












2012 CORPORATE CITIZENSHIP SUMMARY REPORT

# RESPONSIBLE GROWTH



## TABLE OF CONTENTS

<p><b>01</b> A Letter to our Stakeholders</p>	<p><b>02</b> The Outlook for Energy: A View to 2040</p>	<p><b>03</b> 2012 Highlights</p>
<p><b>04</b> Environmental Performance</p>  <p>05 Assess and Design   <b>06 Feature: Innovation</b>  09 Operate  13 Reclaim   <b>14 Feature: Kearn</b></p>	<p><b>17</b> Managing Climate Change Risks</p> 	<p><b>21</b> Community</p>  <p>22 Stakeholder Engagement  24 Aboriginal Relations  26 Community Investment   <b>27 Feature: STEM</b>  29 Economic Development</p>
<p><b>30</b> Safety, Health and the Workplace</p> 	<p><b>34</b> Governance</p> 	<p><b>36</b> Citizenship Performance Data</p> 

### On the cover

Imperial employee Delree Dumont with Emma Voyageur, a student in Fort Chipewyan, Alberta, who helped create artwork for a children's book that honours traditions of First Nation and Métis storytelling in the local community. Learn more about the project on page 24.

 [imperialoil.ca/citizenship](http://imperialoil.ca/citizenship)

For additional information, to view previous reports or to provide comments

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### OUR APPROACH TO CORPORATE CITIZENSHIP

For Imperial, corporate citizenship means meeting the growing demands for energy in an economically, environmentally and socially responsible manner. This defines our role as a partner in the community and is integral to our business strategy.

Our business approach underpins our commitment to responsible development. We focus our corporate citizenship activities in the following areas: environmental performance, including managing climate change risk, safety, economic development, community engagement and governance. Our report provides details in all these focus areas, as well as information on what we plan to do in the future to balance economic growth, social development and environmental protection.

We engage in ongoing dialogue with our stakeholders to identify the economic, environmental and social changes, opportunities and issues of greatest concern. This engagement promotes a greater understanding of citizenship issues internally, influences our business planning, and helps to ensure that this report is useful to its readers.

In this report, we discuss a range of environmental, economic and social performance results.



## A LETTER TO OUR STAKEHOLDERS



**Imperial Oil has entered a period of unprecedented growth. Our company has a remarkable history and an exciting future.**

Our values are built around our commitment to operational excellence, advanced technology and innovation. These are values that have served us well for over 130 years and will continue to guide our strategies.

With populations increasing and economies growing, the world will need more energy. Energy fuels economies, improves standards of living and is critical to lifting millions of people out of poverty. While renewable sources of energy will play an increasing role, oil and natural gas demand will continue to grow. These resources will remain the largest sources of energy well into the future. At Imperial, our focus will remain on applying technology and innovation to meet this energy demand in a safe, reliable and environmentally responsible manner.

A flagship project you will read about in this report is our new Kearl oil sands operation. Kearl is the largest project in Imperial's history and truly a next generation oil sands mining operation. Our technology focus is particularly evident at Kearl where our scientists and engineers have developed a number of innovative environmental features. Kearl uses a proprietary processing technology that produces pipeline-quality bitumen without the need for on-site upgrading, significantly reducing life-cycle greenhouse gas emissions. In fact, bitumen produced at Kearl will have about the same level of emissions per barrel as many crudes refined in the United States. The operation also includes on-site water storage to eliminate river withdrawals in low-flow periods.

**All of these improvements at Kearl were made possible by carefully examining past oil sands mining operations and challenging our project planning and research teams to do better.**

From the outset, we have applied progressive techniques to accelerate land and tailings reclamation.

All of these improvements at Kearl were made possible by carefully examining past oil sands mining operations and challenging our project planning and research teams to do better. To maintain our social licence to operate, we look to continually improve our performance and engage regularly with our stakeholders to understand their concerns.

Through this report, we will share our accomplishments and plans for continued advancements in environmental protection, economic growth and social responsibility. One area of focus I would like to highlight is Imperial's investment in science, technology, engineering and math education. By inspiring Canadian students to prepare for careers in these areas, we are investing in the next generation of innovation – innovation needed to responsibly develop energy supplies to meet growing global demand and maintain Canada's economic strength.

Sincerely,

**Richard M. Kruger**  
Chairman, President and CEO

  [imperialoil.ca/citizenship](http://imperialoil.ca/citizenship)

*We appreciate your interest in this report, and we welcome your comments*

.....

# 35 percent

INCREASE IN ENERGY DEMAND BY 2040



## THE OUTLOOK FOR ENERGY: A VIEW TO 2040

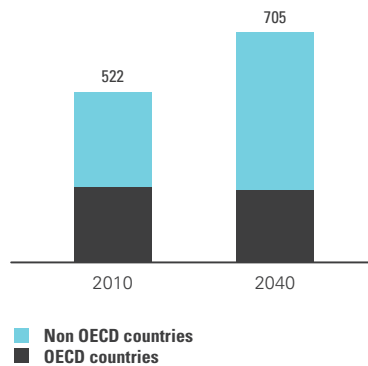
**Our world runs on energy – it’s fundamental to our way of life and growing our economy.**

Energy is essential for everything from fuelling our cars to heating our homes to powering the appliances we depend on daily. But the world is changing. An expanding population, economic growth, new technology development and changes in the nature and scope of regulations are all transforming the energy landscape. We are becoming more energy efficient and moving to cleaner fuels. At the same time, modern technology is developing new resources and making energy more affordable, all while creating new jobs and expanding trade around the world.

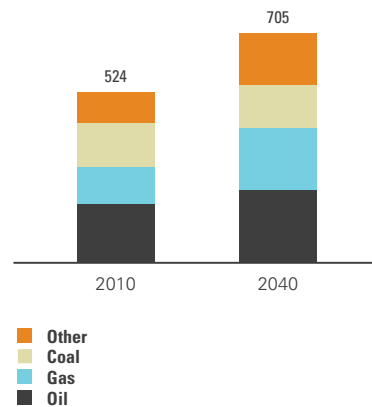
### Here are some other findings to consider:

- **Overall, global energy demand will grow 35 percent, even with significant efficiency gains, as the world’s population expands** from about 7 billion people today to nearly 9 billion people by 2040, led by growth in Africa and India.
- With this growth comes a greater demand for electricity. Today, and over the next few decades, **electricity generation represents the largest driver of demand for energy.** Through 2040, it will account for more than half of the increase in global energy demand.

**WORLD ENERGY DEMAND, BY REGION**  
(quadrillion BTUs)



**WORLD ENERGY DEMAND, BY TYPE**  
(quadrillion BTUs)



- **Technology is enabling the safe development of once hard-to-produce energy resources,** significantly expanding available supplies to meet the world’s changing energy needs. Oil will remain the No. 1 global fuel, while natural gas will overtake coal for the No. 2 spot. Use of nuclear power and renewable energy will grow, while demand for coal peaks and then begins a gradual decline.

\* These key findings first appeared in ExxonMobil’s 2013 *The Outlook for Energy: A View to 2040*. ExxonMobil and its affiliates use the *Outlook* to guide their investment decisions and to encourage a broader understanding of the energy issues that affect all of us.

For more on the Outlook visit [imperialoil.ca](http://imperialoil.ca)

**An expanding population, economic growth, new technology development and changes in the nature and scope of regulations are all transforming the energy landscape.**

# \$15 million

IN COMMUNITY INVESTMENTS IN 2012



## \$1 billion

Kearl spending with local businesses

## \$200 million

investment in research and technology

## best-ever

safety performance for total recordable injury rate

## \$4.5 million

investment in science, technology, engineering and math education programs across Canada

### 2012 HIGHLIGHTS

#### Innovation

- + New solvent recovery technology pilot advanced

#### Environmental performance

- + First oil sands mine designed to completely stop drawing water from the Athabasca River during low winter flow periods

#### Emissions

- + Successful startup of Kearl's new proprietary paraffinic froth treatment technology, which will lower greenhouse gas emissions per barrel

#### Safety

- + Zero employee safety incidents that resulted in lost time. Best-ever performance for total recordable incident rate.

#### Economy

- + Kearl spending surpasses \$1 billion with local businesses, including \$270 million with Aboriginal businesses to date

#### Community

- + \$15 million in community investments, programs and partnerships across Canada



1. A view of Muskeg Lake, which replaces fish habitat disrupted by development at Kearl Oil Sands. 2. Jamie Alliban is a heavy equipment operator.

**OPERATE**

# ENVIRONMENTAL PERFORMANCE

↓ **90 percent less**

AT OUR COLD LAKE OPERATION, WE USE 90 PERCENT LESS FRESH WATER PER UNIT OF PRODUCTION THAN IN THE MID-1980S WHEN COMMERCIAL OPERATION BEGAN

↓ **32 percent less**

EMISSIONS FROM OUR FACILITIES THAT AFFECT AIR QUALITY HAVE DECLINED BY ABOUT ONE-THIRD OVER THE PAST FIVE YEARS





# 1,000+ employees

HAVE PARTICIPATED IN ENVIRONMENTAL LEADERSHIP PROGRAMS



## ASSESS AND DESIGN

### Commitment to environmental protection

Imperial's approach to energy development seeks to protect the environment and take into account the economic and social needs of the communities where we operate.



Protect Tomorrow.  
Today.

Our goal is to achieve excellent environmental performance in each of our businesses and minimize our

environmental footprint to *Protect Tomorrow. Today.* This philosophy guides our management processes for continuously improving environmental performance.

**Through our Environmental Policy, we are committed to operating in an environmentally responsible manner with appropriate operating practices, training and facility design.**

Our management processes are maintained through our Operations Integrity Management System framework and meet or exceed all applicable laws and regulations.

**Managing environmental performance.** Our Environmental Business Planning (EBP) system proactively integrates environmental initiatives into business plans and strategies. Plans are updated each year, and progress is overseen by senior management through regular reviews.

EBP is focused on key overarching goals, including ensuring that we are prepared for new regulations and have full compliance, improve energy efficiency, proactively prevent spills and continuously reduce water use, flaring and wastes.

### ⦿ Making environmental responsibility part of everyday business

Imperial runs two programs that drive leadership and workforce engagement, EMFORCE in the Upstream, production and development businesses and Essentials of Environmental Excellence, or EEE, in Downstream and Chemicals. These programs have significantly raised environmental awareness among operations leaders across the company.

Since mid-2005, EMFORCE has been delivered to more than 450 employees, including facility managers, operations supervisors and project engineers. More than 600 employees have participated in EEE since it was introduced in 2006. The courses cover everything from regulations to environmental business planning to incident management and leadership.

