

FINANCIAL HIGHLIGHTS

(billions of dollars, unless noted)

	2006	2005	2004	2003	2002
Sales and other operating revenue ⁽¹⁾	365,467	358,955	291,252	237,054	200,949
Net income	29,500	36,130	25,330	21,510	11,460
Cash flow from operations and asset sales ⁽²⁾	52,366	54,174	43,305	30,788	24,061
Capital and exploration expenditures ⁽³⁾	19,855	17,699	14,885	15,525	13,955
Cash dividends to ExxonMobil shareholders	7,628	7,185	6,890	6,515	6,217
Common stock purchases (gross)	29,558	18,221	9,951	5,881	4,798
Research and development costs	733	712	649	618	631
Cash and cash equivalents at year end ⁽⁴⁾	28,244	26,671	18,631	10,626	7,229
Total assets at year end	219,815	208,335	195,256	174,278	152,644
Total debt at year end	8,347	7,091	8,290	9,545	10,748
Shareholders' equity at year end	113,844	111,186	101,756	89,915	74,597
Average capital employed ⁽⁵⁾	122,373	116,961	107,339	96,373	88,342
Share price at year end (dollars)	79.83	68.17	61.26	41.00	34.94
Market valuation at year end	438,990	344,491	328,128	289,394	234,101
Regular employees at year end (thousands)	82.1	83.7	85.9	88.3	92.5

KEY FINANCIAL RATIOS

	2006	2005	2004	2003	2002
Net income per common share (dollars)	6.68	5.76	3.91	3.24	1.69
Net income per common share — assuming dilution (dollars)	6.62	5.71	3.89	3.23	1.68
Return on average capital employed ⁽⁶⁾ (percent)	32.2	31.3	23.8	20.9	13.5
Net income to average shareholders' equity (percent)	25.1	33.9	26.4	26.2	15.5
Debt to capital ⁽⁷⁾ (percent)	6.6	6.5	7.3	9.3	12.2
Net debt to capital ⁽⁸⁾ (percent)	(20.4)	(22.0)	(10.7)	(1.2)	4.4
Current assets to current liabilities	1.58	1.58	1.40	1.20	1.15
Fixed charge coverage (times)	46.3	50.2	36.1	30.8	13.8

(1) Sales and other operating revenue includes value-based taxes of \$30,381 million for 2006, \$20,742 million for 2005, \$27,262 million for 2004, \$23,855 million for 2003, and \$22,063 million for 2002.

(2) Sales and other operating revenue includes \$16,810 million for 2006, \$19,289 million for 2005, \$20,839 million for 2004, and \$18,190 million for 2003 for purchases/sales contracts with the same counterparty. Associated costs were included in Crude oil and product purchases. Effective January 1, 2006, these purchases/sales were recorded on a net basis with no resulting impact on net income.

(3) See frequently used terms on pages 44 and 45.

(4) Excluding restricted cash of \$4,804 million in 2006, 2005, and 2004.

(5) Debt includes short- and long-term debt. Capital includes short- and long-term debt, shareholders' equity, and minority interests.

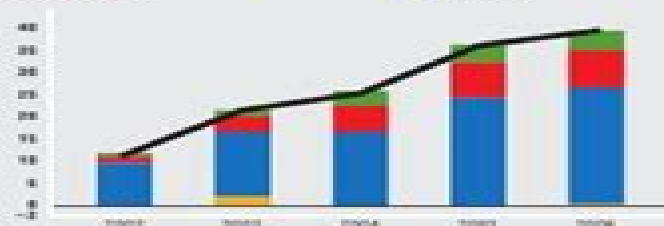
(6) Debt not of cash, excluding restricted cash. The ratio of net debt to capital including restricted cash is (28.3) percent for 2006.

RECORD EARNINGS IN 2006

Functional Earnings and Net Income

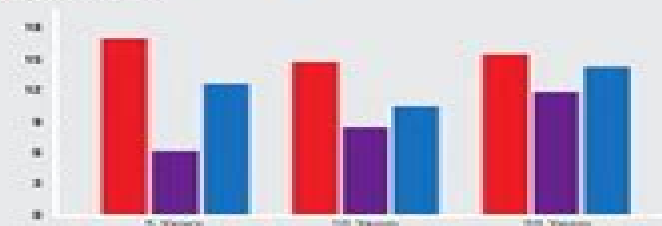
Upstream Downstream Chemical Corporate and Financing Net Income

(billions of dollars)

TOTAL SHAREHOLDER RETURNS⁽¹⁾

ExxonMobil S&P 500 Integrated Oil Competitor Data⁽²⁾

(percent per year)



(1) Total return to shareholders is the change in the stock price over a given period plus the value of the dividends, with dividend reinvestment, divided by the stock price at the beginning of the measurement period.

(2) Royal Dutch/Shell, BP, and Chevron values are calculated on a consistent basis with ExxonMobil, based on public information.

