



TD Securities  
London Energy Conference

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Statements of future events or conditions in these materials, including projections, targets, expectations, estimates, and business plans are forward-looking statements. Actual future results, including demand growth and energy source mix; production growth and mix; project plans, dates, costs and capacities; production rates and resource recoveries; cost savings; product sales; financing sources; and capital and environmental expenditures could differ materially depending on a number of factors, such as changes in the price, supply of and demand for crude oil, natural gas, and petroleum and petrochemical products; political or regulatory events; project schedules; commercial negotiations; the receipt, in a timely manner, of regulatory and third-party approvals; unanticipated operational disruptions; unexpected technological developments; and other factors discussed in these materials and Item 1A of Imperial's most recent Form 10-K. Forward-looking statements are not guarantees of future performance and involve a number of risks and uncertainties, some that are similar to other oil and gas companies and some that are unique to Imperial. Imperial's actual results may differ materially from those expressed or implied by its forward-looking statements and readers are cautioned not to place undue reliance on them.

Oil-equivalent barrels (OEB) may be misleading, particularly if used in isolation. An OEB conversion ratio of 6,000 cubic feet to one barrel is based on an energy-equivalency conversion method primarily applicable at the burner tip and does not represent a value equivalency at the well head.

Proved reserves are calculated under United States Securities and Exchange Commission (SEC) requirements, as disclosed in Imperial's Form 10-K dated December 31, 2013.

Reserves and contingent resource information are an estimate of the company's net interest after royalties at year-end 2013, as determined by Imperial's internal qualified reserves evaluator. Contingent resources are those quantities of petroleum considered to be potentially recoverable from known accumulations using established technology or technology under development, but are currently not considered to be commercially recoverable due to one or more contingencies. Contingencies on resources may include, but are not limited to, factors such as economic, legal, environmental, political and regulatory matters or a lack of markets. There is no certainty that it will be economically viable or technically feasible to produce any portion of the resource.

The term "project" as used in these materials can refer to a variety of different activities and does not necessarily have the same meaning as in any government payment transparency reports.

Financials in Canadian dollars.

# Business model

## Deliver superior, long-term shareholder value

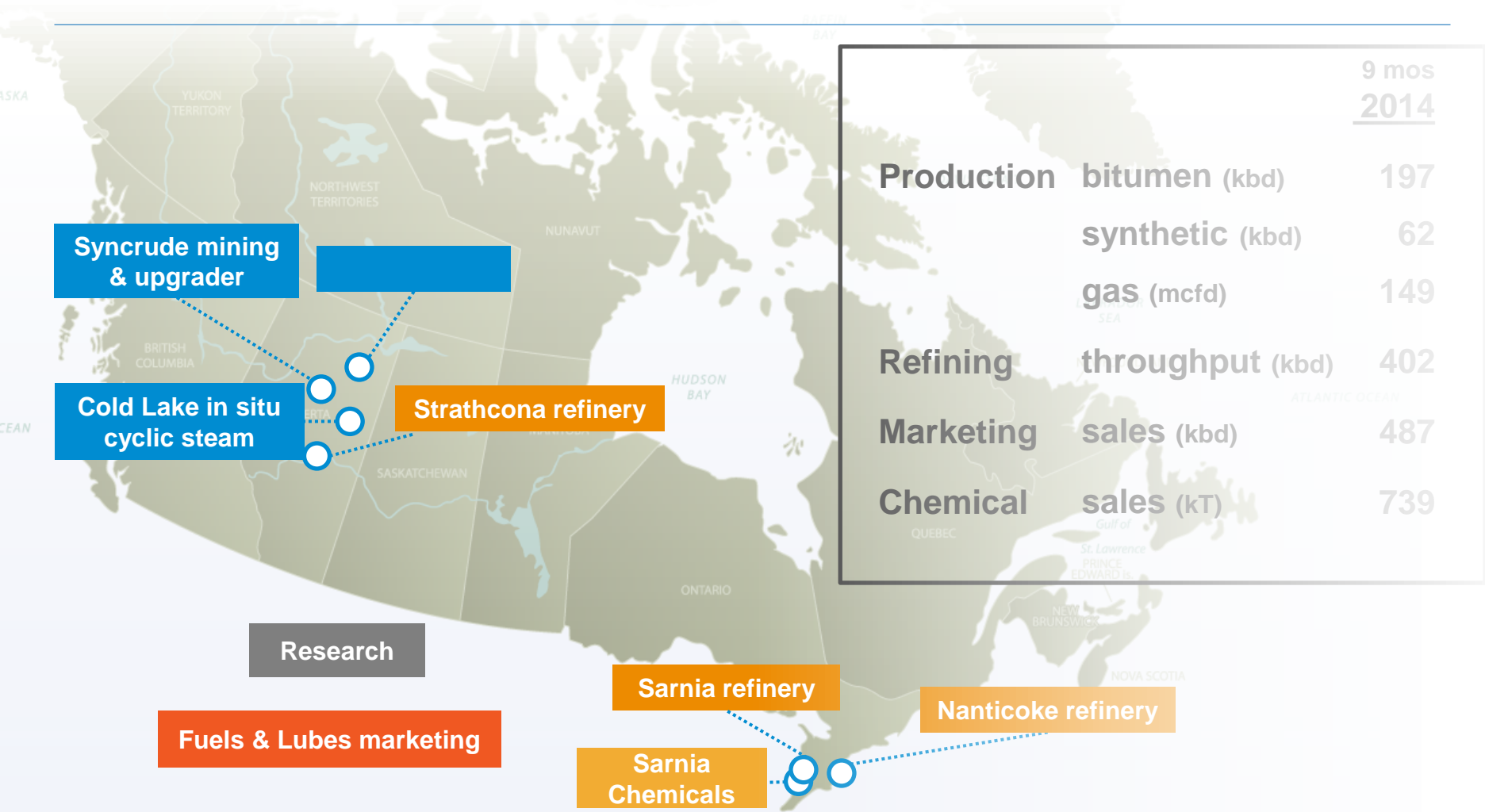
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- **Long-life, competitively advantaged assets**
- **Disciplined investment and cost management**
- **Integration and synergies**
- **High-impact technologies and innovation**
- **Operational excellence and responsible growth**

