Imperial Investor Day
November 7, 2018
Opening Remarks

Rich Kruger
Chairman, President and Chief Executive Officer
## Q3 recap

Results consistent with expectations for strong second half performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upstream production</td>
<td>393,000 boepd</td>
</tr>
<tr>
<td>Refinery throughput</td>
<td>388,000 bpd</td>
</tr>
<tr>
<td>Petroleum product sales</td>
<td>516,000 bpd</td>
</tr>
<tr>
<td>Net income</td>
<td>$749 million</td>
</tr>
<tr>
<td>Cash from operations</td>
<td>$1.2 billion</td>
</tr>
<tr>
<td>Returned to shareholders</td>
<td>$573 million</td>
</tr>
</tbody>
</table>
Global energy outlook

Energy demand to increase 25% by 2040, oil and gas to remain key

- Energy is required to power economic growth and improve standards of living
- Demand increases driven by population growth and rising incomes
- Increased energy use expected in wide range of sectors
- World will need all practical and economic energy sources
- Oil and natural gas will continue to meet 55-60% of total demand
- Society faces a dual challenge with energy development
- Technology is key to addressing the challenge

Source: ExxonMobil 2018 Outlook for Energy
Global liquids outlook
Oil to remain the world's largest energy source well into the future

- Growth driven by transportation, chemicals
- Global resources sufficient to meet demand
- New supplies required from multiple regions
- Major ongoing investments required
- Must be globally competitive for capital

Source: ExxonMobil 2018 Outlook for Energy
Canada’s opportunity

Highest quality oil sands expected to be competitive on a global basis

- 3rd largest liquid reserves globally
- Track record of innovation, responsible development
- Historically conducive investment climate
- Canada-specific challenges must be addressed
- New technologies key to competitiveness

Breakeven Brent price

Source: 2016 IHS, Assumes a 10% internal rate of return

Breakeven Brent price ($US/bbl)

- Brazil
- North Sea
- GOM
- West Africa
- Canada oil sands
- North America tight oil

Breakeven Brent price for different regions and production methods.
Imperial’s operations
High quality, integrated, balanced, coast-to-coast asset portfolio

Syncrude mining
Kearl mining
Strathcona refinery
Rail terminal
Research
F&L marketing
Sarnia refinery
Sarnia chemical
Nanticoke refinery

Cold Lake in situ
Business model
Deliver superior, long-term shareholder value

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

ExxonMobil relationship
Portfolio enhancement
Focusing on highest value assets and competitive core competencies

- Acquired interest in Celtic assets
- Startup of first phase at Kearl
- Startup of Cold Lake Nabiye expansion
- Commissioned Edmonton rail terminal
- Startup of second phase at Kearl
- Rebranding Husky truck transport sites to Esso
- Rebranding 200+ retail sites under Mobil brand
- Installing supplemental crushers at Kearl

2013:
- Closure of Dartmouth refinery

2014:
- Sale of western Canadian producing assets

2015:
- Closure of Sarnia lubes blending and packaging plants

2016:
- Sale of company-owned Esso retail sites

2017:
- Sale of general aviation business

2018:
- Installing supplemental crushers at Kearl
Upstream assets
Increasing concentration in long-life, high quality oil sands assets

Kearl
Mining - PFT
71% interest

Syncrude
Mining - upgrader
25% interest

Cold Lake
In situ – CSS/other
100% interest

Production

Gross production, IMO share
Downstream assets
Leveraging operational excellence, scale and integration to capture value

- **Strathcona refinery**: 191 kbd capacity
- **Sarnia refinery**: 119 kbd capacity
- **Nanticoke refinery**: 113 kbd capacity
- **Fuels marketing**: Coast-to-coast product sales

*Includes Dartmouth Refinery, which closed in September 2013*
Risk management
Comprehensive management of full spectrum of enterprise risks

- Systematic approach in all areas
- Fundamental line management responsibility
- Robust internal/external compliance processes
- Integral to shareholder value
Corporate responsibility
Commitment to strong environmental, social and governance principles

