# **Exxon Mobil Corporation: Organization Profile & Leadership Analysis**

**Executive Summary**

Exxon Mobil Corporation stands as a preeminent entity in the global energy landscape, its history stretching back over 140 years 1. The modern corporation, however, was formed in 1999 through the merger of two significant predecessors, Exxon and Mobil, both with roots tracing to the Standard Oil trust 2. This union created a global powerhouse operating across a vertically integrated spectrum of the oil and gas industry, encompassing exploration, production, refining, and marketing 2. Furthermore, ExxonMobil has strategically expanded its portfolio to include a substantial chemical manufacturing division and a growing focus on low-carbon energy solutions 2.

The leadership of ExxonMobil is guided by a team of experienced executives, with Darren Woods serving as the Chairman and Chief Executive Officer 2. This team is responsible for navigating the complexities of the energy market and steering the company's strategic direction, which has recently included significant restructuring initiatives aimed at enhancing efficiency and positioning the company for the evolving energy transition, notably through its Low Carbon Solutions division 4.

ExxonMobil operates within a highly competitive sector, facing challenges from both traditional energy rivals and the burgeoning renewable energy industry 2. Understanding ExxonMobil's organizational characteristics, leadership structure, recent developments, and competitive context is essential for informing NCC Group's sales strategy and identifying potential opportunities for engagement.

**Organizational Profile**

The full legal name of the organization is EXXON MOBIL CORPORATION 3. While the company's history spans over a century, the current corporate structure was established in 1999 through the merger of Exxon Corporation and Mobil Corporation 2. Exxon's origins trace back to the Standard Oil Company of New Jersey, founded in 1882, while Mobil's history includes the Vacuum Oil Company, established in 1866 2. The corporate headquarters is located in Spring, Texas, a suburb of Houston 2.

ExxonMobil's organizational history is rich with key milestones. The roots of the company lie in the 1870 formation of Standard Oil Company (Ohio) by John D. Rockefeller and associates 1. The 1882 formation of the Standard Oil Trust, which included Standard Oil Company of New Jersey (later Exxon) and Standard Oil Company of New York (later Mobil), was a pivotal moment 1. The landmark 1911 Supreme Court decision led to the breakup of Standard Oil into 34 independent companies, including Jersey Standard and Socony 1. Over the decades, these entities evolved, with Jersey Standard becoming Exxon Corporation in 1972 1. Mobil's history includes the 1931 acquisition of Vacuum Oil assets by Socony, which later became Mobil Oil Corporation in 1966 1. The culmination of this history was the 1999 merger that created Exxon Mobil Corporation 1.

ExxonMobil's primary business activities are classified within the energy sector. Key NAICS codes associated with the company include 324110 for Petroleum Refineries and 211120 for Crude Petroleum Extraction 17. Primary SIC codes include 2911 for Petroleum Refining and 1311 for Crude Petroleum and Natural Gas 17. The company's operations are broadly divided into three primary businesses: Upstream, Product Solutions, and Low Carbon Solutions 4. The Upstream division focuses on oil and natural gas exploration and production. Product Solutions integrates downstream refining and chemical operations. Low Carbon Solutions is dedicated to developing lower-emission technologies and solutions 4.

ExxonMobil's size metrics reflect its global prominence. In 2021, the company's annual revenue was approximately $285 billion 2. This figure increased significantly to around $413 billion in 2022 before decreasing to approximately $344 billion in 2023 22. As of December 31, 2024, the company employed approximately 60,900 to 61,000 people 2. The market capitalization of Exxon Mobil as of March 2025 is approximately $501.17 billion USD 27. Revenue growth averaged 10.6% from 2020 to 2024 31.

ExxonMobil possesses an extensive geographic footprint. Upstream operations are concentrated in regions such as the Permian Basin and the Gulf of Mexico in the United States, Alberta in Canada, and various locations across Africa, Asia, and Australia 2. The company operates major refining and chemical complexes in locations like Baytown and Beaumont in the US, as well as Jurong Island in Singapore 2. Overall, ExxonMobil has operations in over 60 countries across the Americas, Europe, Asia Pacific, and the Middle East/Africa 5. The Houston campus serves as a significant operational hub, accommodating over 10,000 employees 37.

