potentially prolonged response to a major incident whenever and wherever it occurs
Strike Team Concept

- Established small tactical teams at key North America ExxonMobil facilities with ability to rapidly respond to incident within a nominal radius
- Primary mission is to ensure quick, competent and caring response to any incident (oil spill, hazmat incident, natural disaster) at the request of the Business unit
- Provide eyes and ears for the NARRT
- Oversee response contractors in the field for larger Tier 2 and 3 level incidents
- Establish Rapid Assessment Team (RAT) to assess incidents
- Purchase trailers and equipment for each team
  - Command Post
  - Communications
  - Response equipment for small spills in remote locations
- Establish training program and center for teams

Strike Teams - Areas of Coverage

Noteworthy Responses
- Nashville Floods
- Silverthip Pipeline
- North Line Pipeline
- Mayflower Pipeline
- Joliet Coker release
- IOR Boundary Lake
- Black Canyon Wildfire

ExxonMobil
Strike Team Trailers

- 24 Incident Response trailers
  - 14 – 28’ response equipment
  - 4 - 32’ response equipment
  - 4 – 32’ communications
  - 2 – 40’ Mobile Command Post

Mobile Command Post Trailer
Training and Exercises

- Training & exercises are critical to ensuring adequate preparedness
- Wide range of options available
  - Classroom-based (strategic or tactical management), field-based (operations), or both
  - Callout/notification drills
  - Tabletop exercises with or without injects
  - With outside parties or EM only
- Examples of relevant EM training and drills
  - Emergency Support Group training (Strategic) – Approx 50 classes/yr with 750 people trained (EM only)
  - RRT training/exercises (Tactical) – mix of EM and industry
  - Strike Team training (Tactical) – primarily EM
  - ICS training (Levels 100, 200 and 300)
  - Media training

University of Spill Management

- Course Content
  - Emergency response philosophy, objectives and techniques
  - Incident Command System, Planning P, use of IAP Software
  - Hands-on equipment deployment
  - The course reviews:
    - OSR concepts
    - Decision processes
    - Corporate policies and preferences
    - Fate, behavior, tracking and surveillance
    - Response options
    - Mechanical, in-situ burning, dispersants, monitor & surveillance
    - Response components
    - Practical realities
    - Common misconceptions
University of Spill Management

Facts
- Paradis, LA training facility fully operational in 2009 (First class 4/2009)
- 1200+ students from 35+ countries trained to date
- Training conducted in the following countries
  - USA
  - Canada
  - UK
  - Vietnam
  - Australia
  - Indonesia
  - Malaysia
  - Russia
  - Singapore
- Additional training includes
  - Shoreline Cleanup Assessment Technique (SCAT)
  - Wildlife rehabilitation workshops
  - Dispersant use and application

University of Spill Management

Daily Agenda

Tuesday
- Class kickoff
- Facility Safety Briefing
- Goals and Objectives
- Plain Facts
  - 100/200 Review
  - ICS Planning P
  - Boating Safety
  - GPS Training/Exercise
  - IAP Software
  - Fate & Behavior/Modeling
- Daily Review

Wednesday
- Safety Briefing
- Public affairs
- EM Risk Management
- Environmental Sensitivities
- Vendor Equipment presentation
- Pumps / Skimmers Hands-on
- Equipment Strategies
  - Mechanical Cleanup / Protection
  - Oil Spill Response Guidebook
  - In-Situ Burning
  - Dispersants
  - Waste Management
- Develop ICS 204 Work Plans
- Team Drill Discussion
- Daily Review

Thursday
- Safety Briefing
- Discuss Day 2 activities
- Finalize 204 Work Plans
- Incident Commander briefs team
- Equipment Deployment Exercise
- Class critique
Questions?

Thank you