"EMFORCE and EEE are contributing to real environmental performance improvements, in the way we design projects, take care to avoid wildlife habitat during construction, and make the environment part of pre-job planning," explains Helga Shield, an environmental advisor with Imperial. "The actions are very affirming."



**Responsible Care®**  
Our commitment to sustainability.

**Responsible Care®.** Imperial is committed to the Chemistry Industry Association of Canada's Responsible Care® ethic and principles for sustainability. The commitment requires association members to dedicate themselves, their technology and their business practices to sustainability. Members undergo verification by an external team every three years. Our most recent verification was completed in 2011.

**Environmental and socio-economic impact assessments.** We examine how a potential project may affect the surrounding environment and impact local communities. Potential risks are evaluated and project designs are modified or include mitigation measures to ensure environmental protection.

As we consider expanding our operations in Arctic regions, we are putting measures in place to ensure we are operating in an environmentally and socially responsible way to protect these fragile and sensitive ecosystems and those who rely on them. For example, Imperial conducted extensive environmental baseline studies in the Beaufort Sea to gather data to support its recent offshore seismic program.

FEATURE

# INNOVATION

↑ **\$200 million**

INVESTED IN RESEARCH AND TECHNOLOGY IN 2012

↑ **COSIA founding member**

WORKING WITH INDUSTRY TO COLLABORATE ON RESEARCH IN THE KEY ENVIRONMENTAL PRIORITY AREAS OF WATER USE AND TREATMENT, TAILINGS MANAGEMENT, RECLAMATION AND REDUCTION OF GHG EMISSIONS





# 25 percent reduction

IN GREENHOUSE GAS EMISSIONS ACHIEVED THROUGH LASER TECHNOLOGY AT COLD LAKE OPERATIONS



We invest in technology to address the environmental and economic challenges of developing energy sources. Scientists at our Calgary and Sarnia facilities conduct their own research as well as partner with scientists at ExxonMobil and with academic and industry experts.

We are also collaborating with industry to advance research in key environmental priority areas targeted at reducing the environmental footprint of oil sands development. In 2012, Imperial and 11 other major oil sands companies formed Canada's Oil Sands Innovation Alliance (COSIA) to collaborate on research in areas of water use and treatment, tailings management, reclamation and reduction of GHG emissions. **To date, member companies have shared 446 distinct technologies and innovations that cost more than \$700 million to develop.**

## Exploring new recovery technologies

**Cyclic Solvent Process.** In early 2014, a \$100-million pilot facility will start testing Imperial's new cyclic solvent process technology, which has the potential to dramatically reduce the energy and water needed to recover heavy oil from underground deposits at Imperial's Cold Lake bitumen leases. By eliminating the use of steam to mobilize the bitumen deposits, **the process is expected to significantly improve energy efficiency and reduce carbon dioxide emission intensity by about 90 percent.**

**LASER.** After more than a decade of research and field trials, Imperial has begun large-scale production using its LASER (liquid addition to steam to enhance recovery) technology. LASER involves injecting a small amount of gas condensate along with steam into existing wells. This process increases the amount of oil that can be produced per unit of injected steam, while **reducing greenhouse gas emissions by more than 25 percent.** LASER is currently being used in over 200 wells at Cold Lake.

## Managing tailings

Imperial scientists at the Calgary research centre are exploring an emerging process – non-aqueous extraction. This involves the use of a hydrocarbon solvent in place of water for bitumen extraction and has the potential to create dry tailings, eliminating the need for wet tailings ponds. Research is also underway on tailings dewatering, another technology that could potentially reduce the size of wet tailings ponds, enable water recycling and early progressive reclamation. Through COSIA, we are also working with other oil sands developers to leverage work to improve the management of tailings.

## Supporting university research

*Since 2005, we have contributed more than \$20 million in support to the Centre for Oil Sands Innovation at the University of Alberta.*



1. Research in the non-aqueous extraction lab testing a method to produce dry tailings.
2. SA-SAGD modelling work in the physical model experiment unit at the Calgary research centre.

 [youtube.com/imperialoil](https://www.youtube.com/imperialoil)

*View our video to learn more about the Calgary research centre*

# 8+ million hectares

OF WETLANDS INVENTORIES SUPPORTED TO DATE THROUGH PARTNERSHIP WITH DUCKS UNLIMITED CANADA



## Biodiversity

Careful consideration of biodiversity is an important part of our ongoing operations and project planning. We incorporate area biodiversity in planning when designing new projects and include wildlife monitoring at our operations. To protect wildlife at our sites, we use low-impact technologies and adjust operating practices. We also look to fund studies, and sponsor community projects and programs.

**Wildlife monitoring.** We provide financial support and data to the Alberta Biodiversity Monitoring Institute, which collects data and reports on species, habitats and human footprint activities across the province, including the Lower Athabasca region, where Kearl and the Cold Lake operations are located. Since 2010, we have partnered with Ducks Unlimited Canada. To date, our contributions have supported the development of eight million hectares of wetland inventories in the Beaver River watershed and the Fort Nelson Boreal Conservation Project.

**Conducting field studies.** Since 2008, the Beaufort Sea joint venture has gathered environmental data to better understand biodiversity and ecosystems in the proposed project areas. The program includes evaluating the distribution of whales and polar bears, studying fish and zooplankton present in the water and monitoring life found on the sea floor of the lease area.

### Kearl – first oil sands mining project to earn WHC certification

*Workers at Kearl recently received international recognition from the Wildlife Habitat Council (WHC) for their commitment to enhancing wildlife habitat in reclaimed areas and promoting wildlife awareness.*

*In November 2012, Kearl became the first oil sands mining development to receive the WHC's Wildlife at Work certification. The WHC is an international non-profit organization that works with conservation groups and business to promote wildlife habitat enhancement and education programs in the workplace.*

*Since construction began in 2008, Kearl's employees and contractors have taken measures to protect wildlife and increase awareness of local wildlife species. Construction activities have been timed to minimize impacts on wildlife and habitat.*

*In a letter to Imperial, the WHC commended "the efforts at Kearl, particularly the Critter Card Program, the artificial nest box project and the involvement of First Nations in reclamation plans."*



1. A view of Muskeg Lake at the Kearl Oil Sands development. 2. Native plants, such as raspberry, were selected in consultation with a local First Nations advisory group. 3. Wildlife activity is recorded at operation sites.

# 90 percent

RECYCLED WATER AT OUR COLD LAKE OPERATION



## OPERATE

### Water management

#### Freshwater management

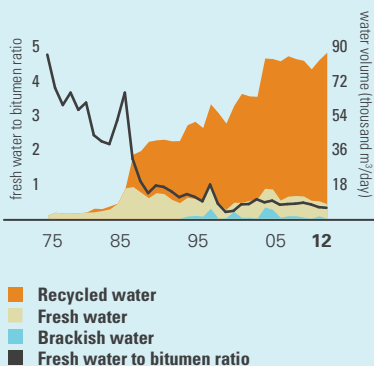
Imperial's approach to protecting and preserving water resources involves understanding local supply and demand trends, assessing potential effects on quality and quantity and implementing steps to appropriately mitigate issues.

We work together with governments and other industry members to reduce implications for local water resources. We focus on freshwater conservation opportunities, efficient use of water through the design and operation of our facilities, as well as recycling and reuse.

At the Cold Lake operation, water is used to generate steam which is then injected into underground reservoirs to heat the oil so it can be pumped to the surface. We have designed facilities that allow a high percentage of produced water to be recycled for steam generation.

**We currently require only one-third of a cubic metre of fresh water to produce one cubic metre of oil at Cold Lake.**

COLD LAKE OPERATION'S WATER USE



In early 2012, we announced plans to expand our Cold Lake operations. After a startup period that will be managed to minimize our freshwater use, the Nabiye project will produce more oil without using more fresh water for steam. Nabiye will use recycled produced water or brackish groundwater for high-pressure steam production, minimizing the use of fresh water.

In the Downstream, our efforts are focused on preventing spills from facilities, reducing water consumption and ensuring that water returned to the environment meets high standards. We continue to implement opportunities identified to reduce, reuse and recycle water at our sites. For example, Strathcona refinery is testing water reuse options aimed at reducing its freshwater intake.



1. Construction is underway for the Nabiye project at Cold Lake, which is designed to minimize the use of fresh water. 2. The Kearn Oil Sands operation can store water to sustain production during low-river flow periods. Learn more on page 16.

**Collaboration.** Through the Canadian Association of Petroleum Producers, we work with industry to share ideas and develop action plans that can mitigate effects on regional water resources. In the Athabasca region, we have been a key driver in a water-sharing agreement between the major oil sands companies in the area. In northeastern British Columbia, we are participating in a collaborative study led by the Horn River Basin Producers Group and Geoscience BC to identify and map freshwater and saline aquifers in the basin for potential water sources.



# reduced footprint

WE WORK TO REDUCE OUR SURFACE FOOTPRINT OF OUR OPERATIONS AND FACILITIES



## Hydraulic fracturing

Hydraulic fracturing is a subject of public attention in Canada amid increased development of hard-to-extract resources such as tight oil or natural gas from shale. Imperial continues to take a leadership role in working collaboratively with communities, regulators and industry associations to manage operational risks and address questions and concerns.

**Groundwater.** We adhere to strict regulatory frameworks, and sound practices for well design, construction and water management are strictly followed to prevent accidental releases, reduce risk to groundwater and mitigate other concerns.

Imperial supports the disclosure of the ingredients used in hydraulic fracturing fluids on a site-by-site basis. The public can access [FracFocus.ca](http://FracFocus.ca) for industry disclosures in British Columbia and Alberta.

**Water use.** Hydraulic fracturing uses water during the initial fracturing stage for each well. To minimize the amount of water used, we seek to recycle water recovered from our fracturing operations wherever possible. For example, the Cardium Tight Oil Project in central Alberta takes advantage of existing infrastructure at nearby conventional operations to reuse produced water for reservoir pressure maintenance, offsetting the need to draw on additional freshwater resources.

**Surface footprint.** We work to reduce the surface footprint of our operations and facilities, including the area required for natural gas production, as well as traffic and sound disruptions. For example, directional drilling techniques enable us to drill multiple wells from a single location, reducing the surface area required. To mitigate noise impacts, acoustic sound barriers are installed around the perimeter of the area during the drilling and completion phases. (See our work in Stakeholder engagement, p. 22)

**Regulations.** Governments and stakeholders are reviewing the regulatory frameworks relevant to unconventional resource development. In 2012, Imperial helped lead an initiative by the Canadian Association of Petroleum Producers (CAPP) to develop new shale gas operating practices for hydraulic fracturing. We are committed to using these practices in our operations to address water management and fracturing fluids reporting, technical advancement and collaboration, and managing induced seismicity.