- ‘Taskforce on Climate-related Financial Disclosures’ guidelines
- Reducing GHG intensity of existing and future operations
- $2.4 billion spent with indigenous suppliers over last 10 years
- Strong commitment to local communities
- Diverse, independent Board of Directors
Safety and operational integrity
Organization-wide priority to protect people, assets and the environment

Total Recordable Incident Rate

- Canadian peers: 0.4
- Imperial: 0.2
  - 5-yr average: 0.3
  - 2017: 0.2

Average number of spills

- 2008-12: 25
- 2013-17: 15
- Q3'18 YTD: 5

Incidents per 200,000 hours worked
Integration
Delivering value, competitive advantage and resiliency across the business cycle

**Upstream**
Oil & natural gas production

**Downstream**
Refining & marketing products

**Chemical**
Commodities & specialties

- Equity crude placed in highest netback markets
- Cost-advantaged feedstocks for refineries & chemical
- Highest value sales channels for petroleum products
- Multiple and optimized transportation networks
- Access to industry-leading technologies and know-how
Imperial has invested more than $2.1B over the past 20 years.

Technology and innovation
Unparalleled commitment and achievement throughout 138-year history

Access to $1 billion/yr in ExxonMobil R&D investments
Imperial’s winning formula
Increase cash flow, deliver industry-leading returns throughout the cycle

- Deliver industry leading performance in reliability, safety and operations integrity
- Leverage technology, integration and ExxonMobil to differentiate versus competition
- Continue to achieve improvements in organizational efficiency & effectiveness
- Be the most valued partner with key stakeholders within our industry
- Aggressively capture new opportunities and manage existing portfolio to maximize value
Upstream Overview

John Whelan
Senior Vice President, Upstream
Upstream at a glance
Large, long-life predominantly oil sands portfolio

Cold Lake in situ
Kearl mining without upgrader
Syncrude mining with upgrader
Unconventional

Industry leading in situ
Next generation oil sands mining
Oil sands mining pioneer
Remaining portfolio

~6.5 billion boe
2P reserves

~400 koebd
Production

2P reserves IMO share, before royalties
Gross production estimate, IMO share
Upstream overview
30+ year proved reserve life, nearly $17B cash generated over last 10 years

**Production**

- **2011-14**: 300 koebd
- **2015-17**: 350 koebd
- **2018e**: 375 koebd

**Annual cash from operations**

- **2011-14**: $2.5B
- **2015-17**: $1.2B
- **Q3’18 YTD**: $0.6B

**Prices ($US/bbl)**

- **WTI**: 95, 48, 67
- **WCS**: 74, 35, 45

**Proved reserve life based on 2017 production rates**

**Gross production, IMO share**
### Syncrude

**Oil sands mining pioneer**

<table>
<thead>
<tr>
<th>Mining with upgrader</th>
<th>25% IMO owned</th>
<th>Producing since 1978</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>0.7B</strong> bbls 2P reserves</td>
<td><strong>~60 kbd</strong> 2018 production outlook</td>
<td></td>
</tr>
</tbody>
</table>

- High value synthetic crude oil
- Improve reliability by eliminating major events
- Capture regional integration opportunities
- Fully leverage owner company strengths

*IMO share, before royalties*
Syncrude reliability
High-potential asset with priority on eliminating one-time events

- Production challenged
  - Significant volume loss events
  - Upgrader performance
- Reliability improvement essential
  - Mechanical integrity
  - Turnaround planning and execution
  - Leadership and workforce
- Best practice and resource sharing
- Achieve 90% upgrader utilization

**Production**

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual production</th>
<th>Event impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018e</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Gross production, IMO share
Syncrude collaboration
Leverage owner strengths to accelerate performance improvement

- Owner company expertise
- Provision of business services
- Collaborative ‘production forums’
- Regional logistics and infrastructure
- Commercial opportunities
Kearl
Next generation oil sands mining

Mining without upgrader | 71% IMO owned | Producing since 2013

3.3B bbls
2P reserves
~200 kbd
2018 production outlook

- Large, high quality resource
- Improving performance
- Near-term production growth

2P reserves IMO share, before royalties
Gross production outlook, 100% interest
Kearl performance
Focused on improving reliability, cost structure and realizations

