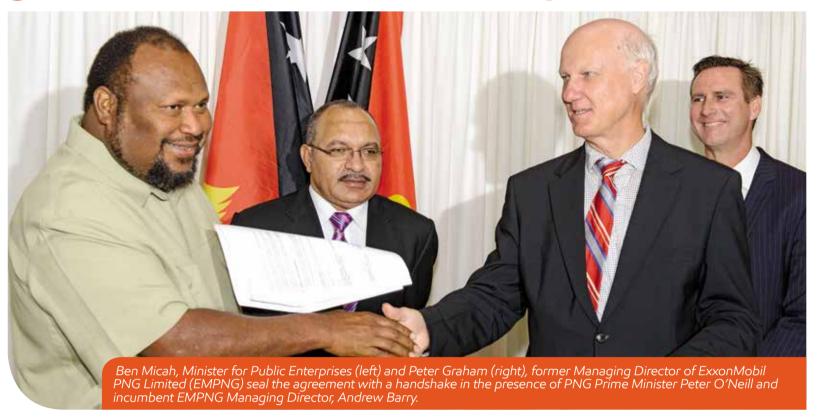
LNG

PNG LNG

PNG LNG to assist with power generation in Port Moresby and Hides



ExxonMobil PNG continues to work with the government of Papua New Guinea to help improve the quality of life for Papua New Guineans.

This was demonstrated in January this year when representatives from

both parties reached an agreement to supply power for Port Moresby.

Initially, the PNG LNG Project will supply power from the LNG Plant - when available – to PNG Power which will then distribute it to customers. The second phase is the provision of up to 20 million cubic feet a

day of domestic natural gas, which is expected to fuel a

"This agreement enables a reliable long-term supply of natural gas to support Port Moresby's urgent power generation needs"

new State-owned gas-fired power generation unit to be built in Port Moresby.

This is in addition to an existing commitment for gas supply in Hides.

"This agreement enables a reliable long-term supply of natural gas to support Port Moresby's urgent power

Arrival of

inside this issue

ExonMobil

- Papua
- Revenue and royalty explained
- **EMPNG's new Managing Director**
- Peter Graham bids farewell
- Health equipment for PNG
- Lucky escape for rare echidna
- Meet our people/ Safety tips – Snakes

generation needs," says Andrew Barry, ExxonMobil PNG Managing Director.

"There is still work for PNG Power to do to get the necessary infrastructure in place, but we expect to be able to provide the first phase of the power to PNG Power by the middle of 2015."

Message from Andrew Barry, Managing Director



Welcome to the very first edition The stories in this edition are

PNG LNG TIES is about the relationships that we continue to build with government, business partners and communities throughout our operations area. It's about Teamwork, Integrity, Environment, Excellence, Safety, and Security – or TIES for short.

It's about our culture to achieve things collectively, and a recognition of all the different groups and people who have contributed to our successful start-up and continuous safe operations.

just a few examples of the many results we've accomplished because of these partnerships, and because of the commitment and investment that so many people have made.

From China there's a story about a ship called Papua that was built to transport LNG from Papua New Guinea, and there's another story about two men in Kutubu who helped a rare echidna escape captivity.

And there's important information inside about royalties and revenue.

On a personal note, having just taken on the reins of leading this incredible operation from my predecessor Peter Graham, I'm excited about the future and getting to know people here and building on our accomplishments so far.

I hope you enjoy the stories, and if you have one you'd like to share with us, you can get in touch with the PNG LNG TIES editorial team at pnglngproject@exxonmobil.com

Happy reading!



First custom-built ship arrives in PNG

The first custom-built LNG carrier for the PNG LNG Project sailed into PNG waters on 17 February, after being named *Papua* at a ceremony in China.

Lynda Babao-O'Neill, the wife of Papua New Guinea Prime Minister Peter O'Neill, acted as the ship's godmother at the ceremony in early January.

The LNG carrier was built by Hudong-Zhonghua Shipbuilding Group (Hudong), and can carry approximately 172,000 cubic metres of LNG. It is the largest LNG ship of this size built in China.

The *Papua* is operated by Mitsui O.S.K Lines (MOL) on behalf of ExxonMobil PNG Limited (EMPNG), and is one of four dedicated carriers that will ship LNG from the Project to customers in Asia.