 [youtube.com/imperialoil](http://youtube.com/imperialoil)

*View our video to learn more about hydraulic fracturing*



1. Straw bales act as sound barriers during drilling and completion phases for tight oil operations in Alberta. 2. In northeastern British Columbia, directional drilling techniques reduce the surface footprint of operations.

# 32 percent

DECLINE IN EMISSIONS FROM OUR FACILITIES THAT AFFECT AIR QUALITY



## Air quality

We protect air quality by producing cleaner fuels, reducing energy use and investing in controls to reduce emissions.

Our businesses have well-established leak detection and repair programs to monitor and reduce hydrocarbon emissions from small leaks in equipment such as pumps and valve connections.

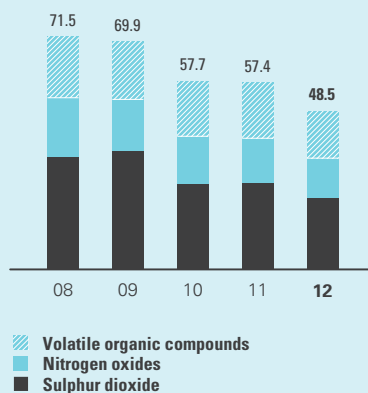
In 2012, we continued to build on the investments we have made by adding emission controls in different areas of our operations. In British Columbia, we completed a project to capture vapours off oil and produced water tanks at our Boundary Lake operation to reduce vent emissions on site. We also continue to advance sulphur dioxide removal facilities for the Cold Lake Nabiye facility, currently under construction.

### Monitoring regional air quality.

We collaborate with government, industry and other groups to maintain regional air monitoring networks that measure and track long-term air quality trends. At our refineries, in the Lakeland region for Cold Lake and in the Fort McMurray area for Kearn, this effort is coordinated through multi-stakeholder associations.

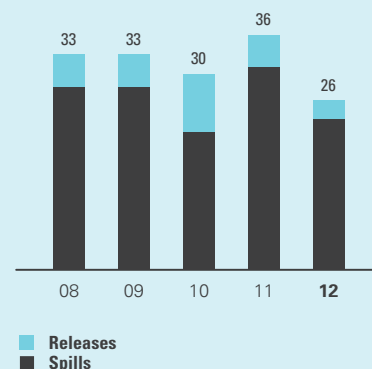
**Policy.** We take part in multi-stakeholder forums that enable us to work with other stakeholders to address air quality issues in a collaborative manner, including the Clean Air Strategic Alliance of Alberta. In 2012, we worked with representatives from industry, governments and non-governmental organizations to advance the Air Quality Management System in Canada and to develop the Air Quality Management Frameworks to be used in Wood Buffalo and Edmonton, Alberta.

**NO<sub>x</sub>, SO<sub>2</sub>, EMISSIONS AND VOCs**  
(thousand tonnes/year)



In 2012, SO<sub>2</sub>, NO<sub>x</sub> and VOC emissions decreased 15 percent.

**OIL AND CHEMICAL SPILLS**  
(oil and chemical spills and releases)



Spill volumes decreased to 493 barrels from 1,570 barrels in 2011.

## Spill prevention

Our goal is to have zero spills to land or water, with a focus on driving spills with environmental consequence to zero.

We pursue this in a number of ways, including building proactive prevention into risk assessments and procedures, conducting inspection and surveillance programs, and installing equipment upgrades. Training also focuses on increasing spill awareness and learning from past incidents.

**Training initiatives.** Preventing spills continues to be a key focus of two major environmental leadership training initiatives that have involved more than 1,000 managers, supervisors and leaders throughout our organization since 2005.

With new projects planned in Arctic and cold weather climates, employees from projects, operations, pipelines and other departments participated in a new training program focused on spill response tactics in these environments.

**Upgrading key equipment.** We take proactive measures to replace equipment in a timely and safe manner before leaks can occur. We also continue to replace or reconfigure piping and tanks at our operations, maintain thorough risk assessment programs and conduct regular equipment integrity checks.

# 60 percent

DECLINE IN INCIDENTS EXCEEDING ENVIRONMENTAL RELEASE LIMITS



**Pipeline integrity.** Imperial uses an integrated, comprehensive and proactive system of integrity management programs to provide safety and environmental protection through all stages of development and operation of its company-owned and operated pipelines. We also adhere to the Canadian Standards Association and local regulations and look to global best practices and lessons learned to minimize pipeline integrity risks.

Imperial uses a continuous integrity management cycle for identifying, assessing, mitigating, preventing and monitoring risks for its pipelines, including online leak detection systems. We use both inline and field inspection techniques along with regular aerial and ground inspections of pipeline routes, with a particular focus on water crossings, environmentally sensitive and populated areas.

Our systems are designed to regularly evaluate and inspect pipelines and to proactively inspect and repair sections of pipe so that failures are avoided.

### Waste management

**We have implemented programs and processes to safely and responsibly manage wastes.**

We first work to reduce waste at its source and then seek out opportunities to recycle or reuse materials. Any remaining waste is either treated to render it non-hazardous or disposed of in accordance with applicable regulations.

Our operations generate solid and liquid wastes, including spent catalysts, office waste, construction debris, impacted soil and fluids from well workovers and completions.

### Environmental compliance

**We view full regulatory compliance as essential to maintaining our public licence to operate and apply rigorous processes to meet all regulatory requirements.**

In 2012, we had 12 incidents where environmental release limits were exceeded. The number of these types of incidents has fallen by 60 percent since 2008. None of the incidents had a measurable impact on the environment or led to enforcement actions or fines.



1. Inspection of piping at Cold Lake Operation. 2. Testing of pressurized equipment before the startup of Kearl Oil Sands. 3. Pipeline preparation for the Nabiye project. 4. Wildlife cameras in use at Cold Lake.



# \$200 million

SPENT ON ASSESSMENT, RISK MANAGEMENT, REMEDIATION AND RECLAMATION



## Land management

**We work closely with governments, Aboriginal people, communities and other stakeholders to protect wildlife and minimize disturbance to land.**

**Reducing the footprint of new projects.** Our projects are designed and executed to manage our environmental footprint in a responsible way. At Kearl, we will mine in a circular rotation rather than radial manner, which will allow for earlier reclamation. Our “megapad” approach for the Cold Lake Nabiye expansion increases the number of wells drilled from a single location and reduces surface area requirements by more than 40 percent.

### Reclamation at Cold Lake

- + 488 hectares permanently reclaimed
- + nearly 1,500 additional hectares under progressive reclamation
- + More than 1.1 million trees and shrubs planted since 1998

**Land use planning.** In September 2012, the Alberta government approved a land use plan for the Lower Athabasca region, an area covering more than a dozen communities from the Regional Municipality of Wood Buffalo to the Bonnyville-Cold Lake region. The plan identified and set resource and environmental management outcomes for air, land, water and biodiversity, in order to guide future resource decisions.

**Remediation and reclamation of non-operating sites.** As one of Canada’s oldest energy companies, we manage a large portfolio of non-operating industrial and commercial properties. We follow a comprehensive process to manage these assets, from safely decommissioning them, to initiating risk assessment, remediation and reclamation in order to meet specific environmental standards.

In 2012, we managed 2,300 non-operating sites, including former well sites, gas plants, refineries and retail service stations. A total of 70 properties were sold or returned to leaseholders, enabling land to be returned to productive use.

**Using traditional knowledge.** In developing our land remediation and reclamation plans we look for ways to incorporate traditional knowledge about an area. At Kearl, for example, we consulted with the First Nations’ Industry Relations Corporations to develop a Reclamation Planning Group. This group, which seeks First Nation’s input on the Kearl closure and reclamation plan, has improved understanding of the Aboriginal cultural and historical connection to the land and has helped formulate a more holistic reclamation approach that now features activities such as the selection of native plants for reclaimed areas.

## Research: Soil salvage program growing

*We invest in the development of innovative technologies to advance land reclamation. One example is Imperial’s environmental services’ specialized soil treatment facilities for soil salvage and land reclamation activities in Alberta, Manitoba and Quebec.*

*These facilities take hydrocarbon-impacted soil from inactive sites and use a bioremediation system to clean and restore it. Once the soil in treatment is determined to meet applicable guidelines, it is returned back to the original site for use as backfill. This system has provided more than 65,000 tonnes of clean soil since 2008.*

FEATURE

# KEARL

## Wildlife at work

KEARL IS THE FIRST OIL SANDS MINING DEVELOPMENT TO RECEIVE THE WILDLIFE HABITAT COUNCIL'S WILDLIFE AT WORK CERTIFICATION, WHICH RECOGNIZES WILDLIFE HABITAT ENHANCEMENT AND EDUCATION PROGRAMS IN THE WORKPLACE

## 80,000 seedlings planted

TO DATE, IMPERIAL HAS COLLECTED MORE THAN 340 LITRES OF SEEDS REPRESENTING 33 SPECIES OF TREES, SHRUBS AND AQUATIC PLANTS NATIVE TO THE KEARL AREA





# 50 percent reduction

IN KEARL'S FLUID TAILINGS STORAGE AREA



## Next Generation Oil Sands

**In 2013, Kearl Oil Sands started production. From the outset, our approach was to develop Kearl in a different way to include innovations and technologies that raise the bar for oil sands mining operations.**

**Operational footprint.** Kearl has been designed with the next generation of oil sands mining technologies to reduce the environmental footprint of development and deliver operational efficiencies. The operation uses a new proprietary paraffinic froth treatment technology to remove fine clay particles and water from bitumen in order to produce a product suitable for pipeline transport to market. Kearl is the first oil sands mining operation that does not require an upgrader to make a saleable crude oil.

The operation will also use energy-saving cogeneration to further reduce greenhouse gas emissions. Cogeneration is an efficient method of capturing waste heat to produce steam and electricity at the same time. By reducing the amount of power required from Alberta's coal-fired electricity grid to run Kearl's operations, emissions will be lowered.

**Progressive reclamation.** Rather than waiting until the end of mining operations, Kearl will reclaim land as it goes. Land that has been disturbed by project construction is already being reclaimed. More than 15 million cubic metres of soil have been stockpiled. Reclamation work includes native plants, selected with input from local First Nations.