- Leveraging full organizational capability
- Growing cash generation capacity
- Averaging $5/bbl CAD sustaining capex
- Targeting $20/bbl US cash opex ‘all-in’

Production and unit cost

- Gross production, 100% interest

Q3 2018 unit cost
Kearl performance indicators
Targeting best-in-class in all areas of operation

**Haul truck utilization, %**

- 2013-14: 50%
- 2015-16: 75%
- 2017-18: 100%

**Plant bitumen recovery, %**

- 2013-14: 50%
- 2015-16: 75%
- 2017-18: 100%

**Solvent loss, indexed**

- 2013: 100
- 2018: 50

**Logistics cost/person, indexed**

- 2013: 100
- 2018: 50

▲ Best-in-class
Delivering on 200 kbd
Actions previously completed to deliver on commitment of 200 kbd annual average

 Improved ore preparation performance
   ‣ Crusher and dump hoppers
   ‣ Ore conveyor drive chains
   ‣ Crusher teeth and bearings

 Enhanced piping durability
   ‣ Primary separation cells
   ‣ Hydro-transport lines
   ‣ Froth interface monitors
Increasing to 240 kbd
Investing to increase production from 200 to 240 kbd in 2020

- Adding supplemental crushing capacity
  - Offset equipment downtime
  - Create surge bin conveyor redundancy

- Installing slurry piping interconnections
  - Minimize maintenance impacts
  - Optimize flow to facilities

- $550 million gross investment
  - $14k per flowing barrel
  - On schedule for 2020 start up
Opportunities for ~280 kbd
Series of targeted debottlenecking and redundancy improvements

- Resource optimization
- Primary separation cell upgrades
- Secondary bitumen recovery enhancements
- Froth treatment interconnects
- Diluent and solvent utilization
- Capital intensity similar to crusher project
Productivity and digital initiatives
Leveraging technology to drive improvements and enhance performance

- Asset improvement teams
- Bangalore Technology Centre
- Remote operating centre
- End-to-end recovery optimization
- Workforce visualization and deployment
- Value potential greater than $500M/year
Autonomous haul trucks
Ongoing pilot to increase mine safety and productivity

- Partnering with Caterpillar and Finning
- Fleet of seven trucks in productive service
- Testing for unique oil sands conditions
- Cost savings greater than $0.50/bbl
- Active workforce engagement
Maximizing Kearl value

Significantly improving financial and operating performance

- Currently delivering 200 kbd
- Supplemental crusher to deliver 240 kbd
- Opportunities for ~280 kbd
- Leveraging capabilities of entire organization
- Objective: maximize long-term cash generation
Cold Lake
Large scale in situ operation

<table>
<thead>
<tr>
<th>Cyclic steam stimulation</th>
<th>100% IMO owned</th>
<th>Producing since 1985</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5B bbls</td>
<td>~150 kbd</td>
<td></td>
</tr>
<tr>
<td>2P reserves</td>
<td>2018 production outlook</td>
<td></td>
</tr>
</tbody>
</table>

- Drilling program resumed in 2018
- Continued application of new technology
- Use of solvent recovery techniques

IMO share, before royalties
Cold Lake performance
Focus on life-cycle optimization and cash generation

- Continued strong operating performance
- Maximizing life-cycle return and recovery
  - Optimizing steam distribution
  - Fully utilizing existing wellbores
  - Adding wells to sustain and grow production
- $12/bbl US cash opex, 1/3 energy
- Strong cash generation in all price environments

**Production**

<table>
<thead>
<tr>
<th></th>
<th>2014-17</th>
<th>2018e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross production (kbd)</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>$US/bbl Unit cost</td>
<td>~12</td>
<td>~12</td>
</tr>
</tbody>
</table>

Imperial | 2018 | 34
Cold Lake performance indicators
40+ years of continuous improvement

**Drilling costs**
- Indexed
- 2015: 100
- 2018: 75

**Fresh water use**
- 2008: 100
- 2017: 50

**Power related volume loss**
- 2014: 100
- 2017: 50

**Bitumen recovery, %**
- 1970’s: 10
- 1980’s: 25
- 1990’s: 40
- 2000’s: 50
- 2010+: 75

- Thermal pilots
- Cyclic steam stimulation
- 3D seismic analysis
- Infill recovery processes
- Steamflood
Cold Lake recovery
Ongoing enhancement through technology and innovation