The four carriers are Spirit of Hela, Gigira Laitebo, Papua, and another ship also being built by Hudong.

ExxonMobil congratulated Hudong on completion of the custom-built vessel.

During the ceremony, EMPNG then-Managing Director, Peter Graham said, "We are pleased to be celebrating another milestone with the naming of the Papua, the first custom-built ship for the PNG LNG Project. This is a demonstration of the Project's ongoing success.

"With the support of the PNG government and community, we are proud to have completed the PNG LNG Project ahead of schedule. The PNG LNG Project is important to the economy of Papua New Guinea and has created significant, long-lasting benefits for the country," he added.

"The PNG **LNG Project is** important to the economy of Papua New Guinea'





Project proves competency

The PNG LNG Project has successfully achieved financial completion, by satisfying all of the financial completion tests set forth in the Project's financing arrangements.

"This is an important milestone in the Project's history. We shipped our first LNG cargo months ahead of schedule, and have now achieved financial completion," said Andrew Barry, ExxonMobil PNG Limited Managing Director.

"With the successful achievement of this important milestone, completion guarantees will be released, loan repayments will commence, and co-venture distributions will be permitted according to the terms of the financing agreements."

Financing for the Project was provided by a consortium of banks and export credit agencies.



that the PNG LNG Project has brought to Papua New Guinea. ExxonMobil PNG Limited, as operator of the PNG LNG Project, has worked hard to deliver on its commitments throughout both the construction phase and the start of the production phase - to ensure that Papua New Guineans experience the benefits of the Project.

The agreed royalty of

of the "wellhead value"

is calculated per Oil and

Gas Act regulation and

paid to the government

out of monies received

from the sale of LNG

There are many benefits One of the benefits for affected stakeholders are royalties, and there have been many questions about how royalties work.

> To begin, what are royalty payments? Royalty payments are benefits provided to landowners, affected provincial governments and local level governments. The agreed royalty is 2% of the "wellhead value", in accordance with the Oil and Gas Act.

Royalty payments are paid by PNG LNG to the PNG Government for distribution to all beneficiaries including

and condensate. Royalty

distributed by the State

(the PNG Government)

to landowners, affected

provincial governments

payments are then

and local level

governments

the rightful landowners. To determine the rightful Project area landowners, the government is undertaking a lengthy process called Clan Vetting. This is done in two phases: the first identified all the clans in the Project area footprint (completed), and the second phase involves those beneficiary clans meeting and agreeing how they will split the

Given the number of beneficiaries in the Project area – estimated to be around 60,000 people! - it's no wonder that this process

royalties received (currently

underway).

is taking some time.

So what happens once sales are made? How do royalties get paid to the rightful recipients? The graph at the bottom of this page outlines this process.

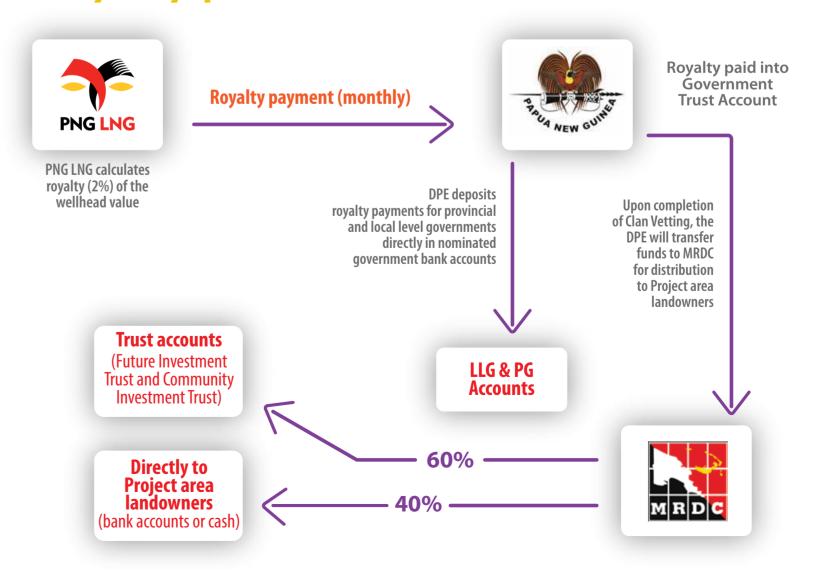
If you want more information about how royalty payments are made, please talk to the Department of Petroleum and Energy (DPE).