Exxon Mobil 20annual Report

E. Bruce Harrison, Judith Mühlberg



Exxon Mobil 20annual Report:

Dynamics of Corporate America & Innovation Matthias I. Chijioke, 2016-11-04 The Dynamics of Corporate America and Innovation provides a concise and comprehensive review of business types and ownerships emphasizes strategies to sustain business operations describes the place of technology in business evaluates innovation management in corporate America and describes the significance of the global supply chain This text compliments many years of academic research work This book serves as a resource for business professionals college students managers organizational leaders professors and educators alike Recent changes in corporate America the revolving door syndrome and the urge of technocrats are redefining business and management Chapter 1 introduces the dynamics of corporate America and addresses the nature of the business structure Chapter 2 presents elements of business ownership in corporate America Chapter 3 introduces the nature of innovation Chapter 4 introduces global supply chain Chapter 5 introduces elements of information technology and Information Systems Chapter 6 presents business and strategic management in corporate America while Chapter 7 presents the summary or conclusion The glossary section helps to explain some of the business jargon used in the chapters of the book The aim was to make it a straightforward and easy read **Reputation Risk and Globalisation** Terry

O'Callaghan, 2016-10-28 Recently multinational corporations have begun to reinvent themselves as socially responsible actors largely in response to anti corporate activist pressure The author argues that a concern with corporate reputation is leading to an ideational shift in corporate behaviour in essence it is disciplining their behaviour This innovative exploration of the idea of a self regulating corporation in an era of globalisation first examines the link between corporate reputation corporate behaviour and self regulation and then goes on to compare and contrast various studies of multinational corporations that have sought to self regulate Terry O Callaghan includes a multifaceted critique of anti corporate activists This acknowledges both the dangers that multinational corporations pose to communities and that anti corporate activists are the first group to understand the potential risk of targeted campaigns to corporate reputations He also illustrates his points using three case studies of companies that have attempted to self regulate Royal Dutch Shell the Toyota Motor Corporation and Interface Inc Undergraduate and postgraduate students of international business management and business ethics will be interested in the essential topics covered in this book Academics and practitioners alike will appreciate its accessible lessons about reputational capital and holding multinational corporations accountable Annual Report American Institute of

Physics, 2007 **Marketing responsable** Ramiro Restrepo González, 2018-10-01 Este libro ofrece al lector una visión del marketing desde la perspectiva del desarrollo sostenible En ese sentido propone una doble mirada En primer lugar una mirada crítica frente a las prácticas del marketing tradicional que no solo han ido a contracorriente de los más elementales principios de la sostenibilidad sino que han modelado una sociedad de consumo plagada de excesos distorsiones vicios desperdicios y contaminación una sociedad enferma por decir lo menos En segundo lugar una mirada propositiva a partir de

de infinidad de iniciativas y casos que están configurando unas renovadas filosofía y práctica del marketing en el contexto global esta vez basadas en los principios del desarrollo sostenible De esta manera este libro es una invitación a cambiar nuestra visión del desarrollo expresada en ese motor de las sociedades conformado por la producción la distribución y el intercambio de bienes y servicios

Wind Power Politics and Policy Scott Victor Valentine, 2014-10-30 The wind power development policy community faces a conundrum On the one hand as the most commercially viable form of utility scale renewable energy the wind power industry has experienced in excess of ten fold growth in total installed capacity over the past decade On the other hand installed wind power capacity still accounts for less than 2% of global electricity generation capacity despite the prevalence of studies indicating that in certain situations wind power can be a cheaper form of electricity than most fossil fuel alternatives Accordingly the most puzzling aspect of wind power development policy can be summed up in the following manner given the global imperative to facilitate an expedient transition away from CO2 intensive energy technologies and the commercial viability of wind power what is stopping the wind power industry from capturing higher market shares around the world In *Wind Power Politics and Policy* Scott Valentine examines this question from two angles First it presents an analysis of social technical economic and political STEP barriers which research shows tends to stymie wind power development Case studies which examine phlegmatic wind power development in Japan Taiwan Australia and Canada are presented in order to demonstrate to the reader how these barriers manifest themselves in practice Second the book presents an analysis of STEP catalysts which have been linked to successful growth of wind power capacity in select nations Four more case studies that examine the successful development of wind power in Denmark Germany the USA and China are put forth as practical examples of how supportive factors conflate to produce conditions that are conducive to growth of wind power markets By examining its impediments and catalysts the book will provide policymakers with insight into the types of factors that must be effectively managed in order to maximize wind power development