- Resource life supports technology testing
- Recovery technology evolving
- Driving digital solutions
- Economic and environmental benefits

Recovery method, % of production

- CSS
- Steamflood
- Solvent technology
Maximizing Cold Lake value
Strengthening performance and offsetting natural decline

- Annual base decline of approximately 5%
- Drilling and wellwork mitigate decline
- Technology enables growth
- Potential for 50 kbd expansion
  - Regulatory approval in place
  - Project timing to be determined
Norman Wells
Operations restarted after two-year pipeline shutdown

- Precautionary shutdown in late 2016
- Replacement of 2 km pipeline section
- Restart of production in October 2018
- Ramp back to 10 kbd in 2019
- Optimize remaining productive life
Unconventional optionality
Liquids rich opportunity, paced development approach

- Significant liquids rich acreage holdings
  - Competitive with US unconventional

- Fully leveraging ExxonMobil/XTO expertise

- Initial Duvernay development underway
  - Attractive rate of return
  - Initial investment of $0.5B over 3 years
  - Production outlook of 10 kbd & 70 mcfd by 2021

- Montney resource assessment ongoing
  - Select development opportunities
Pricing fundamentals
Taking a closer look at bitumen realizations

WTI
North American light benchmark

WCS
Canadian heavy benchmark; ¼ diluent + ¾ bitumen

Bitumen
Non-upgraded oil sands production; not saleable, will not flow in pipeline

<table>
<thead>
<tr>
<th></th>
<th>2017 US/bbl</th>
<th>2018 YTD US/bbl</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality/differential between light and heavy crudes</td>
<td>($12/bbl)</td>
<td>($22/bbl)</td>
</tr>
<tr>
<td>Transportation from production to USGC</td>
<td>$39/bbl</td>
<td>$45/bbl</td>
</tr>
<tr>
<td>Back out cost of diluent</td>
<td>($9/bbl)</td>
<td>($10/bbl)</td>
</tr>
<tr>
<td>Transportation from oil sands operation to Edmonton</td>
<td>$30/bbl</td>
<td>$35/bbl</td>
</tr>
</tbody>
</table>
# Equity crude value

Placing crude in markets that maximize general interest value

## 400 koebd Total Production

<table>
<thead>
<tr>
<th>25 koebd</th>
<th>75 kbd</th>
<th>300 kbd Bitumen (400 kbd Dilbit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Gas and assorted liquids</td>
<td>Syncrude synthetic (Strathcona Refinery)</td>
<td></td>
</tr>
</tbody>
</table>

- 100 kbd to IMO Refineries
- 100 kbd via Contracted Pipe to GC
- 100 kbd via Rail to GC
- 100 kbd Head of Pipe

General interest value = WCS Edmonton adjusted for quality offset by downstream gain

- USGC heavy adjusted for quality less pipeline tariff
- USGC heavy adjusted for quality less rail cost
- WCS Edmonton adjusted for quality

Numbers shown on chart vary over time
Market access
Edmonton rail terminal provides unique competitive advantage

Terminal Utilization

- Two rail service providers
- Ramp-up agreements in place
- Unmatched access to railcar fleet
- Customer offloading facilities
- Optimizing cycle times
- Targeting further utilization
Near-term production outlook
Growth through capitally efficient projects and reliability improvements

Production

Gross production, IMO share

- Sustained production at Cold Lake
- Ramp-up of Norman Wells
- Improved reliability at Syncrude
- Supplemental crusher at Kearl
Business Development

Theresa Redburn
Senior Vice President, Commercial and Corporate Development
Research and development
Continuous long-term investment in technology and innovation

- 138 years of unparalleled commitment
- Upstream & Downstream research centres
  - Calgary - oil sands technologies, environmental
  - Sarnia - products research, technical support
- Leverage ExxonMobil global research
  - Refining, fuels, drilling, modelling
  - Research for a lower carbon future

$1 billion annual R&D spend
Imperial Research priorities
Focused on oil sands and product research

