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Exxon Mobil Corporation

Maggie Wilderotter  
Frontier Communications  
Corporation

December 11, 2012

The Honorable Harry Reid  
Majority Leader  
United States Senate  
Washington, DC 20515

The Honorable John Boehner  
Speaker  
U.S. House of Representatives  
Washington, DC 20510

The Honorable Mitch McConnell  
Minority Leader  
United States Senate  
Washington, DC 20510

The Honorable Nancy Pelosi  
Minority Leader  
U.S. House of Representatives  
Washington, DC 20515

Dear Leader Reid, Speaker Boehner, Senator McConnell and Representative Pelosi:

As CEOs of companies representing more than \$7.3 trillion in annual revenues and more than 16 million employees, we write to express our belief that the United States will suffer significant negative economic, employment, and social consequences for going over the fiscal cliff. In many cases the damage will be long-lasting, if not permanent. But it does not have to happen.

We urge you to step forward and demonstrate that principled compromise is once again possible and that the American political system that underpinned the economic success of our nation and others can function as designed. For far too long, political paralysis has fueled global uncertainty that discourages businesses from investing and hiring new workers. This paralysis must come to an end, and in a way that resists the temptation to declare winners and losers.

We pledge our active support for a compromise that includes comprehensive and meaningful tax and entitlement reforms that result in market-credible spending reductions and revenue growth. The deal should be a balanced solution to the fiscal cliff and long-term deficit and debt issues. To address these challenges with the scale of response required, no options should be precluded from a potential solution.

Compromise will require Congress to agree on more revenue – whether by increasing rates, eliminating deductions, or some combination thereof – and the administration to agree to larger, meaningful structural and benefit entitlement

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reforms and spending reductions that are a fiscally responsible multiple of increased revenues. By initiating these reforms simultaneously, and without undermining the broader reforms both parties believe should be pursued, you can rebuild the trust needed for our political system to function and the confidence needed for businesses to invest in new factories, equipment, and employees.

For most of our careers, the American system of governance earned global respect and emulation. Politicians put aside partisan rancor and ideological purity to deal with major challenges. This was a significant asset for the country, a source of confidence with respect to investment, trade, and commerce.

This hard won asset has been tarnished over time, albeit unintentionally.

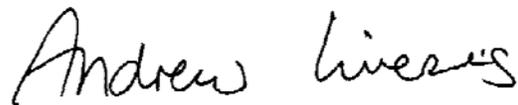
You now have an opportunity to turn political swords into governing plowshares. This opportunity must not be squandered. The U.S. economy has been stalled on the road to greater prosperity. We believe it is primed for strong and sustained expansion. American businesses know how to create jobs and compete in a diverse global market. We are poised and ready to do so if the conditions for growth are set in a comprehensive agreement on the fiscal cliff.

When all is said and done Americans are interested in solutions. Winston Churchill once said that "Americans can be counted on to do the right thing after exhausting all other alternatives." We just need to do so before it is too late.

Sincerely,



W. James McNerney, Jr.  
Chairman, President and CEO  
The Boeing Company



Andrew N. Liveris  
Chairman & CEO  
The Dow Chemical Company



David M. Cote  
Chairman and Chief Executive Officer  
Honeywell International, Inc.



Robert A. McDonald  
Chairman of the Board, President and CEO  
The Procter & Gamble Company

C: Members of the 112<sup>th</sup> Congress



Paul W. Jones  
Chairman & CEO  
A. O. Smith Corporation

MARTIN RICHENHAGEN

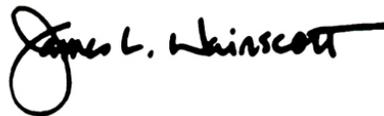
Martin Richenhagen  
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AGCO



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Ameriprise Financial



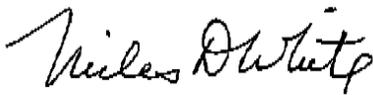
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AK Steel Corporation



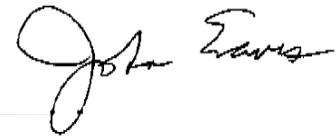
G. Steven Farris  
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Apache Corporation



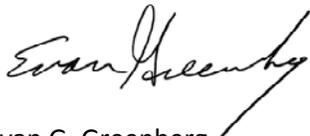
Miles D. White  
Chairman & Chief Executive Officer  
Abbott