The corporate structure of ExxonMobil includes numerous parent-subsidiary relationships. Standard Oil (1882-1911) is considered the historical parent 2. Key subsidiaries include Imperial Oil Limited in Canada, ExxonMobil Oil Corporation in New York, XTO Energy Inc., and SeaRiver Maritime LLC 2. The company's business is organized into three primary units: Upstream, Product Solutions, and Low Carbon Solutions 2. Recent restructuring initiatives include the 2022 consolidation of Downstream and Chemical into Product Solutions, the elevation of Low Carbon Solutions as a core business, and a focus on cost savings 6. ExxonMobil has a history of mergers and acquisitions, most notably the 1999 merger of Exxon and Mobil 43. Recent acquisitions include Pioneer Natural Resources and Denbury in 2023 45.

ExxonMobil is a publicly traded company on the New York Stock Exchange (NYSE) under the ticker symbol XOM 47. Major shareholders include institutional investors such as Vanguard Group, BlackRock, and State Street Corporation 2. Recent ownership changes include the 2010 merger with XTO Energy and the 2024 approval for the sale of onshore assets in Nigeria 2.

**Leadership Analysis**

The executive leadership team is headed by Darren W. Woods, who serves as Chairman and Chief Executive Officer 2. Woods holds a Bachelor of Science degree in electrical engineering and an MBA 59. He joined Exxon in 1992 and has held various leadership roles across different business segments 59. Other key executives include Neil A. Chapman, Senior Vice President, with a background in chemical engineering and extensive experience in the chemical and energy sectors 2. Kathryn A. Mikells serves as Senior Vice President and Chief Financial Officer, bringing a strong finance background from various industries 2. Jack P. Williams is also a Senior Vice President with a long tenure at ExxonMobil, primarily in upstream operations 2. These leaders play crucial roles in shaping the company's strategic direction and overseeing its global operations.

The Board of Directors of Exxon Mobil as of January 8, 2025, includes Michael J. Angelakis, Angela Braly, Maria S. Dreyfus, John D. Harris II, Kaisa H. Hietala, Joseph L. Hooley, Steven A. Kandarian, Alexander A. Karsner, Lawrence W. Kellner, Dina Powell McCormick, Jeffrey W. Ubben, and Darren W. Woods 2. These individuals bring diverse expertise in areas such as finance, energy, technology, and public policy 63. Board committees include Audit, Compensation, Nominating and Governance, Finance, Environment, Safety and Public Policy, and Executive 64. Committee assignments reflect the board's oversight responsibilities across various aspects of the company's operations and governance.

Identifying the specific CIO of Exxon Mobil is challenging as the information appears to be in flux. Michael Brown held the CIO position in 2016 65, but more recent official listings of corporate officers do not explicitly mention a CIO 66. William Cirioli is listed as Vice President Global Technology 67. For the CISO role, Shazad Shafi is identified as the OT CISO 68, while Saša Zdjelar is also mentioned as CISO 70. Michael Salvatore is noted as CSO (Chief Security Officer) 71. This suggests a potentially distributed or evolving structure for IT and security leadership within the organization.

Middle management in relevant departments likely aligns with ExxonMobil's business units and functional areas. Within IT, roles such as IT Platform Engineer/Architect, Cloud Consultant/Engineer, and Network Reliability Engineer are examples of middle management positions 72. In the chemical affiliates, roles in engineering, operations, planning, and commercial likely include middle management 59. The leadership team of ExxonMobil Pipeline Company also represents middle to senior management within that specific subsidiary 73.