**ExxonMobil relationship**

# Business overview

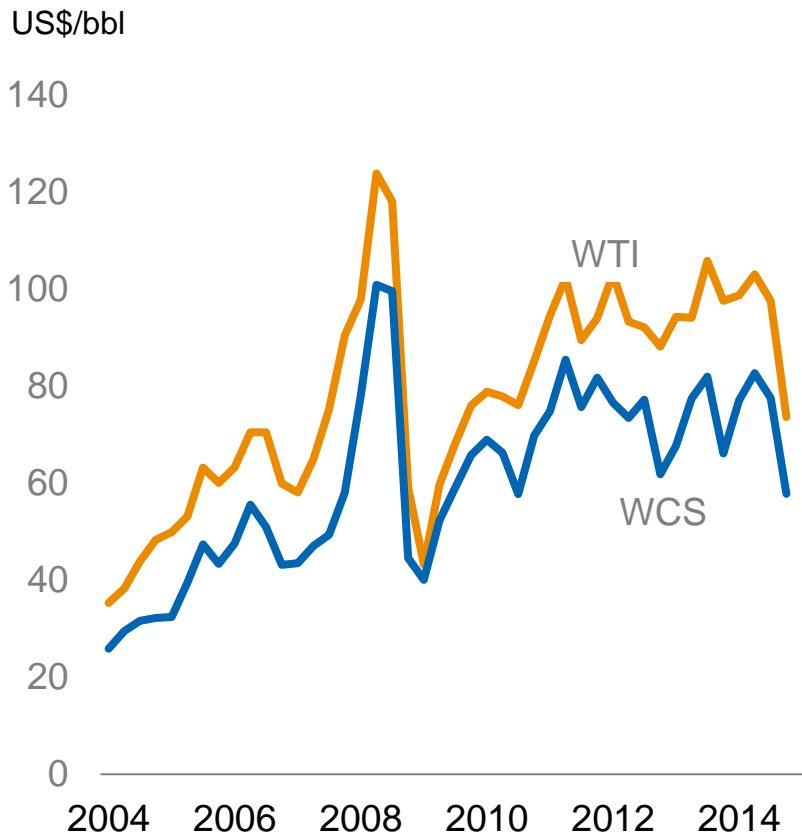
## Industry leadership across the full value chain



# Sustained performance through price cycles

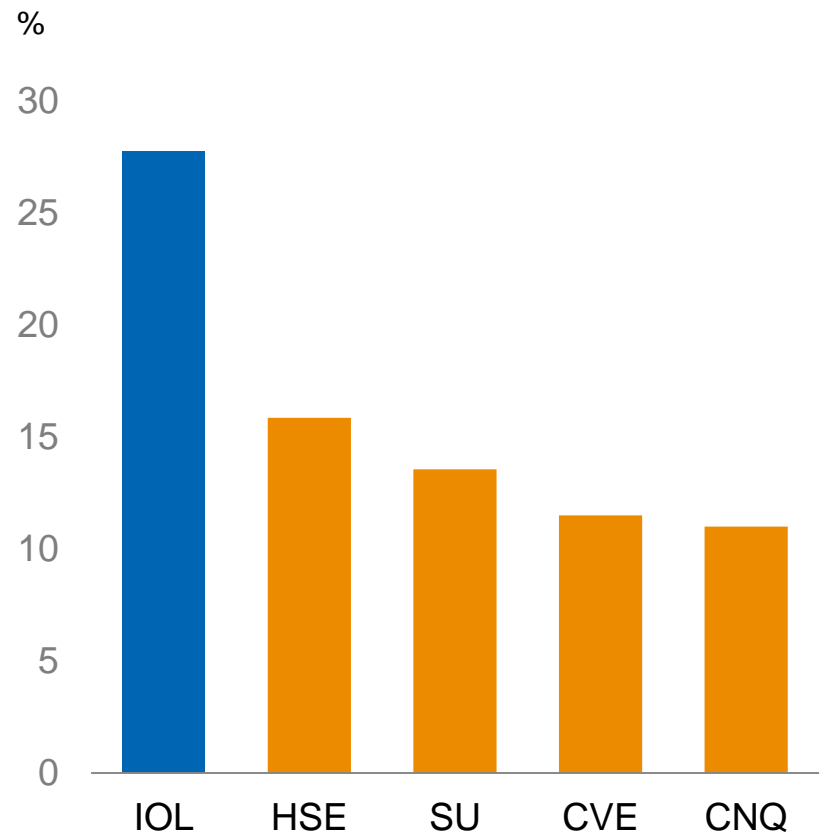
## Industry-leading return on capital employed