- Lower costs
- Improve performance
- Reduce environmental impact
- Unlock resources

Advanced recovery technology
Reliability and efficiency improvements
Environmental solutions
Product technologies

~$150-200 million annually
In situ technologies
Developing full suite of technology applications to match resource base

Asset characteristics drive technology
- Depth of resource
- Quality of resource
- Stage of development

Improve economic performance

Reduce environmental impact

Pressure

Continuous
- 100% Steam

Cyclic
- Steam and Solvent
- 90%+ Solvent
Advanced in situ recovery
Technology drives economic and environmental performance improvement

Liquid Addition to Steam to Enhance Recovery (LASER)
- Up to 10% solvent, 90% steam
- Mid-life technology

Cyclic Technologies

Cyclic Solvent Process (CSP)
- 100% solvent
- Enhanced resource recovery

Solvent-Assisted, Steam-Assisted Gravity Drainage (SA-SAGD)
- 20% solvent, 80% steam
- Beyond SAGD

Continuous Technologies

Enhanced Bitumen Recovery Technology (EBRT)
- 90% solvent, 10% steam
- Additional resource potential

- Reduction in capital intensity
- Lower GHG intensity
- Lower water use intensity
In situ growth portfolio
Large inventory of top tier development opportunities

- Accessible via variety of technologies
- Multiple phases, 50-75 kbd potential per phase
- ‘Design One, Build Many’ development approach
- Leveraging 40+ years of in situ experience
## Resource inventory
Progressing multiple development opportunities

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Level of Definition</th>
<th>Regulatory Status</th>
<th>Commercial</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Resource Assessment</td>
<td>Concept Select</td>
<td>Development Plan</td>
</tr>
<tr>
<td>Aspen Phase 1</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Aspen Phase 2</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CL Expansion</td>
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<tr>
<td>Corner</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Chard</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clyden</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

✓ - Complete  
✓ - In progress
Aspen phase 1
First commercial SA-SAGD development

- 75 kbd bitumen production
  - Project to develop 1.2 billion barrels

- $2.6B initial development
  - Central processing facility with cogen
  - Five initial well pads, 67 well pairs

- Synergies with Kearl
  - Logistics and infrastructure
  - Indigenous benefits agreements

- Targeted start-up 2022

100% Imperial working interest, 0.8B bbls Probable, 0.4B bbls Contingent Resources Pending
Aspen Technology key to delivering both economic and environmental benefits

Pilot results, indexed

<table>
<thead>
<tr>
<th></th>
<th>Capital intensity</th>
<th>Cumulative SOR</th>
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</thead>
<tbody>
<tr>
<td>SAGD</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>SA-SAGD</td>
<td>75</td>
<td>75</td>
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</table>

Relative GHG intensity

<table>
<thead>
<tr>
<th></th>
<th>In situ industry average</th>
</tr>
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<tbody>
<tr>
<td>CSS</td>
<td>Industry</td>
</tr>
<tr>
<td>LASER</td>
<td>Imperial</td>
</tr>
<tr>
<td>SAGD</td>
<td></td>
</tr>
<tr>
<td>Aspen</td>
<td></td>
</tr>
<tr>
<td>Future</td>
<td></td>
</tr>
</tbody>
</table>

Boone et al 2012, internal estimates
Why Aspen, why now
Large, long-life high quality investment opportunity

- SA-SAGD technology with economic and environmental benefits
- Lower carbon intensity vs. industry in situ assets
- Leverages 40+ years of Cold Lake in situ operating experience
- Counter-cyclical investment improves cost efficiency and execution
- Long term cash flow with significant price resilience
- Catalyst for future in situ portfolio growth

Annual free cash flow
1st 10-year Average

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>$billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brent, $/bbl</td>
<td></td>
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</tbody>
</table>

Sustaining capital included
Growth opportunities
Suite of attractive oil sands investment opportunities

Near term projects

- Aspen Phase 1
- Kearl Supplemental Crusher

Under evaluation

- Aspen Phase 2
- Cold Lake Expansion

Capital intensity

Incremental volume (kbd)