Project benefits include direct and indirect benefits. Direct benefits include items such as royalties and equity shares, while indirect benefits include employment, training,

business development, and enhancements to infrastructure such as roads, bridges, schools and health clinics. Some of these benefits are the responsibility of ExxonMobil to deliver, while the PNG Government is responsible for others.

Royalties were paid as soon as the first LNG shipment was made. However, because the Clan Vetting Process has not yet been completed, the money is placed into a separate government account, to be used for the purpose of royalty distribution only.

The royalty process







Meet Andrew Barry

Andrew Barry comes to
Papua New Guinea from
the cold of Canada – but
apart from a change in
weather conditions, he has
no plans to change the way
we do business here, and
will continue to build upon
the strong foundation that
ExxonMobil PNG has in
Papua New Guinea. He talks
with the editors of PNG LNG
TIES about his approach –
and his more adventurous
side....

PNG LNG TIES: Andrew, tell us a little bit about yourself; where do you come from?

Andrew Barry: I'm Australian and I've been with ExxonMobil for 22 years. I have a civil engineering background, as well as an MBA. I started my career in Melbourne in a variety of roles, primarily in reservoir engineering, drilling engineering and wellwork activities. Before I left Australia in 2002 I was the Planning Manager for Australia and Papua New Guinea. Unfortunately I didn't get to visit PNG as part of that role, but I'm thrilled to have the chance to live here

After Australia I spent several years at our company headquarters in Dallas in the United States, before I went to Qatar. I was supposed to be in Qatar for only 18 months but ended up spending five years there! In that role I worked in the LNG marketing side of the business. Next I went back to the United States and was Operations Manager

for many of our assets and fields, including the Gulf of Mexico. From there I moved to Canada as the Production Manager and Lead Country Manager. I was there for two years and now I'm here in years. Making sure we have a strong culture embedded in the organisation is going to be important, and the *Empasin bilong ExxonMobil long PNG* program [ExxonMobil PNG's internal program]

"Our operations are in the community, and we need to have a relationship with the community"

PNG, which has certainly been a change in climate.

TIES: What excites you the most about your new role with ExxonMobil PNG Limited?

AB: Before I moved here, Peter Graham told me what a fantastic group of people I would be working with – and he was right. For me, it really is about working with people, helping them develop and achieve their best, and when I think of the absolutely amazing accomplishments that everyone in this organisation has contributed toward, I'm excited to be part of the team. I'm looking forward to making friends within the organisation as well as outside of the company.

TIES: Do you have any key priorities or initiatives?

AB: ExxonMobil PNG is still a very young organisation, and what we do over the coming years is going to set up how the organisation will operate over the next 30

will be a key part of that. The program identifies six important values: safety, security, respect for the environment, integrity, teamwork and excellence.

A second priority area is positioning the organisation for growth. PNG LNG has been extremely successful and we need to make sure we continue that success. We have several promising opportunities ahead of us in this regard.

TIES: Safety is a huge priority for ExxonMobil. How do you plan to ensure that ExxonMobil's operations in PNG continue to be safe, both for the workforce and the community?

AB: Safety is a 24/7 activity and it really is a lot of hard work. Every new day it's like starting again from a safety perspective: it's something that you can't get complacent about. For our organisation, we have all the tools in place and we have the procedures, so what it comes down

to is our behaviour and the choices we make as individuals. For ExxonMobil, safety is not just a priority, it's an actual value in our organisation. It's the way we do our business, and one of the most encouraging things I've heard since I've been in PNG is from leaders in our communities who have told us how we have positively influenced the safety culture within those communities. That, to me, is an outstanding achievement, not just to have that safety culture in our own business, but to be influencing the safety culture in our communities. I am really proud to be part of

TIES: What's your approach to continuing high level of engagement that we currently have with communities?