### Historical crude prices



Note: WCS pricing not available prior to 2006. Maya price used as a proxy for WCS 2004-2006

### ROCE 10-year average (2004-2013)



Source: company publications

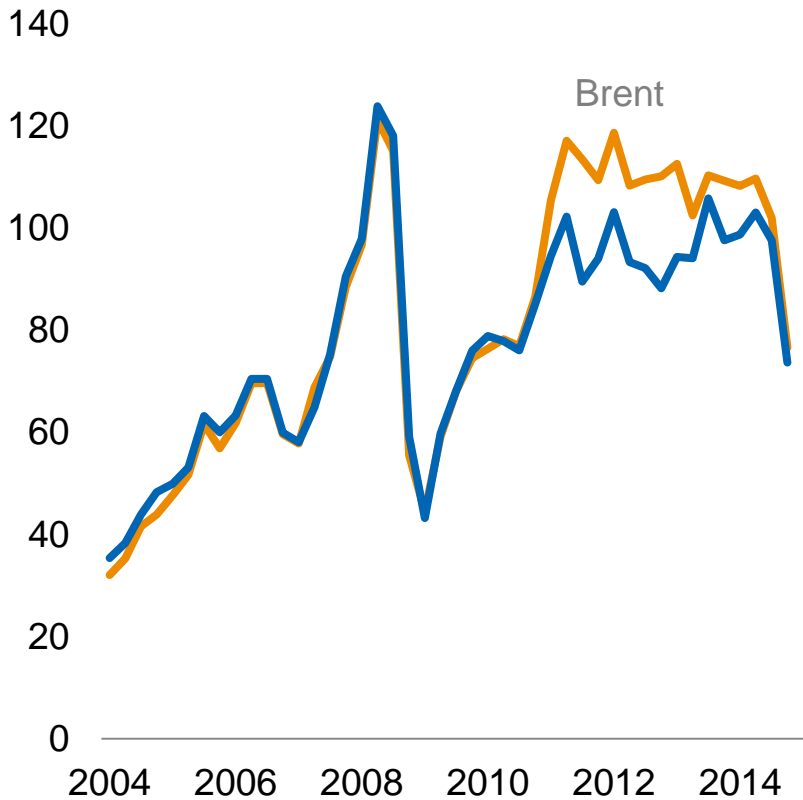
Note: CVE data since inception Dec. 1, 2009, 5-year average