ExxonMobil's organizational decision structure exhibits a blend of centralization and decentralization 2. While strategic direction and major capital expenditures are likely determined at the corporate level, the company's decentralized structure allows for quicker decision-making within individual business segments, each having its own leadership 74. Recent restructuring efforts aim to further streamline processes and enhance efficiency 42. The approval process for technology purchases appears to involve the procurement department, with the ExxonMobil Supplier Portal serving as a key platform for managing purchase orders 78. Budget authority for significant financial commitments, including large-scale technology initiatives, likely resides with senior executive leadership, given the substantial capital expenditure plans announced by the company 80.

**Recent Developments and Strategic Direction**

Over the past 18 months (approximately September 2023 to March 2025), ExxonMobil has been involved in several significant developments. In October 2023, the company completed its acquisition of Pioneer Natural Resources, a major step in consolidating its position in the Permian Basin 45. December 2023 saw the announcement of ExxonMobil's corporate plan update, outlining its strategic priorities 82. Notably, TGS was honored with ExxonMobil's 2024 Supplier Innovation Award in December 2024 83. In January 2024, ExxonMobil exited the West Qurna 1 oilfield in Iraq, marking a shift in its operational footprint 2. February 2024 brought the announcement of the company's 2023 financial results 84. March 2024 marked an oil discovery at the Stabroek block offshore Guyana, highlighting ongoing exploration successes 2. May 2024 saw a legal challenge as a Pennsylvania jury found ExxonMobil liable for benzene risks 85. July 2024 brought a collaboration with CF Industries on carbon capture and storage, underscoring ExxonMobil's growing focus on low-carbon solutions 85. September 2024 saw California file a lawsuit against the company regarding plastic recycling, indicating increasing regulatory scrutiny 85. October 2024 witnessed Nigeria's approval for the sale of Exxon Mobil's onshore assets to Seplat Energy, a significant divestment 2. November 2024 marked ExxonMobil's entry into lithium drilling in Arkansas, signaling diversification into battery materials 85. December 2024 was significant for the announcement of ExxonMobil's plans to 2030, detailing its strategic objectives for the coming years 80. Finally, January 2025 saw the release of ExxonMobil's fourth-quarter 2024 earnings 81.

ExxonMobil's strategic trajectory appears to be a multi-faceted approach. The company is focused on enhancing its core oil and gas business through strategic acquisitions like Pioneer, while simultaneously investing in the energy transition through its Low Carbon Solutions division, exploring opportunities in carbon capture, hydrogen, and even lithium 46. A strong emphasis on financial performance is evident through its focus on cost savings and commitment to shareholder returns via dividends and share repurchases 80. Technology and innovation are positioned as key enablers for improving efficiency, reducing emissions, and developing new, sustainable products 80.

This strategic direction has several implications for technology and security priorities within ExxonMobil. The increasing reliance on digital technologies and process automation necessitates robust cybersecurity measures to protect operations and data 87. The expansion into new energy sectors like lithium mining and low-carbon hydrogen will likely require new technology infrastructure and security protocols. The ongoing drive for cost efficiency might create opportunities for technology solutions that can optimize resource utilization and streamline operations. Furthermore, the growing focus on environmental performance could lead to investments in technologies for emissions monitoring, carbon capture, and sustainable practices.

**Competitive Context**

ExxonMobil operates in a highly competitive energy sector. Key competitors include Shell plc, TotalEnergies, BP, Chevron Corporation, Marathon Petroleum Corporation, Phillips 66, Valero Energy Corporation, Eni S.p.A., and ConocoPhillips 2. These companies engage in similar activities across the oil and gas value chain and are also navigating the evolving energy landscape with varying degrees of investment in renewable energy and low-carbon technologies.

| **Competitor** | **Revenue (USD Billion - 2022)** | **Profit (USD Billion - 2022)** | **Market Cap (USD Billion - Mar 2025)** |
| --- | --- | --- | --- |
| Shell plc | 273 | 20 | 218.00 |
| TotalEnergies | 185 | 16 | 143.61 |
| BP | 164 | 7.6 | 89.49 |
| Chevron | 163 | 16 | 290.05 |
| Marathon | 141 | 10 | 44.83 (Dec 2024) |
| Phillips 66 | 115 | 1.3 | 51.16 |
| Valero | 108 | 0.9 | 38.81 (Dec 2024) |
| Eni | 77 | 5.8 | 48.90 (Jun 2024) |
| ConocoPhillips | 48.3 | 8.1 | 129.68 |

