

The ExxonMobil logo, featuring the word "Exxon" in red with a stylized 'X' and "Mobil" in red.

Fuels Marketing System

*Framework for Success...
Foundation for the Future*

A large, abstract graphic on the right side of the page. It consists of a grey curved shape that starts at the bottom left and curves upwards and to the right. Below this grey shape is a red curved shape that also starts at the bottom left and curves upwards and to the right, mirroring the grey shape's path.

Core Values Statement

ExxonMobil's tradition of excellence is aimed at building and maintaining lasting relationships with our customers. In continuing this tradition, our dedication to the customer is reflected in these simple commitments:

- To deliver quality products our customers can trust
- To employ friendly, helpful people
- To provide speedy, reliable service
- To provide clean and attractive retail facilities
- To be a responsible, environmentally conscious neighbor

Living up to these commitments is the heart of our spirit and purpose. It is the key to delighting our customers and the key to success and prosperity for all dealers, distributors, ExxonMobil and everyone connected with the ExxonMobil system.

The ExxonMobil Fuels Marketing System

The history of petroleum and convenience retailing has been a story of constant change and adaptation. As such, ExxonMobil dealers and distributors are also confronted with change — a world where the changing demands and expectations of the customer must be consistently met; a world which requires that ExxonMobil and its dealers and distributors work together to expand the horizons of the ExxonMobil offerings.

The Two Big Challenges

Before getting into what the ExxonMobil Fuels Marketing System is, let's briefly visit the two challenges it is designed to meet. Both involve customers.

CHANGING CUSTOMER EXPECTATIONS

Today's gasoline customer is looking for a combination of quality products, fast service, convenience and value. Customers also like to know that their patronage is appreciated. We all know this from our own experience as customers.

Our research and surveys have confirmed that we have a unique opportunity to differentiate ExxonMobil and our dealers and distributors from the competition by addressing our customers' desires.

These customer desires are elements of their "buying experience." The ExxonMobil Fuels Marketing System has been developed as a response to these changing market and business conditions and is designed to establish a foundation to meet the needs of our customers and to help us succeed in our business.

As you read through this brief booklet, we think you'll discover that The ExxonMobil Fuels Marketing System really is — The Framework for Success and The Foundation for the Future.

The closer we can come to delivering what our customers expect, the more our existing customers will keep coming back and the more new customers we'll be able to attract. More customers = more business.

But there's another important dimension of the customer equation we must also take into account: consistency. In this brand-conscious world, customers expect consistency in the branded products and services they have come to trust. The high quality buying experience an Exxon or Mobil customer has anywhere in the country should be the same. The ExxonMobil Fuels Marketing System is designed to create the "best buying experience" in our industry; a vehicle for meeting our customers' needs — consistently — everywhere we market.





INTENSE COMPETITION FOR CUSTOMERS

Naturally, customers are going to stop to refuel where they can get their expectations filled as well as their gas tanks. They have choices, they know it and our own research confirms it. In attempting to meet changing customer expectations, companies in our industry — the gasoline and convenience retailing business — continue to evolve new packages of features and benefits in customers. Over the years we've seen many changes — self service, customer-activated terminals and the introduction of convenience stores. Even non-traditional retailers like Costco, HEB, and Wal-Mart have entered the fuels retailing business. It's a changing, competitive world out there and we know it.

The ExxonMobil Fuels Marketing System is a process for helping ExxonMobil and our dealers and distributors succeed in this competitive world. It is a dynamic system for unleashing the power of our retailing chain — today and in the future. It will take us to being our customer's *first* choice for fuels plus other related offerings that complement our fuels offering, such as convenience products, auto service and value-added Co-Brand offerings.



Mandates for Success

Input from dealers and distributors and outside experts helped us understand that we should be concerned with three broad mandates:

1. Get to know our customer – and how to meet their needs and expectations - better.
2. Learn from the best.
3. Support our dealer/distributor network better.

GETTING TO KNOW OUR CUSTOMERS BETTER

ExxonMobil continues to conduct extensive research to better understand our customers and their expectations. As a result of this research we have learned a lot about who shops at Exxon and Mobil stations, what they buy, how often and why. We also learned what they need and expect from us, such as quality products, a friendly, speedy and pleasant buying experience, and clean and attractive facilities. Altogether, this wealth of information and insight has helped us create a marketing plan built around the real needs of our customers.

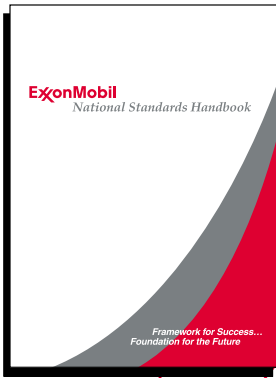
To help keep what we learned from this research at “center stage,” we have encapsulated this knowledge into one brief, easy to understand statement of the customer-oriented principles that guide our business. These Core Values are designed to remind us all of our connections and commitments to our customers (see side bar).