$K/bbl

Production net to IMO
Downstream and Chemical Overview

Dan Lyons
Senior Vice President, Finance and Administration
Downstream at a glance
Well positioned, high performing and integrated

Strategically positioned refineries
Strong logistics
Quality products Leading brands

~400 kbd Refining capacity
~500 kbd Product sales
Downstream overview
Optimized throughput, growing sales, generated nearly $8 billion in cash since 2014

Refinery throughput and sales

Throughput
Sales

Annual cash from operations

$B

0.0
0.5
1.0
1.5
2.0

2009-13
2014-17
Q3'18 YTD
Refining performance
Global best practices and targeted investment increase reliability and profitability

- Increasing utilization
- Two thirds reduction in regretted losses
- Top-tier Solomon results in Canada
- Strathcona cogeneration project
  - Increased energy efficiency
  - Lower cash OPEX

Excludes Dartmouth refinery
Industry product and feedstock pricing

Widening differentials increase refining profitability

Crude Pricing

$US/bbl

- Product pricing largely Brent based
- Refineries benefit from discounted crude
- Substantial heavy crude discount
- Widening light crude discount

Light Advantage

Heavy Advantage
**Refining feedstocks**
Well positioned to capture differentials

### Heavy crude refined

- **2014-17**
- **Q3’18 YTD**

### Light crude produced/refined

- **Produced**
- **Refined**

**Heavy crude differentials**
- Increased crude slate flexibility
- Captured more than $200M pretax benefit Q3’18 YTD

**Light crude differentials**
- Refining capacity exceeds upstream production
- Well positioned on an integrated basis
- $10 US/bbl increase in differential generates ~$250M CAD pretax ‘net’ benefit per quarter
## Sales and market position

**Market leader in product sales actively capturing new business**

<table>
<thead>
<tr>
<th>2018 YTD</th>
<th>Sales KBD</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mogas</td>
<td>254</td>
<td>~29%</td>
</tr>
<tr>
<td>Diesel</td>
<td>126</td>
<td>~22%</td>
</tr>
<tr>
<td>Jet</td>
<td>41</td>
<td>~27%</td>
</tr>
<tr>
<td>Asphalt</td>
<td>23</td>
<td>~29%</td>
</tr>
<tr>
<td>Lubes/Other</td>
<td>59</td>
<td>N/A</td>
</tr>
<tr>
<td>Total</td>
<td>503</td>
<td>N/A</td>
</tr>
</tbody>
</table>

- Unmatched scale
- Integrated across the value chain
- Sales support refining utilization
- Investing in logistics to sustain growth

**Top market position**

*Market share estimated based on 2017 Statistics Canada data and company information*
Sales strategy
Leverage scale, integration and brand to pursue profitable sales growth

The brand advantage

- Build strategic relationships
- Grow ratable sales
- Capture brand value
- Optimize integrated profit
Aviation
Market leader in growing segment

Jet sales

Increased sales into Canada’s major airports

Over 50% of Ontario market

Recently entered Vancouver market

Attractive integrated earnings
Asphalt
Leveraging integration to grow earnings

Asphalt sales

- Growing North American demand
- Leveraging logistics to produce year round
- Utilizing advantaged Cold Lake blend
- Growth projects at Strathcona and Nanticoke
- Q3’18 YTD pretax benefit $185M
Retail
Captured #1 position in Q3 2018

Retail sales volumes

- Superior Products
  - Synergy gasoline
  - Synergy Diesel Efficient

- Convenience
  - Nearly 2,200 locations
  - Speedpass+ app

- Loyalty
  - PC Optimum points
  - Esso Extra

- Strategic partners
  - Growth platforms
  - Retail excellence

Retail market share source: Kent Market Share. The Kent Group Ltd.
Marine fuels
Well positioned for IMO 2020 sulphur specification change

- Heavy differentials to increase
- Diesel/jet prices to strengthen
- Shippers and refiners adapting
- Integration reduces impacts
Downstream summary
Positioned for industry leading financial performance

- High performing refineries
- Advantaged feedstocks
- Scale, integration and logistics
- Growing high value sales
- Brand advantage
- Strong sustained cash flow
Chemical at a glance
High value products, well positioned, integrated assets