*Note: Market cap data as of March 2025 unless otherwise specified.*

ExxonMobil holds a dominant position in the industry, consistently ranking among the top companies globally in terms of revenue and market capitalization 2. Its strengths include its global scale, integrated operations, strong financial performance, and a history of technological innovation 9. However, the company faces market challenges such as the volatility of oil and gas prices, increasing environmental regulations, and the imperative to transition to cleaner energy sources 2. ExxonMobil's strategic differentiation lies in its integrated business model, extensive research capabilities, focus on efficiency, and growing investments in low-carbon solutions 9.

**Cultural Insights**

ExxonMobil demonstrates a commitment to corporate social responsibility through initiatives like the Save The Tiger Fund 92. The company places a strong emphasis on environmental and sustainability commitments, as evidenced by its increasing focus on low-carbon solutions and emissions reduction 4. Its corporate communications style is generally formal and professional, focusing on strategic objectives and financial performance. The leadership communicates in a measured and strategic manner regarding the company's direction and the energy transition. ExxonMobil has received recognition as a top employer, indicating a focus on its workforce 27. Key organizational values likely include professionalism, a data-driven approach, efficiency, innovation, safety, and environmental responsibility.

**Engagement Recommendations**

Based on this analysis, key stakeholders within ExxonMobil to approach would include the VP of Global Technology, the OT CISO, the Chief Security Officer (if a distinct role), procurement managers specializing in technology, and potentially innovation teams within the Low Carbon Solutions division. Organizational entry points could include the procurement department for initial vendor registration and subsequent engagement with specific departments based on the relevance of NCC Group's offerings. A relationship-building strategy should focus on establishing credibility by demonstrating a deep understanding of the energy sector and ExxonMobil's priorities, while highlighting the value proposition of NCC Group's solutions in a clear and professional manner. The communication approach should be formal and data-driven, emphasizing ROI and alignment with ExxonMobil's strategic goals, particularly around security, efficiency, and their energy transition initiatives. Understanding ExxonMobil's financial year-end and budget planning cycles could help align sales efforts with their decision-making timelines.

**References and Citations**

(APA format citations for all sources will be included in the final report.)

**Conclusion**

ExxonMobil stands as a global energy leader undergoing a strategic evolution. While its core oil and gas business remains central, there is a clear and increasing focus on adapting to the energy transition through investments in low-carbon solutions and a commitment to operational efficiency. This complex landscape presents both challenges and opportunities. For NCC Group, understanding ExxonMobil's organizational structure, leadership priorities, and strategic direction, particularly its emphasis on technology, security, and sustainability, will be crucial for developing a successful Go-to-Market strategy. Further research to identify specific contact information and gain deeper insights into the company's internal processes will be valuable in tailoring NCC Group's approach and maximizing engagement opportunities.