LEARNING FROM THE BEST

It's sometimes easy to forget that our retail gasoline business is not just a part of the retail gasoline industry. It's also a part of the franchise industry. While ExxonMobil dealerships are not the same kind of franchise as, say, McDonald's, Blimpie or Blockbuster Video, they are similar enough in character and customer focus that we looked carefully at what these franchise companies are doing.

Studying these and other “best in class” businesses has brought some valuable new perspectives which have helped us to further enhance our working relationships with dealers and distributors, and develop a collaborative relationship, one that is focused on creating outcomes that benefit all involved: dealers and distributors, customers and ExxonMobil.

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- To employ friendly, helpful people
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SUPPORTING OUR DEALER/ DISTRIBUTOR NETWORK

More than ever before, we recognize that stronger and more knowledgeable dealers and distributors are able to respond effectively to the unique mix of challenges each faces in his or her local market. This means being able to adapt and adjust, to do what's needed to meet customer expectations. The gasoline retailing business has always been demanding, but now it is marked by intense and rapid change and a much more sophisticated management and operating environment. Our dealers and distributors need to be able to keep pace with these trends. ExxonMobil's goal — and the goal of ExxonMobil Fuels Marketing System — is to help our franchise dealers and distributors do just that.

The Components of the ExxonMobil Fuels Marketing System and How They Work

Let's take a closer look at the components of The ExxonMobil Fuels Marketing System and how they work to provide the Framework for Success and Foundation for the Future.

STANDARDS

We discovered in our benchmarking of "best in class" franchises that maintaining consistent, high standards was a very high priority. The idea of consistent, higher-performance, customer-driven standards is an integral part of the ExxonMobil Fuels Franchise through the use of National Standards Evaluations and Performance Improvement Plans.

The ExxonMobil National Standards Evaluations are a tool for enhancing business and providing the best buying experience for customers. They evolved from research into what our customers expect from us and incorporate a straightforward standards measurement system that includes ongoing evaluations plus an annual station evaluations and a performance Improvement System.

We know that many of our dealers and distributors already exceed the new standards. For those dealers who still need to do some work to achieve the high level of consistent quality our customers expect, the Standards Evaluations are a valuable tool. Not only do they set reasonable requirements for customer service, cleanliness, attractiveness and functionality, image and trademark, and environmental compliance, they also include procedures for achieving a reasonable Performance Improvement Plan to help maximize the consistency and effectiveness of their Exxon and Mobil offerings.



RELATED BUSINESS OFFERINGS

We've focused a lot of effort on improving our business offerings, so dealers and distributors can more fully maximize the business potential of their ExxonMobil marketing premises. There's a highly practical and down-to-earth Car Care Network program to help dealers with service bays become more profitable in the highly competitive auto repair marketplace. And our Car Wash program can help dealers with adequate property tap the potential of this powerful revenue generator. The development program for our new On The Run convenience store concept has also come a long way. Recognizing the important trends that are developing in this retailing arena, On The Run is playing an important role as we move forward.

MULTI-UNIT OPERATION

Another thing we have learned was that a multi-unit operation was standard operating procedure in virtually all best-in-class franchise systems. Operating multiple units can be a powerful incentive, of course. But not only is it a path to increased revenues, it's also a way to become more efficient through improved operation, management and communications. We have created a new multi-unit concept that establishes regional pools of qualified operators. The Grow With ExxonMobil strategy will allow qualified dealers to expand their base of operations, an opportunity that's good for dealers and good for the ExxonMobil system.

FRANCHISE SUPPORT

Franchisee support is an important factor in any successful franchise system. At ExxonMobil, we recognize that our support must evolve and change to meet new customer demands and market challenges. Essentially, we provide two basic types of support to our dealers and distributors. The first is brand support that is aimed at driving customers into our dealers' and distributors' stations. This type of support includes ExxonMobil's national advertising campaigns, new or enhanced products and our market research efforts. In addition, there is our ever more powerful credit card program including Exxon/Mobil cross acceptance inside and outside and potent leading edge innovations like Speedpass technology, which makes it even easier for customers to buy gasoline and other products at Exxon and Mobil stations. The other side of support includes current and future operational enhancements aimed at helping dealers and distributors do more for less and become more profitable. Power buying programs, POS terminal support and an expanded training program that will, over time, give our dealers, distributors and all of our field force more experience in hands-on service station operations than in the past. In addition, we are developing enhanced dealer and distributor training modules as discussed later in this brochure.



We also recognize that our own expertise may be further enhanced in some areas and we've identified a number of resources that can offer additional assistance to our dealers and distributors in the day-to-day management of their businesses.