# Downstream: capturing the value of integration

## Leveraging North American crude price dislocation

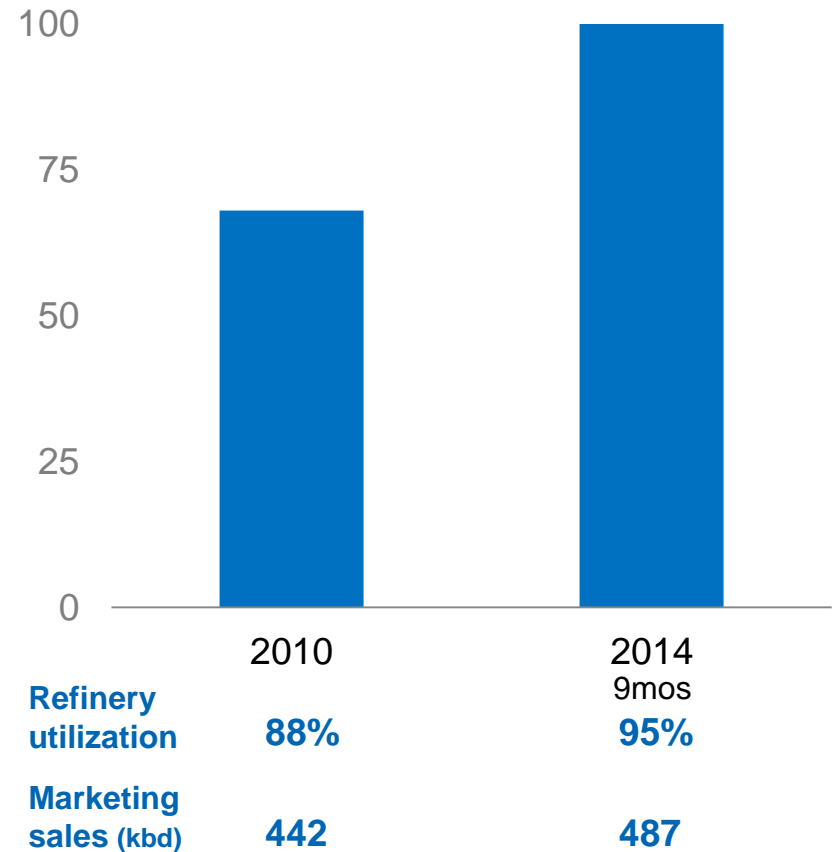
### Historical crude prices

US\$/bbl



### Mid-continent crude

% of refinery throughput

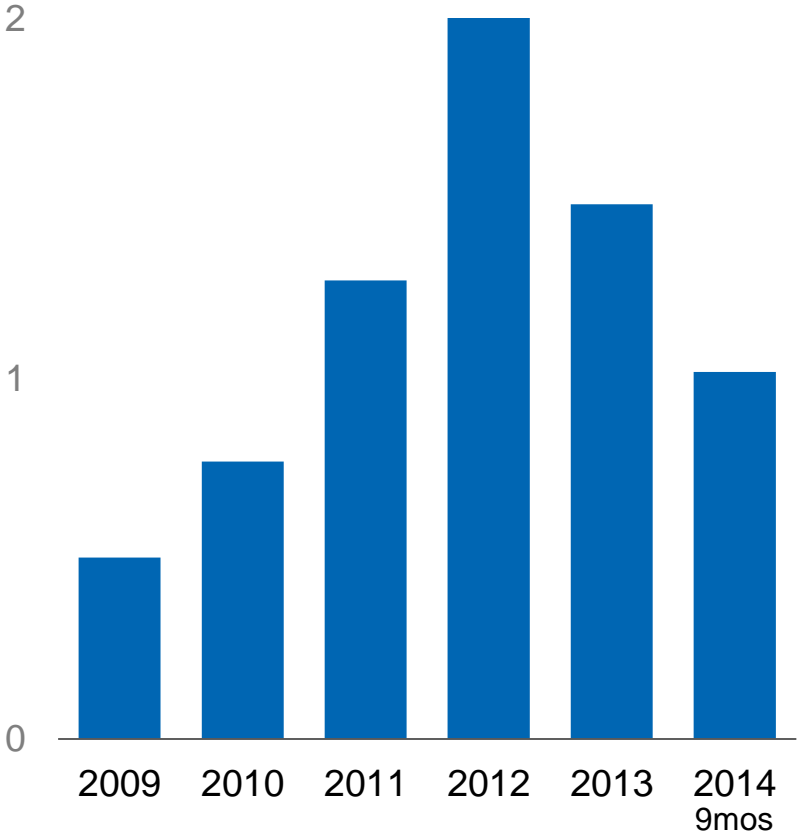


# Downstream: strong cash flow, selective investments

More than \$7 billion of net cash generated over the last 6 years

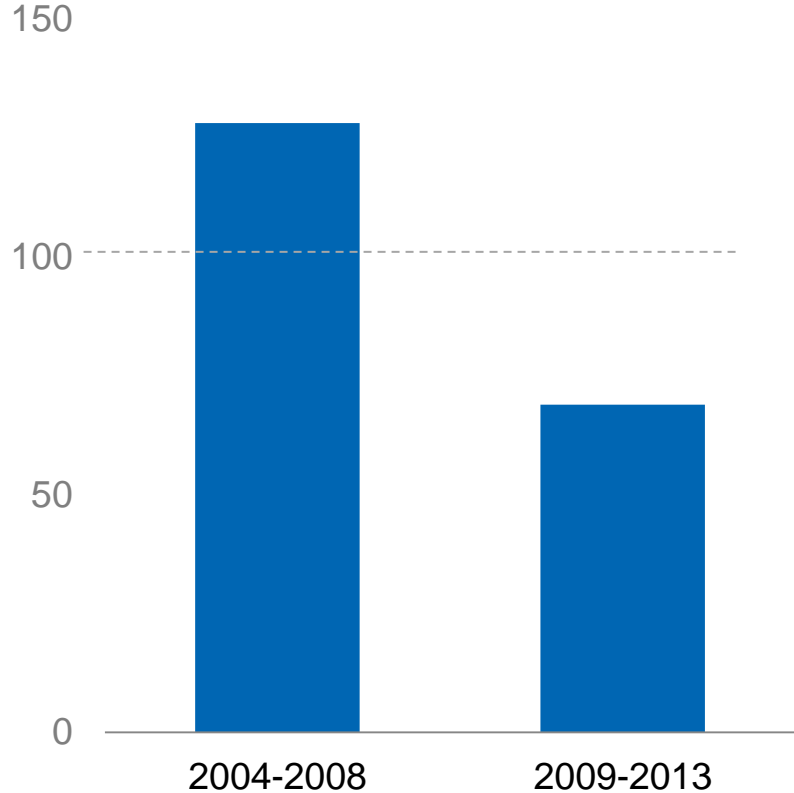
## Downstream net cash

\$ billions



## Downstream capex

% of depreciation

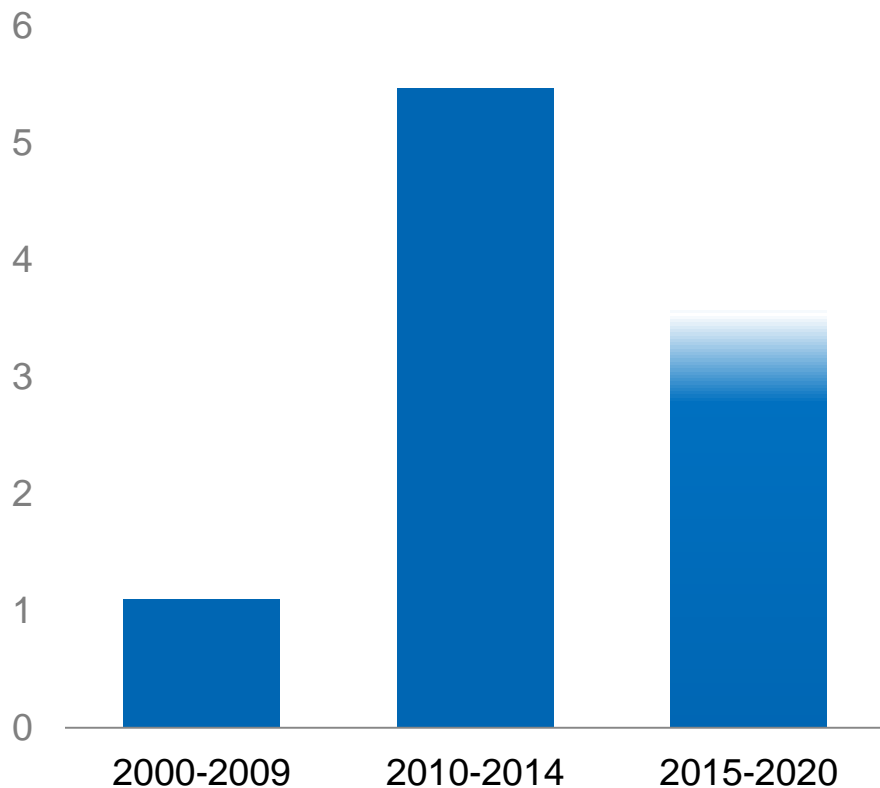


# Upstream investments focused on production growth

## Spending \$40+ billion this decade

### Average annual capex

\$ billions