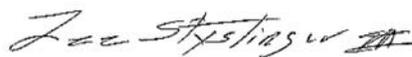
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Alcoa



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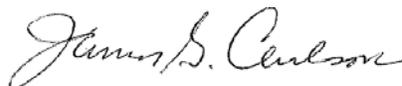
Kenneth Chenault  
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American Express



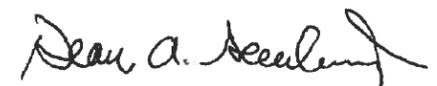
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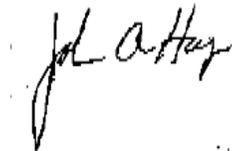
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Campbell Soup Company



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Ball Corporation



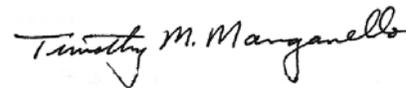
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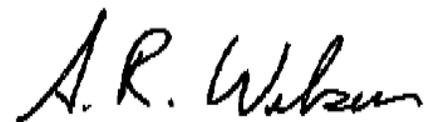
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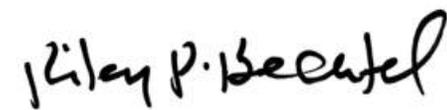
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Bayer AG



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Caesars Entertainment



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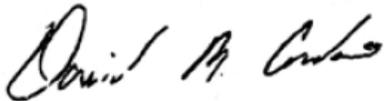
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Chesapeake Energy Corporation



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Corning Incorporated



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CEO  
Citigroup Inc.



J. Michael Lawrie  
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CSC



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CEO  
Cognizant



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Dell Inc.



Brian L. Roberts  
Chairman  
Comcast Corporation



Tom Linebarger  
Chairman and Chief Executive Officer  
Cummins Inc.



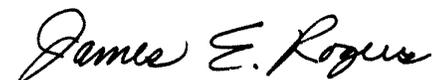
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DIRECTV, Inc.



Andrea J. Ayers  
President and CEO  
Convergys Corporation



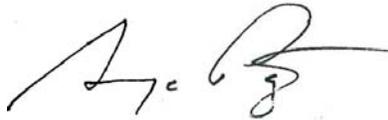
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President & CEO  
CVS Caremark



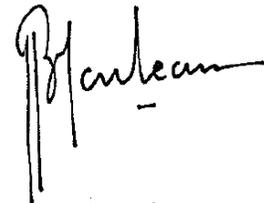
James E. Rogers  
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Ellen Kullman  
Chair of the Board & CEO  
DuPont Company



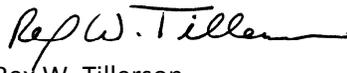
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Express Scripts Holding, Inc.



Pierre Brondeau  
Chairman, President and CEO  
FMC Corporation



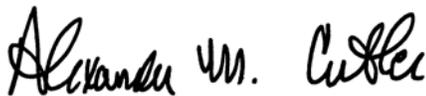
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Eastman Chemical Company



Rex W. Tillerson  
Chairman and CEO  
Exxon Mobil Corporation



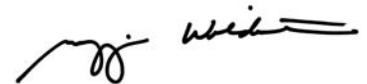
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Freeport-McMoRan Copper & Gold



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Chairman and CEO  
Eaton Corporation PLC



Frederick W. Smith  
Chairman & CEO  
FedEx Corporation



Maggie Wilderotter  
Chairman & CEO  
Frontier Communications Corporation



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Chairman, President and CEO  
Eli Lilly and Company



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Fifth & Pacific Companies, Inc.



Gracia Martore  
President and CEO  
Gannett



Joseph M. Tucci  
Chairman and CEO  
EMC Corporation



James A. Hughes  
Chief Executive Officer  
First Solar



Jeffrey R. Immelt  
Chairman & CEO  
General Electric Company



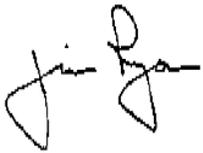
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David T. Seaton  
Chairman and Chief Executive Officer  
Fluor Corporation



Lloyd C. Blankfein  
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The Goldman Sachs Group, Inc.



