

ExxonMobil Petroleum & Chemical

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Brussels, August 28, 2008

To: Asset Management Europe and Africa Contractor Management and Employees
Cc: Asset Management Europe and Africa ExxonMobil Employees,
Asset Management Europe OSP Employees

Dear All,

What follows is a lesson in how to get from nice cruising into a collision course in just about 2 weeks !

This is unfortunately more than just an image; this IS the direction we are currently heading when overseeing the incidents involving safety and operational integrity of the past couple of weeks.....

This is EXTREMELY disappointing after more than a year of good results, good focus and communications. This is unfortunately not a total surprise as we started to see some of the bottom of the pyramid indicators showing some weakness. Quality but even quantity of performed Alert Observations and desktop reviews, prompted my last Safety letter in July, to precisely alert you on that and to call for reinforced attention and special caution as holiday period was coming....

Seems just a bit too late, as facts described below all happened in a matter of weeks, and, I believe, speak for themselves:

- An M&R Handyman in the UK is consecutively hit by a support bracket, knocking of his bump cap, and a panel, resulting in a head wound that needed gluing. **First MTI this year, High potential**
- A Construction General Contractor worker in the UK cuts himself in the finger, removing a nylon strap. He was wearing fingerless gloves. **Lower Potential**
- A Construction signage worker in the Benelux cuts himself in the finger while manipulating a saw. The saw jumped up and went through the gloves into the hand holding the object he was cutting. The gloves had low cut resistance spec. **Medium Potential**
- An M&R Contractor worker in Germany moved a grinder of which the blade was still rotating. The blade toughed the leg, resulting, fortunately, in only a superficial wound. **High potential.**
- A M&R Motor Fuel Equipment worker in Germany had to temporarily shut down a Diesel dispenser due to lack of the correct spare part. The dispenser with the fuel system left "open", was only locked out electronically via the Cash register system instead of electrically in the main switch board. Being exposed to the rain, intrusion of water caused a short-circuit in the dispenser, which activated the pump. With a part of the fuel system missing, this resulted in a considerable spill. **High Potential.**

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- A M&R worker who was working in a manhole in Spain was hit by a car when the driver suddenly decided to swap lanes on the forecourt. Fortunately the worker had only minor injuries but he was extremely lucky. The sub-standard lock out - tag out of his workplace i.e. the poor barricading that was used, was certainly a major contributor to this incident. Second reportable incident this year.
Very High Potential (fatality)
- An ExxonMobil employee hit another car that was immobilized in the beginning of a tunnel without any warning lights on. She had a very narrow escape and fortunately there was only material damage. Again improper application of lock out -tag out, of the immobilized car, was a major contributing factor. **Very High Potential (fatality)**

If not enough, I should add that, in several cases, besides the facts and the severity of the incident, the incident management part of it was at a total collapse with ExxonMobil being only informed several days after the occurrence itself....which is totally unacceptable and which I will no longer accept in the future.

Incident Management will certainly be subject to further specific communications, but for now let's focus on the incidents itself:

Until last month we were all Safety winners, best in class in ExxonMobil worldwide. In less time it takes to even realize, we are back to reality and, in my own mind, reduced to being losers!

- Losers, because the incidents above are in vast majority due to a blunt disrespect of basic safety rules (**our** "Golden Safety Rules"), or, of proper lock out / tag out procedures.
- Losers, because in these various situations we failed to deliver on our first mission which is to bring our people safely back home
- Losers, because without some serious luck, we may be mourning some colleagues today, which frankly I hope is the last thing we want to do.....

This is **major** disappointment, a true cold shower, as it simply destroys in 2 weeks all the credibility built through 18 months of efforts.

It makes you wonder how strong the foundations, we thought we built together, really were.

It makes you wonder how much luck we in fact had enjoyed over the last 18 months. It makes you wonder what happened with all the Safety refreshers, time outs, toolbox talks and messages issued on a regular basis for the last 18 months....

I don't have all the answers, what I know for sure, given the number and the potential severity of these incidents, is that we are quickly climbing up the safety pyramid and that without **urgent and serious collective re-focus**, we will soon face something much more serious.

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Re-focus and full respect for the basic safety rules and principles must be your first priority. Neither tolerance, nor any form of complacency should be accepted, starting by looking at ourselves.

I am counting on **ALL of you**, whether you are a director, advisor, supervisor, engineer, foreman or worker to sharpen up, to lead by example and to stand up to the challenge to bring us back into the safety zone.

More initiatives will be deployed in the near future starting with safety timeouts and detailed shared analysis of these incidents, however let me insist **one more time**:

Further disrespect of safety rules and practices as well as further breakdown in communication and incident management process will be handled in a zero tolerance mode, both to protect the individual and, to safeguard his or her co-workers...and that applies to every level of our organizations.

Thanks,

Jean-Georges Oberle
Asset Management Manager
Europe, Africa & Middle East