

**ExxonMobil Chemical Europe**

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Brussels, January 19, 2009

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

Dear Asset Management team members,

My name is Eric Biriotti, and, since November 1, 2008, I am the Manager for Europe and Africa, responsible for ExxonMobil Asset Management Activities.

With this first letter, I would like to share with you my observations over the health of our management and results in terms of Safety in 2008, and my expectations for 2009 and beyond.

2008 has been a good and busy year for Safety in Asset Management, as the rate of injuries (TRIR) has been the second best, 2000 onwards. It has been a good year, BUT ....

- On October 26<sup>th</sup>, one of our colleagues, an Electrical Contractor employee, was fatally injured while working on our behalf in one of our Service Stations in Egypt. We are missing him, and, more sadly, his family and friends are;
- During the year, 3 other contractor employees did not make their way back home without injury. I trust you have already heard in detail about these accidents, and you certainly know that the one on a forecourt in Spain could have been tragic as well;
- Numerous other less serious injuries have resulted in minor treatments, and several of the hundreds of near-misses could have resulted in more serious consequences. In many cases, it was just luck that the outcome was not more severe.

ExxonMobil takes the safety of every single person working for us, both employee and contractor, very seriously and we analyze and look at the lessons we can learn of all these accidents and incidents. **ALL the injuries and the fatality that happened in 2008 were preventable**; on that day, for the worker, luck was just not there to count upon. Moreover, one or several of the agreed basic rules to protect themselves were not applied.

I truly believe that we can structure a work environment where Nobody Gets Hurt. I mean NOBODY. And you will hear me say these words again and again until we get there. And when we are there, you will still hear them, as we know for sure that loss of focus and attention or routine drive us back to wrong safety behaviours, so we will never let it go.

What do I expect from each of you? To be a LEADER, a ROLE - MODEL in Safety. every second, every minute, every day.

- **Watch yourself, but also watch your brother.** Intervene if you see unsafe situations.
- **Know what you do, and do what you know**; use each and all of the tools that you have been trained to: Job Safety Analysis (JSA), Last Minute Risk Assessments (LMRA), Alert Observations (AO). Share and report Near Misses. Read and understand the lessons we share with the Safety Alerts and bulletins. Understand your roles and responsibilities in the application of the Alert/LPS tools, whether you are a worker, a supervisor, a field engineer or a Manager, in the office or in the field.
- **Never compromise or be complacent with Safety.** If you feel you are about to start a task that is not safe, stop the work, and talk about it with your co-workers and your supervisor
- **Be disciplined in applying the golden Safety rules**; respect a zero tolerance for High Risk as well as lower risk activities
- **Be an active contributor in contractor meetings**: drive the discussions and share your experience, do not just sit in and listen in the upcoming contractors meetings and BBS calls.

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The fatality in Egypt is a tragic reminder of why we all must work so hard to ensure that Nobody Gets Hurt. Safety is a prevention effort that requires our focus every single day and every single job.

I believe that you have built a great foundation in Europe/Africa to deliver flawless execution. The Safety processes are in place, the mind set is there, the **Quality of execution** remaining the challenge.

Let's continue to demonstrate the same passion for Safety, share events we can all learn from, learn the lessons from all incidents, and continue to drive for a 2009 where truly Nobody Gets Hurt.

I look forward to meeting many of you in the next few weeks and months to come, and sharing that vision.

I wish you, your family, and your beloved ones a wonderful and safe year 2009, where...  
**NOBODY GETS HURT. NOBODY**

Sincerely

A handwritten signature in black ink, appearing to read "Eric Biriotti".

Eric Biriotti  
ExxonMobil Petroleum & Chemical  
Manager – Europe Africa Asset Management