AB: Peter Graham has built

such a strong legacy here in Papua New Guinea, and when I think of one of his strengths it's his focus on community involvement and engagement. I want to continue to develop and build upon that. We need to have strong relationships with our communities – without them, we just won't survive. That is true in any community in which we operate, but it's especially important here in PNG. Those relationships will provide strength to the organisation, it will help us with the culture of the organisation and it will help us with the overall safety of the community. Doing our work in isolation is just something that we are not

going to do. Our operations are in the community, and we need to have a relationship with the community – and that's something I don't plan to change.

TIES: What elements of PNG are you looking forward to exploring?

AB: There are so many! I'm really looking forward to getting out and exploring the country. I'm a little bit adventurous, and I surf, snowboard and wakeboard, and I'm on my way to getting my diving certification. It's going to be a little different for me here though - I was surfing in Canada in temperatures of around 1 degree Celsius, so I'm looking forward to surfing in PNG without a 6 millimetre wetsuit, hood and booties! This country has so much history and so many beautiful things to see - my problem is going to be trying to see and

TIES: What is one surprising thing about you that we should know?

AB: While this may be my first official time in Papua New Guinea, my actual first visit was before I was even born. My mum came to PNG when she was pregnant with me, so I guess you could say that my connection to PNG goes way back!

Another one is that I came third in the Arab Wakeboarding Championships in 2009. I was pretty pleased with that result.



Peter Graham bids farewell

After almost a decade working on ExxonMobil projects in Papua New Guinea, and a career that spans 28 years with ExxonMobil, Peter Graham retired at the end of January 2015. A man who has garnered much respect and admiration from all parts of the PNG community, he sits down to talk about the highlights of his time working in Papua New Guinea.

PNG LNG TIES: Peter, in your time working in Papua New Guinea, can you single out a few things of which you're most proud?

Peter Graham: There is so much that I am proud of during my time in Papua New Guinea.

Getting to project sanction

was personally incredibly

satisfying. In mid-2008, having just concluded the Gas Agreement and entered FEED [front-end engineering and design] we worked with various government ministers and officials to agree on a timeline for what needed to be done before we could give the "go ahead" and sanction the Project. We set a date about 18 months out – 8 December 2009 – and agreed on the deliverables required and who was responsible for them. Remarkably, we achieved Project sanction on that day. The last of the Benefits Sharing Agreements was executed at 4am and we were still negotiating the last commercial details at the time of the scheduled signing ceremony. But we made it on that day. It was an incredible example of teamwork and

drive to achieve something very important not just for

the developers but the entire

country.

I am very proud of what
our ExxonMobil PNG team
has done – we have a very
capable and motivated
team, aligned on the values
and behaviors of Em pasin
bilong ExxonMobil long
PNG [an ExxonMobil PNG
program for the workforce].
If I had to select one group
I'm especially proud of, it
would have to be our young
operations and maintenance
trainee technicians – they

TIES: What has been your most memorable moment in Papua New Guinea?

have excelled.

PG: The first cargo celebration in May 2014 was truly a magical day. For me, it was an emotional day, bringing together so many of the people who have been critical to developing the PNG LNG Project over the last 7 or 8 years, and hearing them speak about their recollections. When Prime Minister Peter O'Neill pressed the button to load the first cargo, I looked back over my shoulder and the sun was literally glistening on the Spirit of Hela – it was a day I'll never forget.

TIES: What has been your

mething **greatest challenge?**

"Papua New Guinea is a land of

opportunity, a unique place to work.

While change may come slowly, the

results of your efforts are usually visible."

with lots of moving parts and lots of people involved directly and indirectly. It was challenging to keep everyone aligned and focused on safely delivering and safely operating the facilities and organisation to realize our vision for the company. Keeping everyone safe is a challenge I know this caring organisation will continue to pursue.

PG: The Project was complex

It is important that we acknowledge that many people outside our organisation played critical roles in meeting our challenges – government, landowners, suppliers and many others.

TIES: What do you see as the long term value of the PNG LNG Project to Papua New Guinea?

PG: The revenue that the Project will generate over 30 years is going to be critical for the nation to fund the government's priorities. We certainly agree with those priorities of education, health, infrastructure, law and order, and women's empowerment.