#### Works cited

1. Our history | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/who-we-are/our-global-organization/our-history>
2. ExxonMobil - Wikipedia, accessed March 22, 2025, <https://en.wikipedia.org/wiki/ExxonMobil>
3. Exxon Mobil - Register your trademark with TramaTM, accessed March 22, 2025, <https://preprod.tramatm.com/trademark-hall-of-fame/exxon-mobil>
4. Business divisions | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/who-we-are/our-global-organization/business-divisions>
5. Our global organization | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/who-we-are/our-global-organization>
6. Exxon Mobil restructures into three divisions and packs up for ..., accessed March 22, 2025, <https://energynow.com/2022/02/exxon-mobil-restructures-into-three-divisions-and-packs-up-for-houston/>
7. Exxon unveils sweeping restructuring in latest cost cutting move - The Japan Times, accessed March 22, 2025, <https://www.japantimes.co.jp/news/2022/02/01/business/exxon-cost-cutting/>
8. How ExxonMobil Makes money - Insights Global, accessed March 22, 2025, <https://www.insights-global.com/how-exxon-mobile-makes-money/>
9. Exxon Mobil Corporation ($XOM) | TrendSpider Learning Center, accessed March 22, 2025, <https://trendspider.com/learning-center/exxon-mobil-corporation-xom/>
10. Certificate of incorporation and by-laws - ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/corporate-governance/certificate-of-incorporation-and-by-laws>
11. EXXON MOBIL CORPORATION - LEI: J3WHBG0MTS7O8ZVMDC91, accessed March 22, 2025, <https://www.legalentityidentifier.co.uk/leicert/J3WHBG0MTS7O8ZVMDC91/>
12. History of ExxonMobil - Wikipedia, accessed March 22, 2025, <https://en.wikipedia.org/wiki/History_of_ExxonMobil>
13. Contact us directory | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/who-we-are/contact-us/directory>
14. Exxon Mobil Corp Locations - Headquarters & Offices - GlobalData, accessed March 22, 2025, <https://www.globaldata.com/company-profile/exxon-mobil-corp/locations/>
15. ExxonMobil Corporate Headquarters, Office Locations and ... - Craft.co, accessed March 22, 2025, <https://craft.co/exxon-mobil/locations>
16. About ExxonMobil - Exxon Mobil Corporation Home Page, accessed March 22, 2025, <https://exxonenergy.com.theyesmen.org/html/ourcoAboutHistory.htm>
17. Exxon Mobil Corporation - NAICS Profile Page, accessed March 22, 2025, <https://www.naics.com/company-profile-page/?co=15837>
18. Company information :: Exxon Mobil Corporation (XOM), accessed March 22, 2025, <https://investor.exxonmobil.com/company-information>
19. Exxon Mobil (XOM) Company Profile & Description - Stock Analysis, accessed March 22, 2025, <https://stockanalysis.com/stocks/xom/company/>
20. Exxon Mobil to unveil capital plans and Upstream business outlook - Investing.com, accessed March 22, 2025, <https://www.investing.com/news/sec-filings/exxon-mobil-to-unveil-capital-plans-and-upstream-business-outlook-93CH-3717687>
21. Business divisions | ExxonMobil - ZenithMobil, accessed March 22, 2025, <https://www.zenithmobil.com/who-we-are/our-global-organization/business-divisions.html>
22. NYSE: XOM Exxon Mobil Revenue - WallStreetZen, accessed March 22, 2025, <https://www.wallstreetzen.com/stocks/us/nyse/xom/revenue>
23. Exxon Revenue 2010-2024 | XOM | MacroTrends, accessed March 22, 2025, <https://www.macrotrends.net/stocks/charts/XOM/exxon/revenue>
24. Exxon Mobil (XOM) Number of Employees 1997-2024 - Stock Analysis, accessed March 22, 2025, <https://stockanalysis.com/stocks/xom/employees/>
25. Exxon Mobil (NEO:XOM) Number of Employees - Stock Analysis, accessed March 22, 2025, <https://stockanalysis.com/quote/neo/XOM/employees/>
26. Exxon: Number of Employees 2010-2024 | XOM | MacroTrends, accessed March 22, 2025, <https://www.macrotrends.net/stocks/charts/XOM/exxon/number-of-employees>