In the financial services area, for example, we have arranged for you to have access to CitiCapital and Salomon Smith Barney, members of Citigroup, the preeminent global financial services company. These highly regarded firms can provide our dealers and distributors with personalized wealth management programs and comprehensive business services, including lending and cash management. Salomon Smith Barney Financial Consultants will work with interested dealers and distributors to assess personal and professional objectives, and implement tailored strategies to help achieve them. CitiCapital will work with ExxonMobil to provide selected APC, On the Run and business development and improvement financing. CitiCapital also offers an array of financing products designed specifically for the fuels and lubes market.

Along with TigerMAC and PegMAC financing to provide expansion and improvement capital for distributors, additional dealer and distributor financing programs provided by Merrill Lynch, and insurance support from companies such as Granite Insurance and the Lewer Agency, we have built a full complement of financial support tools and resources which will set our dealers and distributors apart in the petroleum and convenience retailing industries.

DEALER/ DISTRIBUTOR TRAINING

Training provides a foundation for success and our ExxonMobil Center of Retail Excellence (CORE) training facility speaks to our commitment in this area. We're expanding and improving our training program for dealers and distributors to better ensure that they're prepared for the challenges they will meet in their local markets. There's an increased emphasis on "on the job" training to ensure that station operators really understand the day-to-day operations of modern Exxon and Mobil service stations.

The CORE also offers specialized courses on the marketing and management of Exxon Tiger Marts, TigerMarkets, Mobil Marts, and On The Run. Other additions include new field training courses designed for dealers and their employees. Here, the goals are to teach outstanding frontline service and to promote retailing excellence and the operation of more profitable stations.



COMMUNICATIONS

On the communications front, every Exxon and Mobil station should be linked, at the very least, via voicemail and fax, two-way communications technologies that work in a complementary fashion. Voicemail is a powerful, inexpensive and easy-to-use system that many dealers and distributors have found to be a great timesaver in conducting their daily business as well as communicating with ExxonMobil.

There's also the Information Superhighway—the Internet. The powerful interactive capabilities of the Internet may allow you to do everything from on-line ordering to fast, paperless e-mail and e-business communications with fellow dealers/distributors, suppliers and various ExxonMobil functions. From our experience so far, the Internet can be a powerful communication and management tool. Our long-term objectives include a much more expansive use of the internet to facilitate communications, provide access to standards, support functions, training, etc.

NEW DEALER RECRUITING PROGRAM

ExxonMobil has developed a brand-new centralized system for recruiting highly qualified new dealers from both within and outside our industry. Dealer surveys concurred with our benchmark findings that we needed to look beyond our traditional ways of identifying and recruiting new Exxon and Mobil dealers. We need to continue to identify qualified business people who share our vision and who have the capability to transform that vision into reality; people who can carry on the tradition of excellence which the Exxon and Mobil brands represent.



A new group within ExxonMobil has been established to focus on dealer recruiting, including identification of diverse, multi-cultural dealer candidates who can support our ethnic marketing initiatives. With its own marketing team, this program takes advantage of economies of scale in recruiting and mirrors the best-in-class recruiting programs we've encountered in our research. Once candidates have been identified we will support their development with a new on-the-job training course and an enhanced fuels retailing course at the CORE.

NEW FRANCHISE AGREEMENT

Finally, the foundation document and primary tool for strengthening the consistency of our system is the new ExxonMobil Fuels Franchise agreement. Structured around our Core Values and National Standards, it focuses on meeting the expectations of our customers, and on creating a "best buying experience." The new agreement is a support tool for delivering the components of the ExxonMobil system which differentiates our petroleum retailing franchise from the competition.

It also addresses other areas which are critical to a successful franchise relationship, including management and training, business operations and customer-driven standards.





The ExxonMobil Fuels Marketing System

You'll hear the expression "best buying experience" a lot in ExxonMobil circles these days. And it's not just a slogan; it's at the very core of our business philosophy and our Fuels Marketing System.

Retailing today demands a genuine focus on the customer. The entire ExxonMobil system - ExxonMobil, our franchise dealers and distributors - is committed to continually improving our already high standards of customer service and satisfaction in an increasingly diverse and competitive marketplace.

The recent announcement of ExxonMobil's participation in the newly launched Upromise college savings program is an important example that speaks to our continuing commitment to the needs of our customers.

This focus on the customer and alignment is good for ExxonMobil, our franchise dealers and distributors, and our customers. It adds value to our Exxon and Mobil brands and our businesses.

So, if you're an existing dealer or distributor, we look forward to continuing to work with you and providing the support you need through the ExxonMobil Fuels Marketing System.

If you're considering joining with us as an Exxon or Mobil franchise dealer or distributor, we hope you have found this brochure to be informative and that you are excited about the advantages the ExxonMobil Fuels Marketing System can provide. Please call us at 888-662-4599, or visit us at our website: www.ExxonMobil.com/Franchise_Recruiting.



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The ExxonMobil logo is positioned in the lower right quadrant of the image. It consists of the word "ExxonMobil" in a white, sans-serif font. The "X" in "Exxon" is stylized with a diagonal slash through it. The logo is placed over a dark gray curved shape that is part of a larger graphic design.

ExxonMobil