Something that people may not think about is that the Project is often recognised for the contribution it's made

Business leaders have told us that our safety focus has in many ways changed the approach that companies take to providing a safe work environment. We've had others talk about our commercial behaviour, and the ethical standards that we've set and maintained. These values are important for PNG's development.

in setting standards in PNG.

TIES: What do you imagine PNG to be like in 10 years'

PG: I'm optimistic for the country. I think the priorities that are being pursued by the Government are the right ones. We've already seen a remarkable change in the last few years and I expect further growth as other developments follow. The fact we've demonstrated that you can do big projects in PNG will pave the way for economic growth. I'm confident we will see further improvements in the human development indicators. Investment in infrastructure, including our recent contribution on electrical power supply, will open the country up for further development.

TIES: Your successor, Andrew Barry, took over the reins on 1 February. What tips did you give him before you departed?

PG: Patience, persistence and flexibility are important to getting things done. Maintaining alignment amongst stakeholders, working with people to find ways to achieve shared outcomes – you can't make things happen in isolation. Demonstrate to people that you care about them and about PNG.

TIES: In the limited downtime that you've had, what have you enjoyed doing – outside of work?

PG: I enjoy the socialising that comes from living in a small community. [My wife] Jane and I have formed some wonderful friendships.

I love Kokopo and Rabaul. Touring the country and visiting the cultural festivals I've also enjoyed working as a Board member of the Port Moresby General Hospital. It's been a rewarding experience working with other directors from the

private sector and the

staff to effect change.

hospital management and

have provided a glimpse into

the many rich culture of PNG.

TIES: What are you going to miss about PNG?

PG: Firstly the people, the sense of family.

Papua New Guinea is a land of opportunity, a unique place to work. While change may come slowly, the results of your efforts are usually visible. In the hospital I can see the impact on health care and I know as we demonstrate progress, other hospitals will follow. Across the PNG LNG Project I can see the impact in local communities. That's unusual. Here in PNG you can see change and you can feel it that's something I'll miss.

Partnership brings health benefits

Four containers worth PGK4 million are headed to Papua New Guinea, thanks to funds raised at the First Ladies Luncheon in Denver, United States, last November. Each container is valued at PGK1 million and is filled with critical medical supplies and equipment.

The four containers will be distributed between the Tari, Port Moresby, Daru, Mendi, Lae and Kikori Hospitals throughout 2015. Items were selected based on a needs assessment of each facility.

The First Ladies Luncheon is an annual health-focused fundraiser organised by Project C.U.R.E, a US-based organisation that helps raise funds for delivery of medical supplies and equipment to developing countries.

In the last 27 years they have supported over 130 countries.

In 2014, Lynda Babao-O'Neill, the wife of Prime Minister Peter O'Neill, was invited to be the keynote speaker at the fundraiser, and impressed the audience with her dedication to improving the health in Papua New

"It is important that we work in partnership with other development partners"

ExxonMobil PNG was the major sponsor of the Luncheon.

The PNG Tribal Foundation (PNGTF) facilitated Papua New Guinea's involvement in the event.

Sisa Kini, Community Development Support Manager believes there are many health challenges in Papua New Guinea, but that partnerships are key to tackling these.



"It is important that we work in partnership with other development partners and stakeholders to ensure that we can address these issues in a timely and sustainable

"This particular initiative is a demonstration of what can be accomplished when like-minded groups come together to address

a common concern," explains Sisa.

The Luncheon is not the first time ExxonMobil has worked with PNGTF. Through the partnership medical supplies and equipment have been delivered across the country.



From the office to the classroom





Students around the PNG LNG Project area are getting excited about science thanks to a program run by ExxonMobil PNG.

The Science Ambassador program gets ExxonMobil staff out of the office and into the classroom to teach students in year 7 and 8 about a variety of sciencerelated topics. The program started in 2013 in Port Moresby and has recently expanded to schools near the in children," Sisa says. LNG Plant and in Hides.

"The program has proven to be very popular – even kids who don't like to sit in a classroom have been really involved when our staff have arrived to talk about the origins of oil and gas, or rocks Science Ambassadors back and geology," says Sisia Kini, Community Development Support Manager.