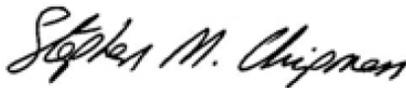
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Mike Lamach  
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Harris Corporation



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The Hartford



Joseph L. Welch  
Chairman, President and CEO  
ITC Holdings Corp.



Paul J. Diaz  
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Kindred Healthcare



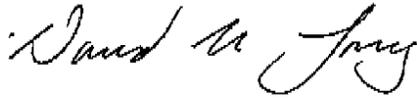
Brian Goldner  
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Hasbro, Inc.



Denise Ramos  
Chief Executive Officer and President  
ITT Corporation



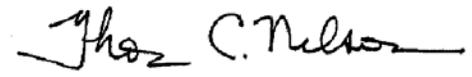
John B. Veihmeyer  
Chairman and CEO  
KPMG



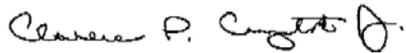
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President and Chief Executive Officer  
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President & CEO  
MasterCard



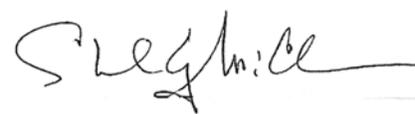
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Wes Bush  
Chairman, CEO & President  
Northrop Grumman Corporation



Harold McGraw III  
Chairman, President and Chief  
Executive Officer  
The McGraw-Hill Companies



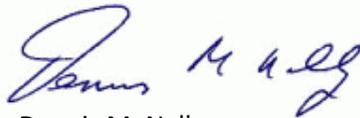
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Chief Executive Officer  
NASDAQ OMX



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Chairman and CEO  
Nucor Corporation



Michael H. Thaman  
Chairman and CEO  
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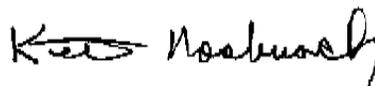
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SAS



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Keith D. Nosbusch  
Chairman and CEO  
Rockwell Automation



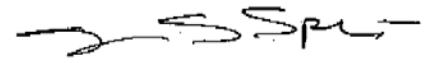
William V. Hickey  
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Eric A. Spiegel  
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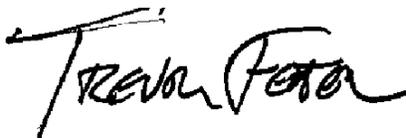
Gregg Steinhafel  
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Target Corporation



Jerry I. Speyer  
Chairman and Co-CEO  
Tishman Speyer



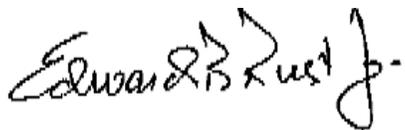
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Trevor Fetter  
President and CEO  
Tenet Healthcare Corporation



Russ Girling  
President & CEO  
TransCanada Corporation



Edward B. Rust Jr.  
Chairman and CEO  
State Farm Insurance Companies



Gregg Sherrill  
Chairman & CEO  
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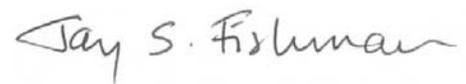
George R. Oliver  
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Tyco



John F. Fish  
Chief Executive Officer  
Suffolk Construction Company



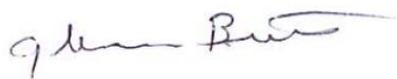
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Chairman and CEO  
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Jeffery R. Gardner  
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WESCO International, Inc.



Michael J. Kasbar  
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World Fuel Services Corporation



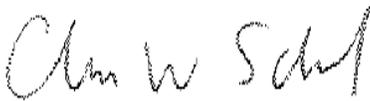
Philippe Dauman  
President and CEO  
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Daniel S. Fulton  
President & CEO  
Weyerhaeuser Company



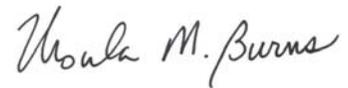
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Wyndham Worldwide Corporation



Charles W. Scharf  
Chief Executive Officer  
Visa Inc



Jeff M. Fettig  
Chairman & CEO  
Whirlpool Corporation



Ursula M. Burns  
Chairman and Chief Executive Officer  
Xerox Corporation



Michael Duke  
President and CEO  
Wal-Mart Stores, Inc.



Alan S. Armstrong  
President & CEO  
The Williams Companies