## Tailings technology at Kearl

*In 2016, after the startup of the Kearl expansion project, Imperial will use a tailings thickener technology to create drier tailings. This will result in a significant reduction in the size of tailings storage areas and advances the timing of the tailings treatment process by several years.*

*By intercepting and treating tailings, the surface area of Kearl's fluid tailings storage site will be reduced by approximately 50 percent. This technology will help the operation return the thickened material to mined-out areas, allowing the tailings pond to be reclaimed much earlier.*



1. Kears's fluid tailings storage area. 2. Progressive reclamation work includes native plants. 3. A view of the proprietary froth treatment plant in the distance.



# 90-day storage capacity

OF WATER TO SUSTAIN PRODUCTION DURING RIVER LOW-FLOW PERIODS



1. Kearl's water intake facility on the Athabasca River. 2. Wildlife sightings on the Kearl site are recorded by employees.

**Water.** By using an on-site water storage and pipeline system, Kearl is the first oil sands designed to completely stop drawing water from the Athabasca River during low winter flow periods. When in full operation, we plan to maximize the recycling of processed water so that **about 80 percent of the water used will be recycled water.**

In preparation for operation, Kearl filled its water storage in 2011 and 2012, and did not draw any water during low-flow winter months.

**Wildlife and habitat.** In November 2012, Kearl became the first oil sands mining development to receive the Wildlife Habitat Council's Wildlife at Work certification. We have a state-of-the-art waterfowl detection and deterrent system at our Kearl site, operated by a dedicated on-site team.

As Kearl moves into its expansion phase, we continue to use protective measures to keep wildlife away from areas that are unsafe or may bring them too close to workers. Signage reminds workers of environmentally sensitive areas. We also time tree clearing and construction activities to minimize disturbance to wildlife and habitat, such as during nesting season.

### Water use at Kearl

- + Oil and gas industry allocation of Athabasca River natural flow: less than four percent
- + Industry average withdrawals over the past five years: less than one percent
- + Kearl: less than 0.4 percent on average of river natural flow

We have constructed Muskeg Lake to replace the fish habitat that has been disrupted by development. Designed with input from local First Nations, the lake will be able to support fish over the winter and connect to existing Kearl Lake, which is currently too shallow to support year-round fish habitat.

[youtube.com/imperialoil](http://youtube.com/imperialoil)

*To learn more about Kearl*

OPERATE

# MANAGING CLIMATE CHANGE RISKS

↓ **one-third less**

TOTAL HYDROCARBON FLARE VOLUMES HAVE DECLINED BY ONE-THIRD OVER THE PAST FIVE YEARS

↓ **535 MW**

IN EXISTING AND PLANNED ENERGY-EFFICIENT COGENERATION CAPACITY, WHICH CONTRIBUTES TO LOWER GHG EMISSIONS





# 99.9 percent of gas recovered

IMPERIAL HAS THE LOWEST FLARING AND VENTING INTENSITY IN ALBERTA, USING 99.9 PERCENT OF GAS ASSOCIATED WITH OIL PRODUCTION



## Emissions

At Imperial, our strategy to manage greenhouse gas (GHG) emissions is focused on increasing our own energy efficiency, implementing emission-reducing technology, advancing research of breakthrough energy technologies, and supporting effective policies. In the near term, we are focused on flare reduction, cogeneration of power and steam and improving energy efficiency to reduce GHG emissions. Our efforts aim not only to reduce emissions from our operations, but also to reduce emissions by end-users of energy.

In 2012, GHG intensity levels in both the Upstream and Downstream operations were at the same levels as the previous year. Total GHG emissions from our operations were 10.6 million tonnes, lower than 2011 levels. Improved efficiency in the Downstream was partially offset by increased production in the Upstream.

**Technology.** We continue to advance technologies aimed at reducing the amount of energy needed to recover heavy oil from underground deposits. (See more in our innovation section, p. 07) At our Sarnia research centre, we also provide support to development of biodiesel fuels to meet federal and provincial fuel standards.

## Flaring

**Across our operations, our goal is to reduce flaring through improved operating practices and the installation of new equipment.**

Reducing flaring helps prevent the loss of energy and decreases GHG and air emissions. In our operations, flaring can also occur when gases cause excess pressure to build up within our process equipment, especially during facility maintenance or an unexpected operating event. While in both these cases flaring serves as a safety precaution, we keep flaring to a minimum.

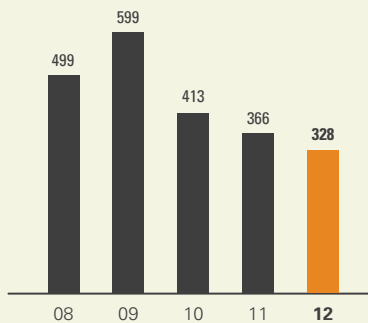
## Energy efficiency improvements

**In the near term, we are pursuing the efficient use of energy through applied management systems and improving equipment and procedures at our operations.**

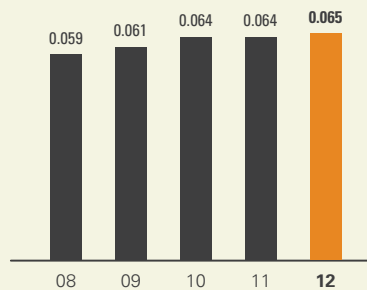
In our Upstream operations such as Cold Lake, we use the Production Operations Energy Management System to steward and improve energy efficiency by reducing energy operating costs while maximizing energy delivered to the reservoir.

At our refinery and manufacturing sites, the Global Energy Management System is used to optimize energy consumption and conduct rigorous comparisons of our sites against “best in class” operations to identify improvement opportunities, which are then systematically addressed by projects and work practices.

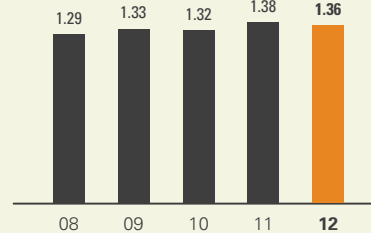
**HYDROCARBON FLARING**  
(hundred tonnes)



**GHG EMISSIONS INTENSITY – UPSTREAM**  
(tonnes of CO<sub>2</sub>e per barrel of oil equivalent produced)



**GHG EMISSIONS INTENSITY – DOWNSTREAM**  
(tonnes of CO<sub>2</sub>e per unit of normalized throughput)



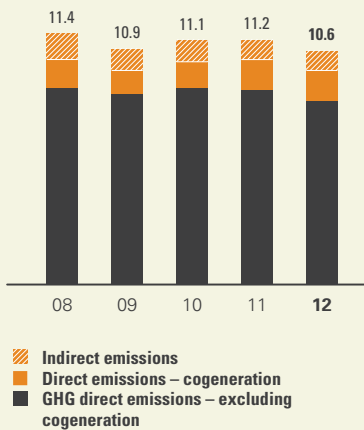


# 18 percent improvement

IN OVERALL ENERGY EFFICIENCY OF IMPERIAL'S REFINERIES SINCE 1990



**GHG ABSOLUTE DIRECT EMISSIONS**  
(millions tonnes of CO<sub>2</sub>e)



We report total direct and indirect GHG emissions from all facilities owned and operated by Imperial. Indirect emissions result from electricity produced for Imperial by external sources. Our GHG emissions, most of which are CO<sub>2</sub>, come primarily from the burning of fuels required for petroleum production, crude oil refining and chemicals manufacturing. Other sources are flaring and venting from natural gas plants and small leaks of hydrocarbon gas from pipes and equipment at facilities.

Since 1990, the overall energy efficiency of our refineries has improved by 18 percent. Compared with the previous year, energy efficiency held steady in 2012 despite significant maintenance projects at three refineries, which normally results in energy inefficiencies. Continuous improvement in energy management fundamentals at our refineries and increased utilization of the Sarnia cogeneration facility helped us achieve this result.



Imperial's refinery and manufacturing sites, including Strathcona, shown here, continually seek out ways to improve energy efficiency.

Here are some examples of improvements in energy efficiency that occurred in the refining business in 2012:

- In Sarnia, cogeneration facility performance continued to improve, leading to best-ever energy efficiency performance for the refinery in 2012. Sarnia also focused on developing long-term strategies for optimizing the utility system, which will further improve efficiency.
- Strathcona continued to focus on improvements to energy efficiency in base operations through 2012. The site also completed projects to optimize heat recovery from condensate and insulate existing piping. Additional upgrades are planned for 2013, including an air compressor that will help improve efficiency of the entire site utility system.

# 35 percent more energy efficient

PLANS FOR NEW CALGARY CAMPUS DESIGNED TO IMPROVE ENERGY USE



## Working to save energy every day

*Shelley Friesen spends her day looking for ways to help Nanticoke refinery produce petroleum fuels and other products while using as little energy as possible.*

*"What I look for are opportunities to save energy – we are constantly working to squeeze that last little bit of efficiency out of our operating equipment," says Friesen, who as an energy improvement leader works with many teams at the site to determine the optimal energy projects. "When we save energy, we are able to reduce our environmental footprint by reducing the amount of greenhouse gases being emitted from the site."*

*Nanticoke continues to be one of the most energy-efficient refineries in North America. In 2012, the site maintained its focus on structural improvements that will help reduce the amount of fuel gas produced during refinery operation. Through recent energy-saving initiatives, efficiency has improved by 0.7 percent – equal to the annual energy use of about 1,350 Canadian households.*

**Climate change policy.** In Canada, governments are developing and implementing policies to control emissions of greenhouse gases, including those from the use of hydrocarbon energy. Imperial continues to be actively engaged in offering comments on policy proposals and working with federal and provincial governments through industry associations and direct representation.

**Incorporating energy-saving technologies in projects.** We use cogeneration to reduce our energy requirements and GHG emissions by providing an efficient means to produce electricity and steam at the same time. Cogeneration facilities at our Cold Lake operation have helped it to reduce emissions by 40 percent compared with generating electricity from coal-fired plants and processing steam from conventional boilers. Plans for Kearl and the Nabiye expansion at Cold Lake will add a combined 270 megawatts to existing cogeneration capacity at Cold Lake and Sarnia.

Our proprietary paraffinic froth treatment technology allows Kearl to produce a product suitable for pipeline transport to market without an upgrader. By heating bitumen to refinery temperatures once, rather than twice (in an upgrader and a refinery), reduces life-cycle GHG emissions and reduces costs.