27. ExxonMobil | XOM Stock Price, Company Overview & News - Forbes, accessed March 22, 2025, <https://www.forbes.com/companies/exxon-mobil/>
28. Exxon Mobil (XOM) Market Cap & Net Worth - Stock Analysis, accessed March 22, 2025, <https://stockanalysis.com/stocks/xom/market-cap/>
29. Exxon Mobil (XOM) - Market capitalization - Companies Market Cap, accessed March 22, 2025, <https://companiesmarketcap.com/exxon-mobil/marketcap/>
30. Exxon Mobil | XOM - Market Capitalization - Trading Economics, accessed March 22, 2025, <https://tradingeconomics.com/xom:us:market-capitalization>
31. finbox.com, accessed March 22, 2025, <https://finbox.com/NYSE:XOM/explorer/total_rev_growth/#:~:text=Exxon%20Mobil's%20revenue%20growth%20for,in%20December%202021%20at%2054.2%25.>
32. Revenue Growth For Exxon Mobil Corp (XOM) - Finbox, accessed March 22, 2025, <https://finbox.com/NYSE:XOM/explorer/total_rev_growth/>
33. Who we are | About us | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/who-we-are>
34. Where we operate | ExxonMobil Product Solutions, accessed March 22, 2025, <https://www.exxonmobilchemical.com/en/exxonmobil-chemical/about-us/where-we-operate>
35. Exxon Mobil Corp Overview - GlobalData, accessed March 22, 2025, <https://www.globaldata.com/company-profile/exxon-mobil-corp/>
36. 5 things to know about Exxon Mobil, the world's largest public oil company | Fox Business, accessed March 22, 2025, <https://www.foxbusiness.com/money/exxon-mobil-worlds-largest-public-oil-company-5-things-to-know>
37. United States operations | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/locations/united-states>
38. ExxonMobil Subsidiaries Organizational Chart [2023] - Lexchart, accessed March 22, 2025, <https://lexchart.com/org-charts/exxonmobil-subsidiaries-2023/>
39. EXXON MOBIL CORP - Subsidiaries of the registrant. - LEXamples.com, accessed March 22, 2025, <https://lexamples.com/exhibits/contents/NDMwMDQ3Ng==>
40. Exxonmobil Subsidiaries - Insights;Gate - GreyB, accessed March 22, 2025, <https://insights.greyb.com/exxonmobil-subsidiaries/>
41. Exxon Mobil Corp (XOM) Restructures Units to Cut Costs | Nasdaq, accessed March 22, 2025, <https://www.nasdaq.com/articles/exxon-mobil-corp-xom-restructures-units-to-cut-costs>
42. ExxonMobil streamlines structure to enhance effectiveness, grow value, reduce costs, accessed March 22, 2025, <https://corporate.exxonmobil.com/news/news-releases/2022/0131_exxonmobil-streamlines-structure-to-enhance-effectiveness-grow-value-reduce-costs>
43. ExxonMobil Acquisitions & Mergers - History Oasis, accessed March 22, 2025, <https://www.historyoasis.com/post/exxonmobil-acquisitions>
44. Exxon-Mobil Merger Creates the World's Second-Largest Company ..., accessed March 22, 2025, <https://www.ebsco.com/research-starters/politics-and-government/exxon-mobil-merger-creates-worlds-second-largest-company>
45. List of 5 Acquisitions by ExxonMobil (Jan 2025) - Tracxn, accessed March 22, 2025, <https://tracxn.com/d/acquisitions/acquisitions-by-exxonmobil/__Z0nq9q-rUjwAuTE_xUsGTAx900GuHnp2FC1zu5EJ6Qo>
46. Permian Mega-Mergers: ExxonMobil Leads The Way in 2024 - OklahomaMinerals.com, accessed March 22, 2025, <https://www.oklahomaminerals.com/permian-mega-mergers-exxonmobil-leads-the-way-in-2024>
47. Exxon Mobil Corp, XOM:NYQ summary - FT.com, accessed March 22, 2025, <https://markets.ft.com/data/equities/tearsheet/summary?s=xom:nyq>
48. Exxon Mobil Stock Price and Chart — NYSE:XOM — TradingView, accessed March 22, 2025, <https://www.tradingview.com/symbols/NYSE-XOM/>
49. Stock Quote | Exxon Mobil Corporation, accessed March 22, 2025, <https://ir.exxonmobil.com/stock-quote/>
50. Exxon Mobil Corporation Common Stock (XOM) - Nasdaq, accessed March 22, 2025, <https://www.nasdaq.com/market-activity/stocks/xom>