Includes Upstream, Downstream, Chemical & Corporate

### 2013-2015 project start-ups:

- Kearl initial development 110 kbd<sup>1</sup>
- Kearl expansion project 110 kbd<sup>1</sup>
- Cold Lake Nabiye 40 kbd

### 2016-2020 average depreciation

- ~\$2 billion



<sup>1</sup>Gross, 71% IMO share



# Cold Lake: in situ technology leadership

Innovation drives reservoir performance and unit cost containment

## Demonstrated recovery

%

60

40

20

0

Cash costs <\$20/bbl  
Sustaining capital <\$5/bbl

2010+

2000's

1990's

1980's

1970's

Thermal Pilots  
First horizontal  
well

Commercialization  
of cyclic steam  
stimulation

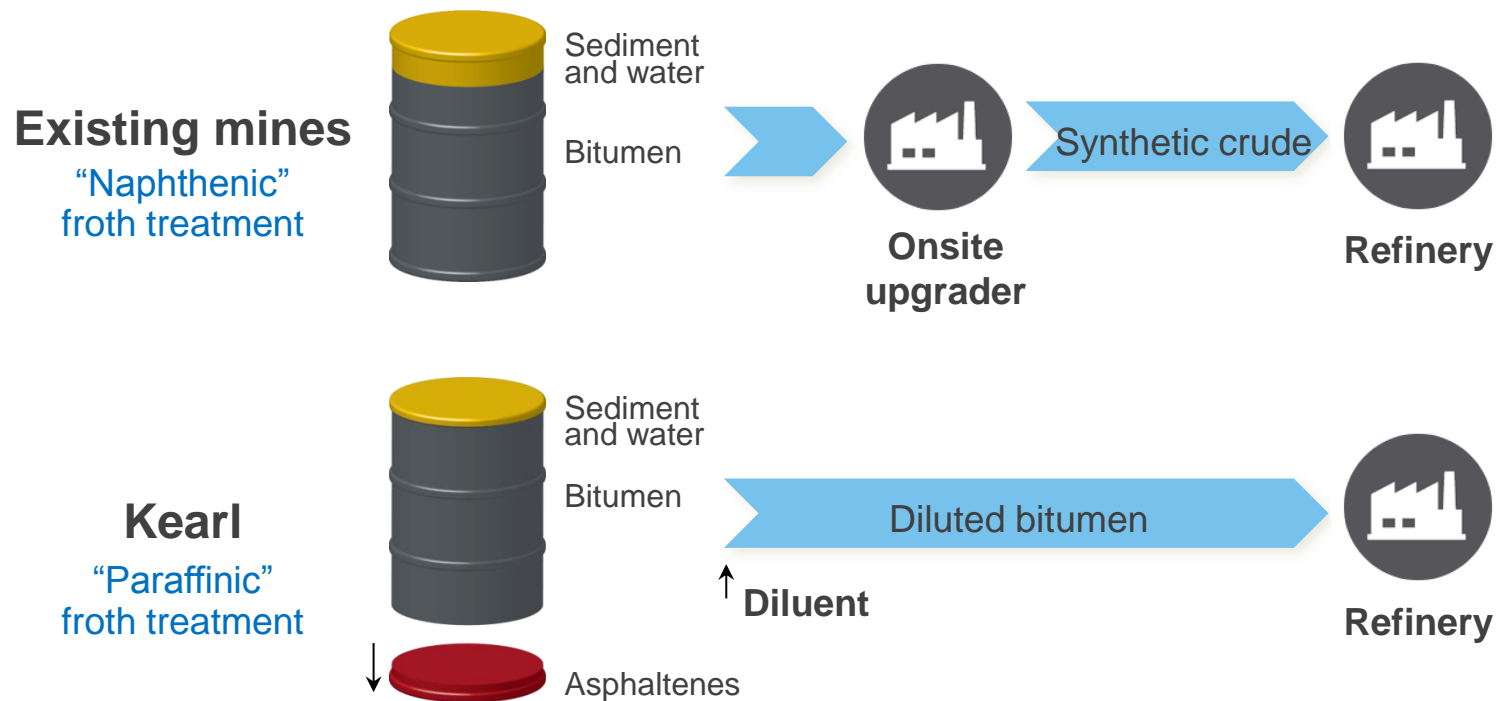
Megarow  
steaming  
3D seismic  
analysis