"We've been really thrilled with the response, and our staff have loved getting

out and teaching the kids something about the industry that we work in. All the activities are really hands-on and students get to touch rocks and do experiments to help them understand the concepts.

"Maths and science are such important aspects of education, and we want to encourage that in schools. We hope to use this program to develop a love of science

Teachers are also finding the program beneficial.

Linda Malai from Gordons International School asked her students whether they would like to have the and they voted unanimously that it was a great program.

"There was a roar of 'yes' so I am sure they not only enjoyed it but they also learnt a lot about rocks and

geology. We look forward to more visits," she said.

Christopher Smidt, teacher from Ela Murray International School, agreed.

"I would like to thank ExxonMobil for the valuable learning experience that was provided to the students. The students and staff enjoyed your team's visit very much!"

"The program has proven to be very popular - even kids who don't like to sit in a classroom have been really involved"



Rare long-beaked echidna has lucky escape

This eastern long-beaked echidna had a lucky escape over the holiday season.

Security personnel from Moro chanced upon two Kutubu hunters who were taking this rare animal to the Kaimari market, and they successfully negotiated for the echidna's release. Well done guys!

The echidna belongs to a species called Zaglossus bartoni, which the International Union for Conservation of Nature (IUCN) has listed as critically endangered.

There are three other species of long-beaked echidna found in Papua New Guinea, and one is shared

with Australia. They are Sir David's long-beaked echidna (Zaglossus attenboroughi), the western long-beaked echidna (*Z.bruijnii*), and the eastern long-beaked echidna (Z. bartoni). All three species have been listed as critically endangered by the IUCN. Eastern long-beaked

echidnas can be found in

the upstream Project area

75 centimetres in length and weighing up to nine kilograms. Signs that an echidna may be present are the tubular holes

that they make with their

Echidnas are mostly forest

snouts when foraging.

and are large, ant-eating,

terrestrial, egg-laying

mammals reaching to

animals, but if they are left alone, they will make their homes in grasslands and secondary forest areas. Hunting has reduced populations of long-beaked echidnas in most populated regions of the country and they have become extinct in several areas.

Pipeline in their hands

Throughout construction and into production, ExxonMobil PNG has implemented many activities to encourage landowner and community involvement in the PNG LNG Project.

One of these is the recently rolled out Clan Caretaking Strategy, which engages the landowning clans along the onshore pipeline right of way (ROW) to take care of these facilities.

Landowners are paid for the work, which includes ensuring vegetation along the pipeline is maintained, reporting erosion and any encroachment, as well as safely working with EMPNG personnel to allow necessary surveillance and maintenance activities.

The Clan Caretaking Strategy covers 141 clans over

202 kilometres. Pipeline Supervisor, Lary Adams is proud of the implementation of this strategy.

"The Clan Caretaking

Strategy provides additional eyes and ears on the ground all along the ROW to alert us to abnormal situations," he states. "There have been many instances already where local clans have identified and quickly reported threats such as washouts, sinkholes and unauthorised activities – if we didn't know about these, there could be serious consequences for the

As well as helping ExxonMobil, participating clans are thankful for the strategy.

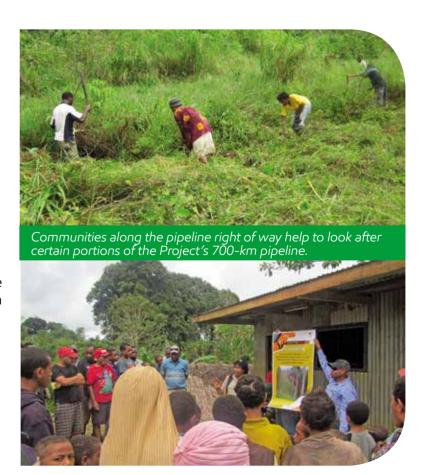
"We are very appreciative to ExxonMobil to allow local

people to get involved in this work," says Maxie Sosoro of Soro village. "This enables ordinary people to work and earn money to buy basic items. This is the first of its kind in our area."

Benedict Unabi of Kantobo village shares similar

"We will do everything we can to take care of these areas and report any damage and, we will also comply with safety expectations of the

"The Clan Caretaking Strategy provides additional eyes and ears on the ground"



Staying safe around snakes

Snakes are a common sight in Papua New Guinea, especially between the months of November and April when the weather gets hotter.