## New Calgary campus incorporates energy-efficient design

*Imperial is consolidating its Calgary offices into a new, suburban campus-style complex, with completion expected in mid-2016. The state-of-the-art facility will have the capacity to accommodate about 3,000 staff.*

*We are working with the developer to incorporate sustainable design practices into the construction process, buildings and associated green spaces. The use of high-efficiency heating and cooling systems, an energy tracking system, advanced lighting and motion sensors will make the campus up to 35 percent more efficient than our existing office buildings. We also plan to expand energy conservation, waste minimization and recycling programs as part of campus orientation.*





OPERATE

# COMMUNITY

↑ **over \$1 billion**

IN SPENDING WITH LOCAL BUSINESSES FOR KEARL, INCLUDING \$270 MILLION WITH ABORIGINAL COMPANIES

↑ **\$15 million**

OF COMMUNITY INVESTMENT THROUGH THE IMPERIAL OIL FOUNDATION IN 2012





# ongoing community engagement

WE MEET REGULARLY WITH COMMUNITY STAKEHOLDERS AT OUR OPERATIONS AND PROJECT SITES



## STAKEHOLDER ENGAGEMENT

Engaging with our stakeholders in open and honest dialogue is a critical part of the way we do business and essential in helping us to understand concerns, share information and build strong relationships. In carrying out these activities, we are guided by five principles: inclusion, respect, timeliness, responsiveness and accountability.

We communicate with our stakeholders in many ways, from surveys to open houses to individual meetings with local residents, Aboriginal communities, government officials, community groups and others. Highlights of our engagement activities during 2012:

**Kearl Oil Sands.** Since the outset of Kearl, we have sought an inclusive, consultative approach to doing business with local stakeholders. The Kearl team is committed to a process of continuous dialogue and works with local advisory committees on project status and to discuss concerns.

Members of the Athabasca Chipewyan First Nation advisory committee travelled to our Cold Lake operation to learn about its Aboriginal programs, including the Native Internship Program. We are using feedback from the tour to design a similar internship program for introduction at Kearl in 2014.



1 and 2. Eric Rae, project executive for tight oil development, and Tobiah Newton, remediation project manager (at right), meet with local residents at a town hall meeting in Harmattan, Alberta. 3. Landman Doug Rowden talks with landowner Margaret Hosegood. See story on page 23.

**Cold Lake operations.** Community residents participated in tours of our operations, helping them to better understand our business. We also met regularly with the Marie Lake Air Watershed Society, a local landowners association, and organized a tour of the Nabiye construction site at their request.

**Upstream projects in Western Canada.** We regularly meet with our neighbours to update them about our activities. Before undertaking a seismic program in the Horn River Basin in early 2012, we consulted with trappers and the Fort Nelson First Nation lands office to discuss the project and potential work opportunities.

# engaging stakeholders

WE PARTICIPATE IN MULTI-STAKEHOLDER FORUMS FOR LONG-TERM REGIONAL MONITORING



**Beaufort Sea.** We are in the early stages of assessing potential exploration drilling in the Beaufort Sea, with our joint venture partners ExxonMobil and BP. For several years, we have been meeting with the Inuvialuit agencies and people to collect their advice on proposed exploration plans in the region. In December 2012, we released a preliminary information package, describing exploration plans, consultation activities and potential benefits for northern residents. The package also describes our plans for safe work and environmental management. With the information package, we plan to seek the input of Inuvialuit communities in our consultations as we prepare a project description with regulators.

**Multi-stakeholder forums.** We support and participate in regional multi-stakeholder monitoring initiatives such as the Regional Aquatics Monitoring Program, the Wood Buffalo Environmental Association and the Alberta Biodiversity Monitoring Institute. In 2012, the federal and provincial governments began developing a new environmental monitoring agency that will provide governance to these programs. We are supporting the establishment of this new agency by providing technical guidance. We will continue to support air, water and land monitoring in the oil sands region.

**We participate in the Cumulative Effects Management Association (CEMA) which provides recommendations to regulators on how to best manage the cumulative impacts of industrial development and protect the environment.**

## Talking to neighbours in Alberta's Harmattan region

*When Imperial started to hear concerns about noise from industry tight oil development activity in the Harmattan area, company crews responded by building barriers of straw bales around drilling leases to cut down on sound levels. It's just one of many initiatives the company is taking as a result of an active community outreach program in this area near Sindre, Alberta.*

*"We're continually talking with folks to get feedback," says Eric Rae, Imperial's project executive for tight oil development. The project is applying technology, such as horizontal drilling and hydraulic fracturing, to give new life to mature oil fields.*

*From the start of the development two years ago, communication with neighbours have been a top priority. Imperial's local land agent meets regularly with landowners.*

*Discussions have highlighted a number of community issues, including increased traffic on local roads, noise and light from drilling sites and concerns about potential impacts on local water resources. This has prompted the company to put in place a number of operating practices. In addition to building sound barriers, these have included spraying access roads to reduce dust and adjusting nighttime lighting to minimize disruption to nearby residents. The company also tests water wells close to drilling leases.*

*"There's been a lot of ongoing communications," says Rae. "It's helped us to be confident we're doing the right things to build good relationships."*

In 2012, CEMA completed a set of best practices for certifying successful reclamation of oil sands lands. These have been accepted by the provincial government. Work is underway to field test the practices and develop an implementation plan.

### **Involvement in policy development.**

We engage in policy development on issues affecting our industry and Canadians. We act directly or through a range of industry associations such as the Canadian Association of Petroleum Producers, the Chemistry Industry Association of Canada, the Canadian Fuels Association and the Canadian Manufacturers and Exporters. Our advocacy efforts include face-to-face meetings, multi-stakeholder consultations and representation at committee hearings.

### **Imperial's stakeholders**

- + Governments and regulators
- + Employees
- + Investors
- + Customers
- + Community residents and landowners
- + Aboriginal communities
- + Special interest groups, including non-government organizations
- + Suppliers

# 1,700 individuals trained

NEARLY 1,700 KEARL EMPLOYEES AND CONTRACTORS HAVE PARTICIPATED IN CULTURAL AWARENESS TRAINING



## ABORIGINAL RELATIONS

We strive to develop and maintain lasting relationships with our Aboriginal stakeholders built on mutual trust and respect. A priority is to conduct our business in a manner that respects the land, environment, rights and culture of Aboriginal communities.


**Engagement.** Many of Imperial's operations and development opportunities are located on the traditional lands of Aboriginal people. As we continue to build on the strong relationships and programs we have already developed, we seek to ensure that all our interactions are effective, productive and respectful.

**We have outlined this commitment in our Aboriginal relations principles and guidelines, which guide our work in the areas of consultation, workforce and business development and community relations.**

**Sharing best practices.** We have created a centre of expertise in Community and Aboriginal Relations based in Calgary to support the development, implementation and stewardship of our Aboriginal relations principles and guidelines. Our Aboriginal Relations Network of about 25 employees from across the company also shares learning, experiences and strategies and is an essential part of how we deliver on our commitments to Aboriginal relations.

## Honouring local communities

*As part of its first oil celebrations at Kearl Oil Sands, Imperial produced a children's book that honours traditions of storytelling across generations. Our Stories Help the Northern Lights Dance features stories collected from Fort Chipewyan and Fort McKay elders by Northwest Territories author Richard van Camp and illustrations created by local children with the help of Alberta artist George Littlechild. Copies of the book were presented to local First Nation and Métis elders, as well as community schools and libraries.*

 [View the book online at imperialoil.ca](http://imperialoil.ca)





# \$800+ million

SPENT ON GOODS AND SERVICES FROM ABORIGINAL COMPANIES OVER THE PAST FIVE YEARS



## Supporting workforce development

We remain focused on increasing Aboriginal employment in our company and supporting the career goals of Aboriginal people. We are doing this in a number of ways:

**Creating a supportive work environment.** One of our challenges is attracting and retaining Aboriginal employees. We believe an important part of the answer lies in creating a more supportive work environment. We provide cultural awareness training to employees and contractors at Kearnl. We also are taking positive steps through the Imperial Native Network at Cold Lake. Established in 1991, the network's mandate is to raise awareness in the local workforce about Aboriginal people and create strong relationships between the Cold Lake operation and the region's First Nations and Métis communities. In 2013, we established an Aboriginal employee network at our Calgary head office.

 [youtube.com/imperialoil](http://youtube.com/imperialoil)

*View our video to learn more about the Imperial Native Network*

**Scholarships.** Our main scholarship program is carried out in partnership with Indspire, a national Aboriginal education organization. Over the past five years, this program has sponsored nearly 140 Aboriginal students in university, college and trades programs. For 2013, we increased our investment in this program by more than 30 percent to \$100,000 a year. Regional scholarship programs are also in place at Imperial operations across Canada.

**Internships.** We support recruitment and development programs that enable Aboriginal people to meet our employment requirements and business needs. Since its introduction in 1998, the Native Internship Program at Cold Lake has helped to increase the number of Aboriginal employees from three to 15 percent of Cold Lake's total workforce. At Norman Wells, training offered through our Northern Development Program has increased the number of local Sahtu First Nation members working for our operations.

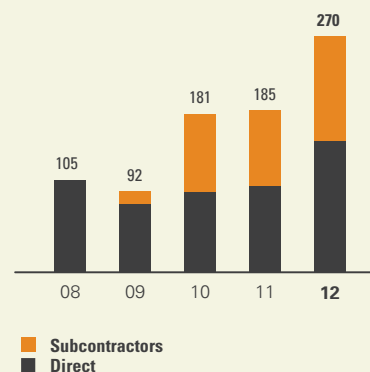
**Training.** We also sponsor training in partnership with the Aboriginal community. In the Cold Lake region, we are working with the Tribal Chiefs Employment and Training Services Association to improve employment opportunities in our industry for Aboriginal workers. In 2012, we worked with the association and a contractor company to identify apprentice job opportunities at our Nabiye project.

## Engaging Aboriginal businesses

**We continue to increase our spending with Aboriginal suppliers, reflecting the company's growth activities, our focused effort to engage Aboriginal companies, and improved reporting procedures.**

In 2012, Kearnl reached a milestone of \$1 billion in spending on local services and suppliers. Of this total, \$270 million was spent with Aboriginal businesses in the Wood Buffalo region. These businesses range in size and scope and include reclamation, construction support, camp operations and aviation services.

**PURCHASE OF GOODS AND SERVICES FROM ABORIGINAL COMPANIES**  
(millions of dollars)



Over the last five years, we have spent more than \$833 million on goods and services from Aboriginal companies.

At Cold Lake and in the Horn River region, we continue to build relationships with Aboriginal suppliers. Consistent with our practices at Kearnl, these operations require prime contractors to facilitate opportunities for local and Aboriginal businesses to participate wherever possible. In 2012, Primco Dene, a wholly owned company of Cold Lake First Nations, was contracted to operate a drilling camp for the Nabiye project and a local Aboriginal company was hired to provide camp services for our exploration and production programs in the Horn River region.