Limited entry  
perforations  
Infill recovery  
processes

Liquid addition  
to steam  
Steamflood

# Kearl: the next generation of oil sands mine

## Producing pipeline-quality crude without an upgrader



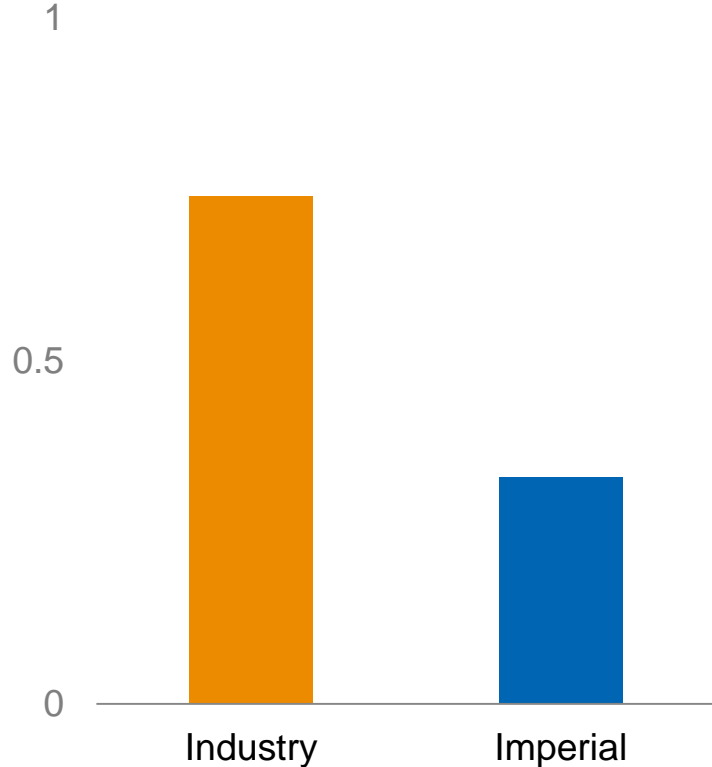
- **Avoided upgrader capital investment**
- **Reduced wells-to-wheels carbon footprint**
- **Lower operating costs**