Do you know what to do if you come across a snake?

You will have heard that snakes are as scared of humans as we are of them, and that they only bite in self-defense - this is true. If you see a snake, the more you move around, the more likely it will be frightened and try to protect itself – and the more likely you will be bitten.



The best thing to do is stand still, keep calm and do not attack the snake. Once the snake calms down and sees that you are not going to hurt it, it should

There are other things you can also do to ensure your family is safe from snakes:

- Remove trash, spilled food, fruit, or bird seed that may attract mice or rats - which are a snake's favourite food
- Regularly cut lawn, weeds or grass
- Always wear footwear
- Don't leave footwear outside overnight
- Don't step or put your hand someplace you can't see (deep holes, unlit sheds)
- Use leather gloves when gardening
- Use a torch when walking or working in the dark
- When moving through tall grass or weeds, poke at the ground in front of you with a long stick to scare away any snakes
- Look around before sitting down when outdoors
- Do not provoke or throw things at a snake (if provoked, a snake may strike!)
- Do not catch a snake, even if you think it is dead
- Teach your children to NEVER touch any snake

If a snake bites you or another person:

- Keep the bitten limb still
- Help the victim remain calm to slow the spread of venom
- Transport the victim as quickly as possible to a hospital
- DO NOT wash the bite area
- DO NOT cut the wound or bite
- DO NOT suck the bite
- DO NOT apply a very tight rope
- DO NOT feed or allow victim to drink water or any fluids

Meet our people

Pursuing Excellence



Lisa-Marie Tepu (front row, left) has worked with ExxonMobil PNG as Legal Counsel since 2014.

"I'm privileged to be working for ExxonMobil PNG, supporting the PNG LNG Project – it's such a big opportunity for Papua New Guinea," she says.

Part of a legal team including five people in Port Moresby, her reflections about the team sounds like she's talking about a family; she says the team's two senior staff are like fathers, providing her with support to grow in her career, and her other peers are always working with her to improve the way she works.

Her quiet demeanour belies an underlying desire to always push herself to achieve excellence.

"My first formal employment was with a private law firm working in litigation. Since joining EMPNG I've been able to learn more about commercial legal issues, and am still growing as a lawyer. I learn something new each day, and I'm constantly challenged to lift my game," she says.

Her strong work ethic has her seeking out new responsibilities, and so far her department's supervisors have been supportive, giving her the opportunity to work on issues that she hasn't had much experience with before.

Her goal is to become a significantly more efficient lawyer this year. "I truly believe that this is the place where I can do that. EMPNG promotes a culture of excellence, and provides an environment that helps its employees to achieve that. Looking back to when I was still going through the recruitment process, it took a while, but I have to say it was worth the wait."

In for the long run "I've



found that ExxonMobil employs a lot of smart people. And no matter which country or what

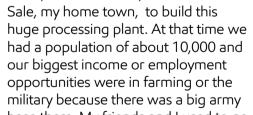
department, everybody wants to do a good job. That's quality."

When Neil Bennie started with ExxonMobil 40 years ago, he was one of four Maintenance Apprentices out of 500 applicants taken on by Esso Australia to work at its Longford oil and gas processing facility in Victoria.

"Esso, or ExxonMobil, had come to Sale, my home town, to build this huge processing plant. At that time we had a population of about 10,000 and our biggest income or employment opportunities were in farming or the military because there was a big army base there. My friends and I used to go down and look at the plant, and I knew I wanted to work there." He remembers that his whole township was proud to see them [the Maintenance Apprentices] in their Esso uniforms, and that the economy in his town started to grow.

Neil is currently Operations Superintendent with ExxonMobil PNG Limited, responsible for training almost 200 Papua New Guineans for operations and maintenance roles, particularly for the Hides Gas Conditioning Plant. It's a role of which he is very proud.

"ExxonMobil is a good place for young people in terms of career growth and security. I know many people who've been with the company for 20-plus years. And these young Papua New Guineans, the ones who we've trained to operate the LNG Plant and Hides facilities, they're the ones who'll be running this company years from now. That's our ultimate goal."







EXonMobil