# \$15 million

INVESTED IN COMMUNITIES AND ORGANIZATIONS ACROSS CANADA IN 2012



## COMMUNITY INVESTMENT

**By investing in communities where we live and work, we believe we can make a positive and lasting contribution to Canadians.**

We are proud to support a number of causes each year through financial contributions, in-kind donations and through the volunteer efforts of our people.

In 2013, the Imperial Oil Foundation will celebrate its 20th anniversary. Since it was created, the foundation has contributed a total of \$124 million to communities, organizations and a variety of programs across Canada.

### Highlights

#### Aboriginal community initiatives

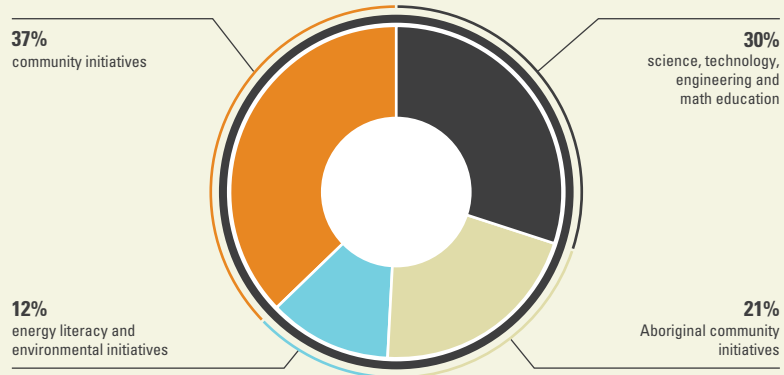
We invest in community, education and training programs that support the aspirations of Aboriginal people across Canada. A priority is supporting education and training initiatives that provide Aboriginal people with skills needed to further careers in industry or leadership roles within their communities.

- The Indigenous Women in Community Leadership (IWCL) program graduated its second class of Aboriginal women leaders. Offered through the Coady International Institute at St. Francis Xavier University in Nova Scotia, this program is designed to develop the next generation of Aboriginal women leaders in Canada. To date it has graduated 27 aspiring leaders.

[youtube.com/imperialoil](http://youtube.com/imperialoil)

*View our video to learn more about the IWCL program*

### 2012 CORPORATE CONTRIBUTIONS BY FOCUS AREA (percent)



Building strong communities in Canada will help ensure our success and strength as a nation and help support Imperial's success as a company.



1. The Indigenous Women in Community Leadership Program is starting its third year. 2. Scouts Canada will add science and technology as a new focus to its programs. 3. Hart Searle, Imperial's Manager of Community Relations, with Alenna Jamieson, a fourth-year science student majoring in health science at Calgary's Mount Royal University.

FEATURE

# STEM

↑ \$4.5 million

TO SUPPORT SCIENCE, TECHNOLOGY, ENGINEERING AND MATH (STEM) EDUCATION INITIATIVES



A student at Calgary's Science School participates in an experiment at the launch of Imperial's STEM partnership with the University of Calgary.

**Finding ways to strengthen Canada's competitiveness requires technological innovation and new graduates with STEM-related skills. By engaging a new generation of students in the pursuit of technical careers, we are helping to invest in Canada's future. In 2012, we announced the following signature programs to support science, technology, engineering and math education initiatives.**

**A \$1-million investment over five years to launch the Aboriginal Science and Technology Education Program** at Mount Royal University's Iniskim Centre in Calgary. This unique program is specifically designed to enable Aboriginal students to successfully pursue science and technology education at the university, where currently they make up less than one percent of bachelor or science students.

*"There's a need to promote more interest in science and technology fields because they're so important to our young people's future... Imperial Oil has been a huge partner of the centre."*

**Marlene Poitras**  
director of Mount Royal's Iniskim Centre

Partnering with the University of Calgary on a **\$2.5-million education initiative that will enhance the teaching of STEM subjects in the critical early school years.** Plans include establishing a research chair in science education at the U of C. In addition, the university will host an annual symposium on the teaching of STEM subjects, drawing researchers from around the world.

*"In the past, we haven't prepared teachers enough at the conceptual level to ensure students are successful in STEM disciplines. With this initiative, we're focusing on improving early years math and science learning and teaching by enhancing our teacher education curriculum here at the university."*

**Dennis Sumara**  
dean of the Faculty of Education, University of Calgary

**With the support of our \$1-million commitment, Scouts Canada plans to add science and technology as a new focus** for its activities, programs and training materials.

*"Imperial has a tradition of leadership in supporting innovative learning environments while for more than 100 years Scouts Canada has been helping Canadian youth develop into confident and well-rounded individuals, better prepared for success in the world. Together, we hope that by demonstrating to kids just how exciting STEM subjects can be, we will foster a life long passion for science, technology, engineering and mathematics."*

**Mike McKay**  
executive commissioner and CEO, Scouts Canada



# \$4.4 million

CONTRIBUTED TO UNITED WAY CAMPAIGNS IN 2012



- We sponsor Bringing Up Grades at the Chalo School on the Fort Nelson First Nation in northeastern British Columbia, which provides homework support and other essentials to help students succeed in their education.
- We invest in education and skills training initiatives in Ontario through the Science Education and Employment Development program established with the Six Nations of the Grand River Territory. In 2012, we also donated more than \$25,000 to purchase iPads for schools in Inuvik and Ulukhaktok, Northwest Territories.

### Energy literacy and environment

- We committed \$100,000 to help the Nature Conservancy engage volunteers in stewarding its lands. In 2013, our funding will be used for tree planting, collecting native plant species and restoring river areas.
- Together with Pollution Probe and others, we are investing in the development of a dynamic new entity called the Canada Centre for Energy Learning to advance energy literacy.
- We continue to develop our decade-long partnership with Earth Rangers. This Ontario-based charity enables children to gain a deeper appreciation of nature through science-based programs involving games, contact with wildlife and multi media presentations.



1. Retiree George Holmans volunteers with seniors in the Halifax area. 2. Imperial supports grassroots community hockey programs across Canada.

### Community initiatives

- **Imperial Oil Place**, a multi-purpose arena in Cold Lake, built on land donated by Imperial and funded in part by a \$2.2-million contribution from the company.
- \$25,000 to the **Sarnia-Lambton YMCA** to equip its Learning and Careers Centre with a new computer lab.
- Sponsoring the **Great Northern Arts Festival in Inuvik**. The largest Aboriginal event of its kind in Canada, the festival showcases the talents of artists and performers from across the Arctic and beyond.

### Employee volunteerism and giving

Our company has been a loyal supporter of United Way-Centraide for more than 25 years. In 2012, our employees and retirees, in partnership with the company and ExxonMobil affiliates in Canada, contributed nearly \$4.4 million to United Way-Centraide campaigns. More than 1,000 employees participated as volunteers in Day of Caring activities, which benefited United Way agencies across the country.

**Under our Volunteer Involvement Program, employees, retirees and their spouses pitched in more than 50,000 hours, resulting in total contributions of \$300,000 to more than 300 organizations across Canada.**

### Hockey

Imperial has supported hockey in Canada for more than 75 years. Our affiliation with Canada's game goes back to 1936, when we began sponsoring Foster Hewitt's national radio broadcasts of National Hockey League games. Today, we support grassroots community programs across the country through our longstanding association with Hockey Canada, sponsor major tournaments and maintain relationships with all seven of Canada's NHL teams. We are also a major sponsor of the Hockey Hall of Fame in Toronto, including the relaunch of the Esso Great Hall in March 2012.

# \$20+ billion

IN ECONOMIC CONTRIBUTIONS, INCLUDING \$5.8 BILLION PAID IN TAXES AND ROYALTIES



## ECONOMIC DEVELOPMENT

One of the ways we measure success is how well we contribute to the quality of life in the places where we live and work. We provide economic support and programs to our local communities, including workforce and supplier development and strategic community investments as well as revenue for governments.

### Supplier development

By purchasing locally and developing long-term relationships with suppliers, we support capacity building in the communities where we operate. We also contribute to a robust and reliable local business sector, which is essential to our success. In 2012, we dealt with more than 8,000 suppliers ranging from large global companies to locally based businesses. Services included engineering, construction, transportation, security, facilities maintenance and materials to support daily operations and projects.

We have a particular focus on developing and contracting Aboriginal businesses in operating areas near or on traditional lands. We regularly meet with local Aboriginal businesses to ensure they are aware of the opportunities created by our projects and understand our requirements. (Read more about our work with Aboriginal businesses on p. 25)

DISTRIBUTION OF EXPENDITURES – ECONOMIC CONTRIBUTION	
Employees	\$1.4 billion
Suppliers	\$10 billion
Investors/Shareholders	
Common shares	\$128 million
Dividends	\$398 million
Governments – taxes and royalties	\$5.8 billion
Communities	\$15 million
Imperial	
Capital expenditures	\$5.6 billion
Research	\$200 million

## WORKFORCE DEVELOPMENT

We are focused on attracting and retaining high-quality and productive employees for a long-term career with the company.

**Recruitment.** We strive to attract a diverse workforce of individuals who aim for excellence and have passion for what they do. To support this goal, we participate in career fairs and information sessions at leading universities and colleges across Canada, offer summer student, co-op and internship programs, and support apprenticeships and technical career training programs at local colleges.

**In 2012, intern and co-op assignments were provided to about 250 university and college students. In total, more than 670 new employees joined our workforce in 2012.**



### Women Building Futures – Heavy Equipment Operator Program

Imperial is contributing \$400,000 to support an innovative program to train women as heavy equipment operators for positions at Kearl. The program is organized by Women Building Futures, which has extensive experience recruiting women into the heavy industrial workforce and has consistently achieved a success rate of greater than 90 percent for post-program employment. Recruitment for the program is underway and the first 12-week program started in February 2013.