The Nature of the Firm in the Oil Industry Basak Beyazay, 2015-10-16 Firm to firm relationships along with the overall structure of industry have changed markedly over the past decades Replacing the model of vertical integration with one of global business firms have started to outsource more by using a wider global network At the same time they have begun to increase their control and coordination along the value chain to remain competitive blurring the boundaries between companies Understanding the nature of the firm and its role in coordinating the supply chain will help firms to better define global competitive strategies The challenges that lie ahead for global business render obsolete the traditional model of procuring each service without long term supply chain management Current trends suggest that in the future there will be even deeper supply chain integration in most industries *The Nature of the Firm in the Oil Industry* aims to facilitate the understanding of the firm via the analysis of the specific relationship between international oil companies which are among the world's biggest firms and which act as core system integrators and the oil services companies which help to find extract produce and

distribute oil along the petroleum industry supply chain This relationship serves as an example of deep integration by core system integrators and provides insights into the change in the nature of the firm in the era of modern globalization Aimed at researchers and academics The Nature of the Firm in the Oil Industry offers a thorough examination of this relationship in an effort to shed light on the nature of the firm both in the oil industry and in global business today It is a humble attempt to better understand the firm in a crucial industry Leadership Communication E. Bruce Harrison, Judith

Mühlberg, 2014-09-05 My graduate students like this book's real world focus on public relations as a strategic role in the C suite Ron Culp professional director Public Relations former Senior Vice President Chief Communication Officer Sears Leadership in Communication is a cogent bright easily readable definition of what corporate communicators do More than that it's an uncommonly careful look at how strategic communication defines drives and creates value for a commercial enterprise its employees its owners and those whom they serve James S O'Rourke IV PhD Professor of Management Mendoza College of Business University of Notre Dame The quality of leadership in any organization business social military and government is enhanced or limited by the quality of its leadership communication The authors assert that leadership is given force by strategic communication that produces results required in competitive conditions For the professional in enterprise communication this brings into focus two questions What is the relevance of communication in the leadership process of reaching best achievable outcomes BAOs And how does the primary communication professional attain expertise and success in a leadership position This book provides insights and guidance on functioning at the highest levels of the corporate communications profession **Allokation und Nutzung von erschöpfbaren Ressourcen** Christoph

Neumann, 2015-07-06 In der ökonomie erschöpfbarer Ressourcen liefert die Theorie nach Hotelling 1931 auch heute noch das Grundverständnis wie sich ein Markt mit einer erschöpfbaren Ressource entwickelt Jedoch existiert hinsichtlich der empirischen Fragestellung nach der Validierung der ressourcen ökonomischen Standardtheorie kein Konsens Hindernisse bei der bisherigen methodischen Vorgehensweise tragen hierzu substantiell bei Ausgehend von dieser Problematik hat sich die vorliegende Arbeit das Ziel gesetzt mithilfe der experimentellen Wirtschaftsforschung eine Ergänzung zu den zahlreichen traditionell empirischen Untersuchungen sowie theoretischen Überlegungen zu liefern Das Design der durchgeführten Experimente basiert dabei auf einer Continuous Double Auction in der Käufer und Verkäufer auf einem Markt eine erschöpfbare Ressource handeln Es werden in den experimentellen Untersuchungen neben dem Basis Treatment drei weitere Treatments wie bspw die Einführung einer Backstop Technologie vorgestellt und ausgewertet Die Preis- und auch die Abbaupfade befinden sich weitestgehend im Einklang mit den theoretischen Voraussagen wobei der Markt eine effiziente Allokation der Ressourcen gewährleistet Neben den experimentellen Ergebnissen wird auch die tatsächliche Nutzung fossiler und damit erschöpfbarer Ressourcen analysiert Die Kombination aus einer komfortablen Ressourcenausstattung von fossilen Energierohstoffen in Verbindung mit einem kritischen Treibhausgasemissionsproblem führt dazu dass in ressourcen

ökonomischen Modellen eine Restriktion einer Emissionsobergrenze Berücksichtigung finden muss Weitere Themen wie beispielsweise die langfristige Preisentwicklung realer Ressourcenmärkte und verschiedene grüne Paradoxa werden diskutiert

The Business of Cannabis D. J. Summers, 2018-03-07 What happens when corporate culture takes over counterculture This book explores the contradictions present within the cannabis industry from a business and policy perspective Despite the unique culture surrounding cannabis this new industry follows the same economic principles as does any other agricultural product that is it would if the federal government allowed it to Four distinct challenges prevent the cannabis industry from becoming fully legal and federally regulated in the United States equivalent to the alcohol pharmaceutical or tobacco industries federal regulations counter to state laws an unfriendly financial system a U S attorney general bent on keeping the drug war running and Prohibition's 70 year old legacy of distrust between legalization advocates and opponents Policy however is changing Already the world's most heavily consumed illicit drug is in the midst of an international transformation Globally a new international trade market has emerged from efforts to legalize it for medical or recreational use and in the United States the nascent cannabis industry has acquired lobbyists well financed industry kingpins an extensive ancillary industry and taxation The Business of Cannabis explores these issues in depth and contextualizes U S drug policy at a time when lawmakers across the nation are deciding which way to lean on the issue **West Virginia Law Review**, 2014

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