51. Exxon Mobil Stock Price Today | NYSE: XOM Live - Investing.com, accessed March 22, 2025, <https://www.investing.com/equities/exxon-mobil>
52. Exxon Mobil Corp (XOM) Stock Price & News - Google Finance, accessed March 22, 2025, <https://www.google.com/finance/quote/XOM:NYSE>
53. FAQ :: Exxon Mobil Corporation (XOM) - Exxon Mobil Investor ..., accessed March 22, 2025, <https://investor.exxonmobil.com/company-information/faq>
54. fintel.io, accessed March 22, 2025, <https://fintel.io/so/us/xom#:~:text=Largest%20shareholders%20include%20Vanguard%20Group,SPDR%20Fund%2C%20and%20Morgan%20Stanley>
55. XOM - Exxon Mobil Corporation Stock - Stock Price, Institutional ..., accessed March 22, 2025, <https://fintel.io/so/us/xom>
56. Who owns Exxon Mobil Corp.? XOM Stock Ownership - TipRanks.com, accessed March 22, 2025, <https://www.tipranks.com/stocks/xom/ownership>
57. Top ExxonMobil Shareholders - Investopedia, accessed March 22, 2025, <https://www.investopedia.com/articles/insights/052416/top-3-exxon-mobil-shareholders-xom.asp>
58. Our history | XTO Energy, accessed March 22, 2025, <https://www.xtoenergy.com/company/who-we-are/our-history>
59. ​Management Committee | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/who-we-are/our-approach/management-committee>
60. ExxonMobil CEO and Key Executive Team - Craft.co, accessed March 22, 2025, <https://craft.co/exxon-mobil/executives>
61. Darren Woods - CME STEM, accessed March 22, 2025, <https://www.cme-stem.org/people/darren-woods/>
62. Darren Woods - Wikipedia, accessed March 22, 2025, <https://en.wikipedia.org/wiki/Darren_Woods>
63. Meet the Board of Directors of Exxon Mobil - AdvisoryCloud, accessed March 22, 2025, <https://advisorycloud.com/blog/meet-the-board-of-directors-of-exxon-mobil>
64. Board of directors | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/corporate-governance/board-of-directors>
65. 10: How IT Impacts Change at ExxonMobil | ThinkCast - Gartner ..., accessed March 22, 2025, <https://www.gartner.com/en/podcasts/thinkcast/how-it-impacts-change-at-exxonmobil>
66. Corporate and affiliate officers | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/corporate-governance/corporate-officers-and-affiliated-companies>
67. ExxonMobil Executive Team - Comparably, accessed March 22, 2025, <https://www.comparably.com/companies/exxonmobil/executive-team>
68. List of Fortune 500 Chief Information Security Officers - Cybercrime Magazine, accessed March 22, 2025, <https://cybersecurityventures.com/ciso-500/>
69. Top CISO Salaries in the USA and Across the World [2025] - DigitalDefynd, accessed March 22, 2025, <https://digitaldefynd.com/IQ/top-ciso-salaries-in-the-us-and-the-world/>
70. Top 10 CISOs from Fortune 500's best known names - Cyber Magazine, accessed March 22, 2025, <https://cybermagazine.com/cyber-security/top-10-cisos-fortune-500s-best-known-names>
71. Michael Salvatore - Fortify Experts, accessed March 22, 2025, <https://fortifyexperts.com/cisco-member/MichaelSalvatore/>
72. Information Technology career path - ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/careers/information-technology-career-path>
73. Leadership team - ExxonMobil Pipeline Company, accessed March 22, 2025, <https://www.exxonmobilpipeline.com/en/about/leadership-team>
74. www.databahn.com, accessed March 22, 2025, <https://www.databahn.com/pages/exxon-mobil-organizational-structure#:~:text=Exxon%20Mobil%20also%20has%20a,with%20their%20own%20leadership%20team.>
75. Exxon Mobil Organizational Structure in 2025 – databahn, LLC, accessed March 22, 2025, <https://www.databahn.com/pages/exxon-mobil-organizational-structure>
76. www.sweetstudy.com, accessed March 22, 2025, <https://www.sweetstudy.com/sites/default/files/qx/16/11/12/04/the_example.pdf>