[youtube.com/imperialoil](http://youtube.com/imperialoil)

View our videos to learn more about a career with Imperial



OPERATE

# SAFETY, HEALTH & THE WORKPLACE

↓ **0.01 incident rate**

AT KEARL, THE LOST-TIME INCIDENT RATE WAS 0.01, WELL BELOW THE INDUSTRY AVERAGE

↑ **more than 250**

EMERGENCY RESPONSE EXERCISES CONDUCTED ACROSS IMPERIAL'S OPERATIONS IN 2012





# best-ever safety performance

FOR TOTAL RECORDABLE INJURY RATE FOR EMPLOYEES



## Safety

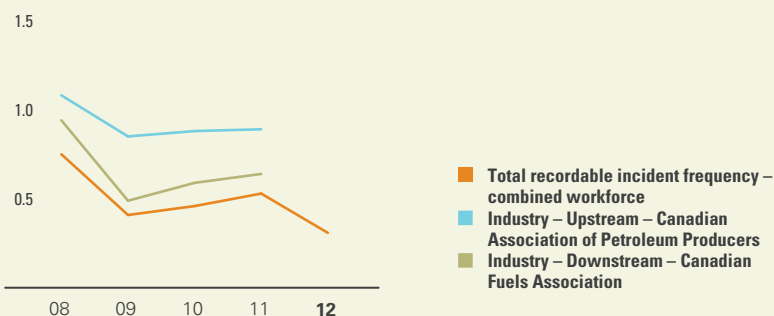
In 2012, we moved closer to our goal of “Nobody Gets Hurt” by improving combined employee and contractor workforce lost-time incident rates.

Our safety performance continues to be one of the best in our industry. In 2012, we achieved our best-ever performance for total recordable injury rate for employees. Contractor performance in this area also reached a best-ever performance in 2012 with more hours worked. There were no employee lost-time injuries or illnesses in 2012. There were two contractor lost-time injuries, for a rate of 0.01 compared with 0.05 a year earlier.



Workers at the Kearl site in northeastern Alberta.

### TOTAL RECORDABLE INCIDENT RATE (incidents per 200,000 hours worked)



**Our commitments are documented in our Safety, Security, Health and Product Safety policies, which are put into practice through a disciplined management framework called Operations Integrity Management System.**

This framework, known as OIMS, is a cornerstone of our commitment to managing risk, preventing incidents and achieving excellence in safety, health and environmental performance.

**Training.** We continue to expand the deployment of behaviour-based safety tools and processes, and promote a culture of intervention. We are also working closely with contractors to improve their safety. Over the last five years we have increasingly shared learnings and expanded the rollout of successful safety tools across all of our operations.

To ensure safety roles and responsibilities are effectively executed, we place great emphasis on leadership training. Since 2004, we have conducted the Fundamentals of Safety Program, which has trained nearly 2,100 employees and contractors in different aspects of workplace safety.

With our contractors, we set expectations for safety performance, standards and accountability and work closely with contractors to achieve greater execution of all programs, including mentoring programs and pre-job risk identification.

# over 250

EMERGENCY AND TRAINING SESSIONS, INCLUDING A FULL-DEPLOYMENT EXERCISE CARRIED OUT IN NOVA SCOTIA



## Process safety

Our process safety management practices focus on reducing risks and incidents through OIMS, including risk assessments and facility design and operation. We continuously seek to improve in these areas by learning from incidents and near misses in our own operations and across our industry.

At our facilities, we focus on best practices in design, mechanical integrity and upgrades using advanced technologies. In our operations, we focus on training employees in process safety and effective procedures, including best practices for our higher-risk activities, such as startup and shutdown of operations when maintenance is conducted.

## Workplace health

Imperial operates nine health centres across the country, staffed by occupational health (OH) professionals: physicians, nurses and industrial hygienists. We also offer support programs and services to help employees prevent, identify and manage personal and workplace illnesses.

Workforce and community health considerations are incorporated into project planning, as well as at each stage of exploration and project activity. OH professionals work closely with engineers to identify opportunities at the project design stage to minimize potential health and ergonomic risks to workers.

## Emergency response preparedness

*Emergency response plans are in place at all our facilities. Should an emergency occur, local trained personnel are deployed, supported by regional and North American emergency response teams and a senior management emergency support group to control the situation, minimize impacts and restore normal operations in as short a time as possible. To strengthen our capability to respond quickly and effectively to operational incidents, we routinely test the trained teams at our operating sites with a range of possible scenarios, including responding to simulated product spills, fires, explosions, toxic vapour releases, natural disasters and security incidents. In 2012, we carried out over 250 emergency response and training sessions.*



## Product stewardship

We apply a rigorous and consistent approach to identify and evaluate risks associated with new and modified products and their manufacture, use and disposal in order to prevent impacts on people and the environment. Product safety and health hazard information are also monitored, and any risks requiring specific management processes are communicated to customers, third parties and the public.

Our Product Stewardship Information Management System supports the preparation of product material safety data sheets and labels for communicating information about our products such as health hazards, first aid, safe handling, transport, use and disposal and compliance with product safety regulations.

# \$1.4 million

INVESTED IN TRAINING



## Employment policies and practices

The long-term strategic nature of our business is reflected in our employment and development processes, which are designed to attract and retain people interested in a career with the company.

**Flexible work environment.** Our workplace flexibility programs help us attract and retain talent, address individual employee needs and maximize employee productivity. Programs include telework options, modified workweeks, part-time regular employment and adjustable work hours.

**Training and leadership development.** We provide employees with many opportunities to upgrade their skills and capabilities throughout their careers with programs such as job rotation, classroom learning, performance feedback and mentoring.

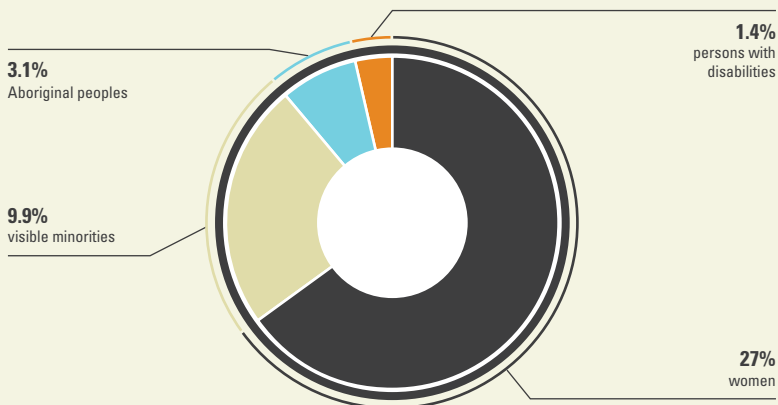
### 2012 training highlights

- + Over 3,600 days of core competency and managerial training programs
- + \$1.4 million invested in training
- + Average of \$800 per employee

### Communication and feedback.

Employees are encouraged to ask questions, voice concerns and make suggestions regarding Imperial's business practices. They are also expected to report to management any suspected violations of the law or of the company's policies or internal controls.

## WORKPLACE REPRESENTATION BY DESIGNATED GROUP (percentage of 2012 total)



We employ 5,133 people. Of this total, 27 percent are women, 9.9 percent are visible minorities, 3.1 percent are Aboriginal people and 1.4 percent have declared a disability. About 98 percent of employees are full-time, with the remainder part-time. The average years of service is 15.5 years and the average age is 43 years.

### Promoting diversity

Building and maintaining a diverse workforce is essential to our future success. We provide policies, guidelines and programs that support diversity in the workplace.

### Tracking designated groups.

We have an employment equity program that supports our commitment to diversity with a formal policy prohibiting discrimination in all aspects of the employment relationship. We conduct an annual review of the number of people in designated groups – women, Aboriginal people, visible minorities and people with a declared disability – in our organization, and we look for opportunities for improvement.

Women make up a third of our managerial, professional and technical workforce, an increase from less than 20 percent in 1990. In 2012, 35 percent of new hires recruited for management, professional and technical positions in the company were women. To support women at Imperial, networks have been established that provide for coaching, mentoring and learning from one another. These include women's leadership networks in Calgary and Toronto, a program for women working in non-traditional roles in the Upstream, and the Women's Professional Engineer, Geoscientist and Scientist Network.

[youtube.com/imperialoil](http://youtube.com/imperialoil)

View our video to learn more about the Women in Wage Network



# 89 percent

OF THE OUTSTANDING SHARES WERE REPRESENTED AT THE 2012 ANNUAL MEETING



## GOVERNANCE

**We have an unwavering commitment to high ethical standards and responsible operations everywhere we do business.**

### Board of Directors

Imperial's Board of Directors is responsible for the stewardship of the corporation and appoints the officers of the company to ensure they carry out the board's direction. Of the seven directors on the board in 2012, five were independent as defined by TSX, NYSE and NYSE MKT guidelines. In 2012, the board met 10 times, while board committees met between three and six times.

**The various committees of the board oversee and routinely review corporate citizenship issues. For example, the Environment, Health and Safety Committee reviews overall performance and regulatory compliance in these areas and also works on environmental public policy issues. Each of the committees' charters is listed on [imperialoil.ca](http://imperialoil.ca).**

### Shareholder relations

On occasion, Imperial receives suggestions from shareholders on ways to improve the company. Management and the board consider these suggestions and typically seek a dialogue with the proposal sponsor. This dialogue enables both parties to present their positions and often produces a satisfactory solution.

When agreement is not reached, the proposal and the board's response and recommendation are published in our proxy circular for review at the Annual Meeting of Shareholders. There were no new proposals raised in 2012. More than 751 million – about 89 percent – of the outstanding shares were represented at the 2012 annual meeting. ExxonMobil holds 69.6 percent of all Imperial shares. Shareholders voted on directors and independent auditors.

### Ethics

Imperial is committed to meeting all applicable government laws, rules and regulations. Our Standards of Business Conduct outline policies and guidelines on such matters as ethics, conflict of interest, health and safety, environmental protection, equal employment opportunity and harassment in the workplace.

Responsibilities for authorizing, approving and recording financial transactions are appropriately segregated to reduce risks. The standards are also reflected in contracts with suppliers and customers and are used to define how business should be conducted.

Imperial has adopted ExxonMobil's Anti-Corruption Legal Compliance Summary, which lays out policies for employee business relationships with consultants, contractors, agents and joint ventures to ensure compliance with the U.S. Foreign Corrupt Practices Act and Canadian anti-corruption legislation. Imperial employees are prohibited from making improper payments to, or improper transactions with, Canadian government officials, whether federal, provincial or municipal, to influence the performance of their official duties.

**Internal audits.** Over a three-year period, virtually all of Imperial operations are reviewed by an internal audit organization that has unrestricted access to facilities, business units, personnel and records. Internal audit provides an independent review of the adequacy and effectiveness of internal controls and investigates any potential non-compliance with our Standards of Business Conduct.

# independent review

OVER A THREE-YEAR PERIOD, VIRTUALLY ALL OF IMPERIAL'S OPERATIONS ARE REVIEWED BY AN INTERNAL AUDIT ORGANIZATION



**Reporting and investigating suspected violations.** Employees are encouraged to raise any issues, questions or concerns with their managers or human resources advisors.