# Industry-leading operations excellence

## Discipline in all aspects of the business

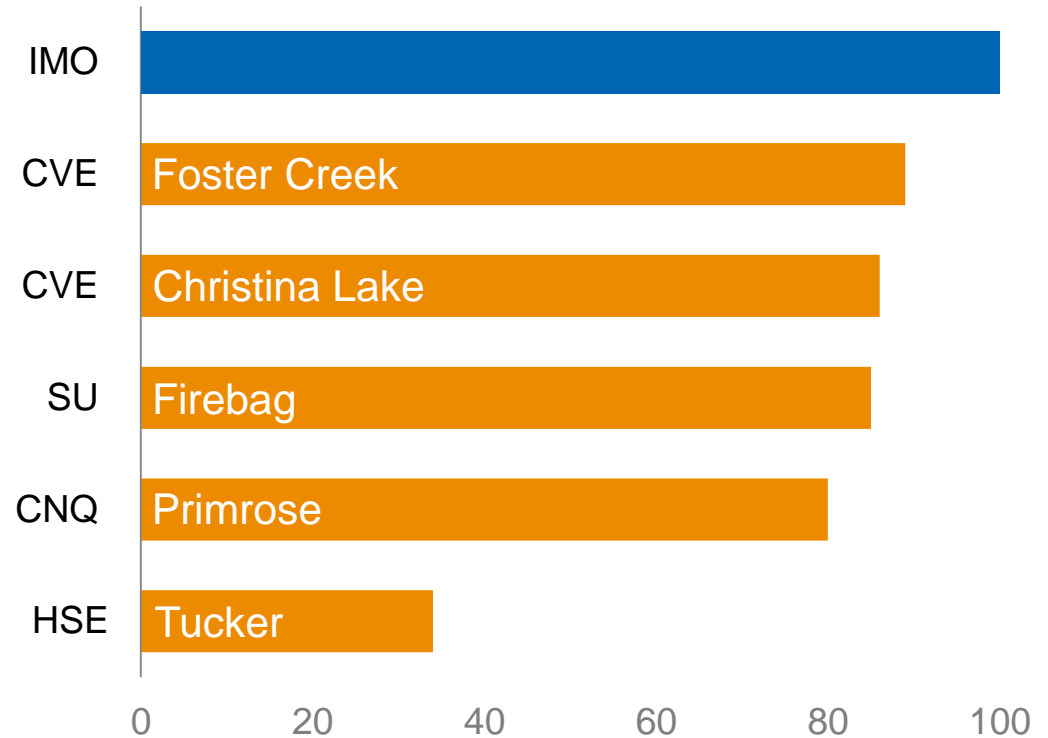
### Workforce safety

Incidents per 200,000 hours worked



### 2013 reliability

% of capacity



Source: Peters & Co. Limited

# Financial performance

## Solid performance and a strong balance sheet

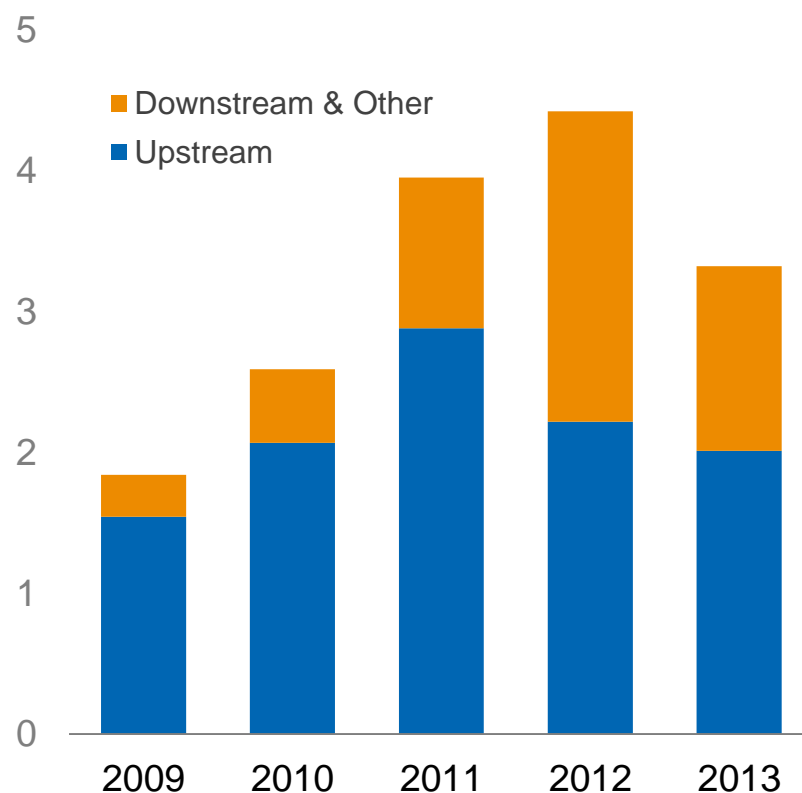
	2013	9mos 2014
Earnings - \$ billions	2.8	3.1
Earnings - \$ per share <sup>1</sup>	3.32	3.66
ROCE - %	12.9	15.3
Production <sup>2</sup> - koebd	295	308
Refining throughput - kbd	426	402
Cash flow - \$ billions	3.3	3.3
Investments - \$ billions	8.0	4.1
S&P credit rating	AAA	AAA