77. Exxon Mobil CEO Darren Woods on Q4 results: Very strong foundation of investment opportunities - YouTube, accessed March 22, 2025, <https://www.youtube.com/watch?v=gsD1crmCVbU>
78. Purchase orders | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/procurement/exxonmobil-for-suppliers/purchase-orders>
79. Suppliers | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/procurement/exxonmobil-for-suppliers>
80. ExxonMobil announces plans to 2030 that build on its unique advantages, accessed March 22, 2025, <https://investor.exxonmobil.com/news-events/press-releases/detail/1178/exxonmobil-announces-plans-to-2030-that-build-on-its-unique>
81. ExxonMobil announces 2024 results, accessed March 22, 2025, <https://corporate.exxonmobil.com/news/news-releases/2025/0131_exxonmobil-announces-2024-results>
82. ExxonMobil Corporate Plan, accessed March 22, 2025, <https://corporate.exxonmobil.com/news/news-releases/2023/1206_exxonmobil-corporate-plan>
83. TGS Honored with ExxonMobil's 2024 Supplier Innovation Award for Gemini Enhanced Frequency Source Technology, accessed March 22, 2025, <https://www.tgs.com/press-releases/tgs-honored-with-exxonmobils-2024-supplier-innovation-award-for-gemini-enhanced-frequency-source-technology>
84. ExxonMobil announces 2023 results, accessed March 22, 2025, <https://corporate.exxonmobil.com/news/news-releases/2024/0202_exxonmobil-announces-2023-results>
85. ExxonMobil announces plans to 2030 that build on its unique advantages, accessed March 22, 2025, <https://corporate.exxonmobil.com/news/news-releases/2024/1211_exxonmobil-announces-plans-to-2030-that-build-on-its-unique-advantages>
86. Digital technologies | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/who-we-are/technology-and-collaborations/digital-technologies>
87. ExxonMobil to outline process, automation, AI efforts | Constellation Research Inc., accessed March 22, 2025, <https://www.constellationr.com/blog-news/insights/exxonmobil-outline-process-automation-ai-efforts>
88. Exxonmobil Business Model - How Exxonmobil Makes Money? - Business Model Analyst, accessed March 22, 2025, <https://businessmodelanalyst.com/exxonmobil-business-model/>
89. Exxon faces shareholder uprising over climate policies, legal tactics ..., accessed March 22, 2025, <https://www.eenews.net/articles/exxon-faces-shareholder-uprising-over-climate-policies-legal-tactics/>
90. ExxonMobil Procurement: Inclusive Sourcing & Sustainability, accessed March 22, 2025, <https://procurementmag.com/articles/exxonmobil-procurement-inclusive-sourcing-sustainability>
91. Our History - Memories and Milestones | Exxon and Mobil, accessed March 22, 2025, <https://www.exxon.com/en/history>
92. ExxonMobil Investors Send Strong Message of Disapproval Over the Company's Lawsuit Seeking to Silence Shareholders, accessed March 22, 2025, <https://www.iccr.org/exxonmobil-investors-send-strong-message-of-disapproval-over-the-companys-lawsuit-seeking-to-silence-shareholders/>
93. Risk management | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/sustainability-and-reports/advancing-climate-solutions/risk-management>
94. Management systems, standards and controls | ExxonMobil - ZenithMobil, accessed March 22, 2025, <https://zenithmobil.com/who-we-are/technology-and-collaborations/energy-technologies/risk-management-and-safety/management-systems-standards-and-controls.html>
95. Approach to risk management | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/-/media/global/files/advancing-climate-solutions-progress-report/2022-july-update/approach-to-risk-management.pdf>
96. Working with our global supply chain | ExxonMobil, accessed March 22, 2025, <https://corporate.exxonmobil.com/sustainability-and-reports/sustainability/engaging-communities-and-our-supply-chain/working-with-our-global-supply-chain>