Suspected violations are identified through internal control procedures, supervisory reviews, hotline calls, and employee or third-party tips. Internal auditors and management investigate suspected violations of law, business practices or internal control procedures.

**Control systems.** Our System of Management Control Basic Standards defines the basic principles, concepts and standards that make up our business controls. Our Controls Integrity Management System provides a structured approach for assessing financial control risks, establishing procedures for mitigating concerns, monitoring compliance with standards, and reporting results to management.

## Political advocacy and contributions

We support the democratic process through political contributions and adhere to company guidelines and legal limits when making contributions to registered political parties, riding associations and candidates. The contributions budget is approved by the board and each donation is approved by the chief executive officer.

In 2012, Imperial's political contributions to provincial parties totaled \$68,800 and were not limited to a single party or province. We did not contribute to federal political parties, respecting government requirements that prohibit corporations from making such contributions.

Imperial tracks proposed federal and provincial legislation and engages with governments to contribute to policy development on issues that impact our operations. We fully comply with all regulations governing corporate lobbying activities and report all federal lobbying in monthly reports to the Office of the Commissioner of Lobbying of Canada.

## Operations Integrity Management System

*Our Operations Integrity Management System (OIMS) has been in place since 1992 and addresses safety, health, security and environmental risks at our facilities. OIMS provides a systematic, structured and disciplined approach across our businesses and facilities and enables us to measure progress and management accountability in these areas. It also ensures that we appropriately engage with the communities in which we operate. Lloyd's Register Quality Assurance, Inc. confirmed that OIMS meets the requirements of the ISO 14001 standard for environmental management systems.*



Imperial's board of directors and company representatives at the 2013 annual general meeting of shareholders in Calgary.

## CITIZENSHIP PERFORMANCE DATA

Environment	2008	2009	2010	2011	2012	Page
Sulphur dioxide (thousand tonnes/year)	34.5	36.2	26.1	26.4	21.8	11
Nitrogen oxides (thousand tonnes/year)	18.1	15.9	14.7	13.8	12.3	11
Volatile organic compounds (thousand tonnes/year)	18.9	17.8	16.9	17.2	14.4	11
Gas flaring from oil production (million cubic feet per day)	0.8	1.1	1.1	0.5	0.6	18
Solution gas recovery from oil production (percent of total solution gas produced) <sup>1</sup>	99.7	99.9	99.9	99.9	99.9	18
Hydrocarbon flaring from Downstream operations (million cubic feet/day)	2.3	2.7	1.8	2.0	1.6	18
Freshwater use at Cold Lake operation (cubic metres of fresh water per cubic metre of bitumen produced)	0.47	0.41	0.33	0.30	0.29	09
Total energy use (million gigajoules)	180.2	171.0	171.5	175.2	147.9	18, 19
Oil and chemical spills (total number)	28	28	21	31	23	12
Volume of product from oil and chemical spills (barrels)	627	587	712	1,570	493	12
Hazardous waste (thousand tonnes)	21.2	26.0	26.7	32.3	23.0	12
Number of environmental regulatory compliance incidents	41	50	24	31	28	12
Number of environmental exceedance incidents	30	27	16	9	12	12
Environmental fines (thousands of dollars)	\$0	\$185	\$5	\$0	\$0	12
Environmental expenditures (millions of dollars)	\$620	\$770	\$708	\$724	\$1,000	04-20
Managing climate change risk	2008	2009	2010	2011	2012	Page
Greenhouse gas direct emissions – excluding cogeneration (million tonnes of CO <sub>2</sub> e) <sup>2</sup>	9.0	8.7	9.0	8.9	8.4	18, 19
Direct emissions – cogeneration (million tonnes of CO <sub>2</sub> e)	1.3	1.1	1.2	1.4	1.4	18, 19
Indirect emissions (million tonnes of CO <sub>2</sub> e)	1.2	1.0	1.0	0.9	0.9	18, 19
Total (million tonnes of CO <sub>2</sub> e)	11.4	10.9	11.1	11.2	10.6	18, 19
GHG emissions intensity, Upstream (tonnes of CO <sub>2</sub> e per barrel of oil equivalent produced)	0.059	0.061	0.064	0.064	0.065	18, 19
GHG emissions intensity, Downstream and Chemicals (tonnes of CO <sub>2</sub> e per unit of normalized throughput)	1.29	1.33	1.32	1.38	1.36	18, 19
Fuels refining energy intensity (normalized index) <sup>3</sup>	0.848	n/a	0.826	0.818	0.819	18, 19
Hydrocarbon flaring – company total (hundred tonnes)	499	599	413	366	328	18
Total crude oil and NGL production (thousands of barrels a day)	256	244	247	255	250	n/a
Total natural gas production (millions of cubic feet a day)	310	295	280	254	192	n/a
Economic development	2008	2009	2010	2011	2012	Page
Community investment (millions of dollars)	\$12.1	\$22.2	\$14.8	\$15.0	\$15.0	26-29
Contributions to United Way-Centraide campaigns (millions of dollars) <sup>4</sup>	\$3.2	\$3.7	\$4.2	\$4.2	\$4.4	28
Payments for goods and services (billions of dollars, approximate)	\$3.6	\$4.0	\$8.0	\$8.0	\$10.0	29
Taxes and royalties to government (billions of dollars)	\$5.8	\$4.6	\$5.2	\$6.4	\$5.8	29
Wages and benefits (billions of dollars)	\$1.0	\$1.2	\$1.25	\$1.3	\$1.4	29
Education assistance program (thousands of dollars)	\$561	\$589	\$632	\$548	\$569	33
Scholarships for employee dependents (millions of dollars)	\$3.9	\$3.6	\$3.6	\$3.0	\$3.5	33
Community engagement	2008	2009	2010	2011	2012	Page
Cultural awareness (number of people trained) <sup>5</sup>	n/a	570	530	356	224	25
Safety, health and people	2008	2009	2010	2011	2012	Page
Fatalities – employees	0	0	0	0	0	31, 32
Fatalities – contractors	0	0	0	0	0	31, 32
Lost-time incident frequency – employees per 200,000 hours worked	0.04	0.00	0.00	0.08	0.00	31, 32
Lost-time incident frequency – contractors per 200,000 hours worked	0.05	0.01	0.03	0.05	0.01	31, 32
Total recordable incident frequency – employees per 200,000 hours worked	0.35	0.18	0.18	0.34	0.15	31, 32
Total recordable incident frequency – contractors per 200,000 hours worked	1.07	0.54	0.61	0.60	0.37	31, 32
Number of regular employees at year-end <sup>6</sup>	4,938	5,125	5,148	5,083	5,263	33
Percentage of women at year-end	26.4	26.7	27.1	27.7	27.0	33
Percentage of visible minorities at year-end <sup>7</sup>	8.9	9.6	10.1	9.4	9.9	33
Percentage of Aboriginal peoples at year-end <sup>7</sup>	1.8	1.9	2.3	2.2	3.1	33
Percentage of persons with disabilities at year-end <sup>7</sup>	0.9	0.8	0.7	0.9	1.4	33
Corporate governance	2008	2009	2010	2011	2012	Page
Capital and exploration expenditures (millions of dollars)	\$1,363	\$2,438	\$4,045	\$4,066	\$5,683	29
Common shares purchased (millions of dollars) <sup>8</sup>	\$2,210	\$492	\$8	\$59	\$128	29
Dividends (millions of dollars) <sup>8</sup>	\$334	\$341	\$356	\$373	\$398	29
Corporate political contributions (thousands of dollars)	\$23.0	\$53.3	\$57.0	\$57.0	\$68.8	35

 [imperialoil.ca/citizenship](http://imperialoil.ca/citizenship) A list of GRI and IPIECA indicators are available on our website

<sup>1</sup> Measures the amount of gas recovered and used (as opposed to being flared or vented) as a percentage of total solution gas production in Imperial's Upstream business.

<sup>2</sup> Imperial reports both direct and indirect GHG emissions from all owned and operated facilities. Direct GHG emissions are from Imperial's own operations. Indirect GHG emissions result from the generation of electricity produced for Imperial by external sources.

<sup>3</sup> The Solomon energy intensity index is a measure of energy efficiency for petroleum refineries. A lower energy intensity index number indicates a more energy-efficient facility. In 2011, the index was restated for even years going back to 2002.

<sup>4</sup> Represents combined donations from the company, employees and retirees.

<sup>5</sup> Data first reported in 2009.

<sup>6</sup> All Imperial employees as of December 31, 2012.

<sup>7</sup> Statistics are collected from self-identification questionnaires.

<sup>8</sup> For complete disclosure and additional information, see the 2012 Imperial Oil Summary Annual Report at [www.imperialoil.ca](http://www.imperialoil.ca)



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## ABOUT IMPERIAL

**Imperial Oil is one of Canada's largest corporations and a leading member of the country's petroleum industry.**

The company is a major producer of crude oil and natural gas, Canada's largest petroleum refiner, a key petrochemical producer and a leading marketer with coast-to-coast supply and retail networks.

### ***Business segments***

**Resources (Upstream business)** explores for and produces oil and natural gas. This division is a major developer of oil sands through the Cold Lake operation and holds a 25 percent interest in Syncrude. Development opportunities are being pursued through the Kearl oil sands project in northern Alberta and the Mackenzie gas and Beaufort Sea projects in the Northwest Territories, as well as in the Horn River Basin of northeastern British Columbia.

**Refining and marketing (Downstream business)** manufactures, distributes and markets petroleum products. This division operates refineries in Dartmouth, Nova Scotia; Sarnia and Nanticoke, Ontario; and Strathcona County, near Edmonton, Alberta. These refineries convert crude oil into more than 700 petroleum products to meet consumer demand. Our fuels marketing business provides essential fuels to industrial, wholesale and retail customers through more than 70 distribution terminals and about 1,800 retail service stations.

**Chemical business** produces a range of petrochemical products, including polyethylene and specialized solvents, at manufacturing facilities in Sarnia.

Imperial Oil is a Canadian corporation whose ownership is divided between public shareholders (30.4 percent of common shares) and Exxon Mobil Corporation (69.6 percent). Imperial Oil shares (IMO) are listed on the Toronto Stock Exchange and the NYSE MKT.

 [imperialoil.ca](http://imperialoil.ca)

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Imperial Oil Limited (Imperial) is one of Canada's largest corporations and a leading member of the country's oil and gas industry. The company is a major producer of crude oil and natural gas, Canada's largest petroleum refiner, a key petrochemical producer and a leading marketer with coast-to-coast supply and retail networks.

**Imperial Oil Limited**  
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