<sup>1</sup>diluted basis

<sup>2</sup>before royalties

## Net income

\$/share

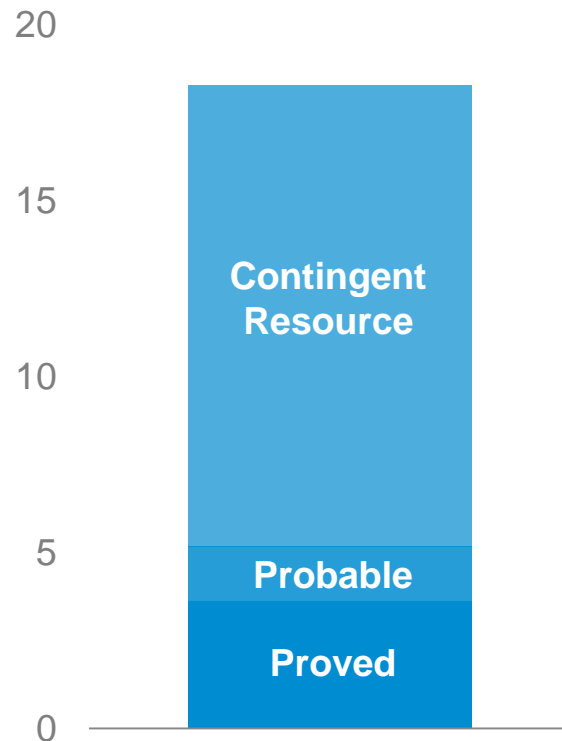


# Very well positioned for substantial growth

Resource potential equivalent to >100 years at current production rate

## YE 2013 resource base

billion oeb<sup>1</sup>



<sup>1</sup>After royalties

## 2015 Upstream production growth

- Kearl Expansion (110 kbd<sup>2</sup>)
- Cold Lake Nabiye (40kbd)

## 2020+ In situ

- 300+ kbd new production potential
- SAGD/SA-SAGD technology
- Aspen application in 2013

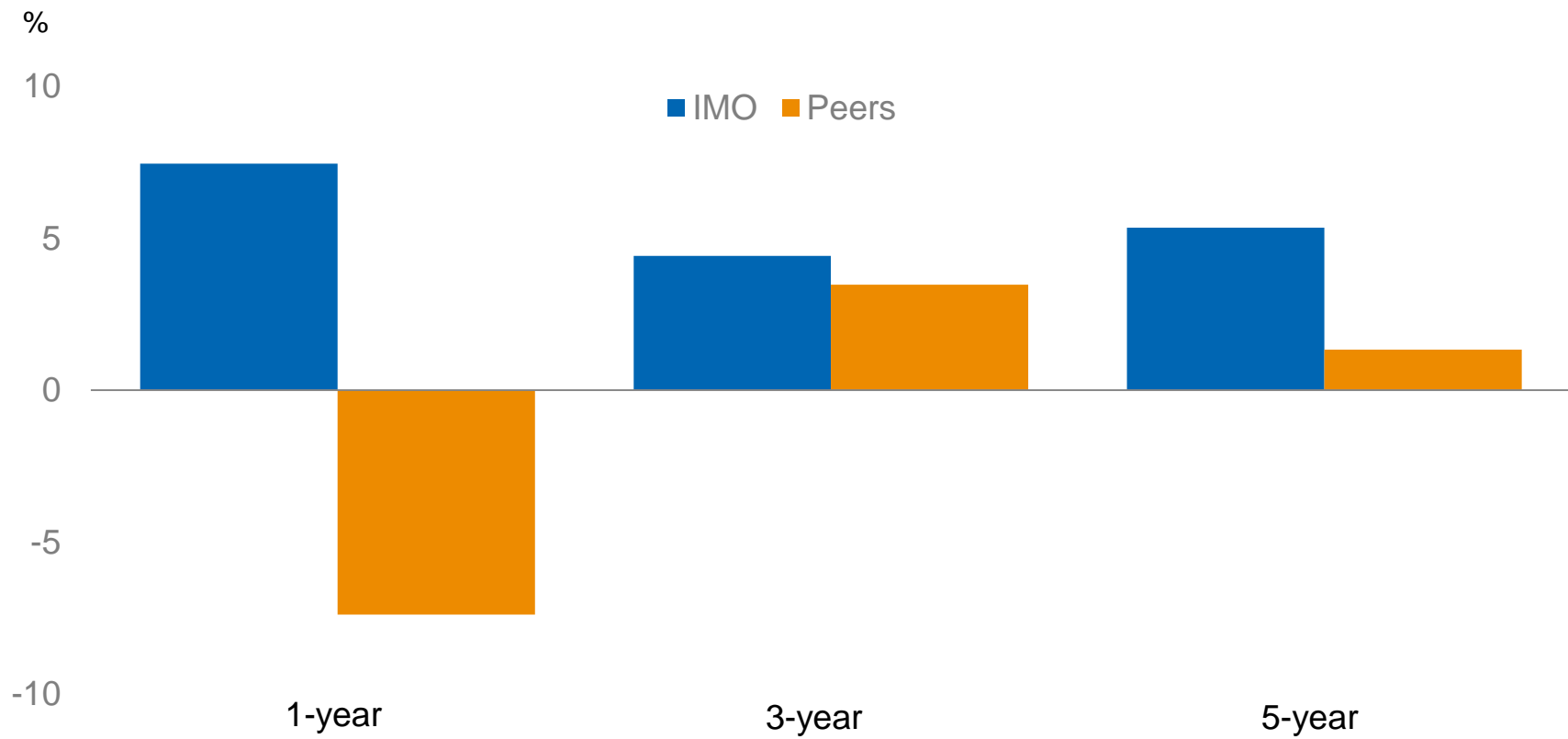
<sup>2</sup>Gross



# Delivering superior, long-term shareholder value

Returns demonstrate the strength of our business model

## Annualized total shareholder return



Source: Bloomberg

Note: Peers include CNQ, CVE, HSE and SU



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# Imperial