~800 kt Sales
$1.3 Billion Cash generated since 2014

- Advantaged location
- Integrated manufacturing
- High value products

Polyethylene
Specialty customer products
Integrated Sarnia Chemical Site
Chemical overview
Superior products and strong cash generation

**Chemical product sales**

<table>
<thead>
<tr>
<th>Year</th>
<th>kt</th>
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</thead>
<tbody>
<tr>
<td>2009-13</td>
<td>750</td>
</tr>
<tr>
<td>2014-17</td>
<td>750</td>
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<tr>
<td>2018e</td>
<td>750</td>
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</table>

Sales exclude carbon black and Dartmouth

**Annual cash from operations**

<table>
<thead>
<tr>
<th>Year</th>
<th>$M</th>
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</thead>
<tbody>
<tr>
<td>2009-13</td>
<td>250</td>
</tr>
<tr>
<td>2014-17</td>
<td>250</td>
</tr>
<tr>
<td>Q3'18 YTD</td>
<td>300</td>
</tr>
</tbody>
</table>
Integrated petrochemical site

Advantaged location and industry leading integration

- Fully integrated with Sarnia refinery
- Flexibility in feedstock optimization
- 90% of feedstocks are cost-advantaged
- Superior location to access customers
Premium products
Polyethylene for rotational and injection molding drives profitability

Key end uses
- Injection molding (pails, containers, crates)
- Rotational molding (storage tanks, toys)

Superior customer experience
- Consistent resin quality, reliable supply
- Highly regarded technical service
- Specialty products
Leverage opportunities from crude to customer

Financial resilience across commodity cycles

Balance sheet strength and optionality
Delivering Value

Rich Kruger
Chairman, President and Chief Executive Officer
Cash flow
Delivering value and resiliency through integration, $33 billion from operations over last 10 years

Cash from operating activities

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Q3'18 YTD</th>
</tr>
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<tbody>
<tr>
<td>$B</td>
<td>4.5</td>
<td>3.5</td>
<td>3.5</td>
<td>3.0</td>
<td>2.5</td>
<td>2.0</td>
<td>2.0</td>
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</tbody>
</table>

5-year average, %

10-year average, %

<table>
<thead>
<tr>
<th>Segment</th>
<th>5-year average</th>
<th>10-year average</th>
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</thead>
<tbody>
<tr>
<td>Upstream</td>
<td></td>
<td></td>
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<tr>
<td>Downstream &amp; Chemical</td>
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</table>

$US/bbl

<table>
<thead>
<tr>
<th>Oil Type</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<tr>
<td>WTI</td>
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<td>98</td>
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<td>49</td>
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<td>74</td>
<td>35</td>
<td>29</td>
<td>39</td>
<td>45</td>
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</tbody>
</table>
Financial strength

Strong balance sheet, optionality and access to financial markets

June 30, 2018 debt to capital, %

- Maintain strong balance sheet
- Pay reliable and growing dividend
- Invest in high value projects
- Return surplus cash to shareholders

Based on S&P Global debt rating, as of September 30, 2018
Dividends
Priority to pay a reliable and growing dividend

- 100+ years of consecutive payment
- 24 years of consecutive growth
- 8.7% 5-yr compounded growth rate
- Increased to $0.19/sh payable in 3Q’18
Share buybacks
Proven history of returning surplus cash and preserving value

- Repurchased >50% of shares since 1995
- Reinstated current program in 2017
- Purchases of $2.2B since 2017 reinstatement
- Non-dilutive equity philosophy
- Priority on total shareholder value

Adjusted for three-for-one stock splits (May 15, 1998 and May 23, 2006)
Shareholder distributions
Nearly $9 billion returned to shareholders over the last 10 years

Total distributions 2008-2018 1H, $ billion

<table>
<thead>
<tr>
<th>Company</th>
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<th>5</th>
<th>10</th>
<th>15</th>
<th>20</th>
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<td>HSE</td>
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<td>CVE</td>
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Average payout ratio 2008-2018 1H, %

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<th>Company</th>
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<th>20</th>
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<tr>
<td>CNQ</td>
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</table>

Source: company publications

Average payout ratio includes annual dividends and share repurchases as a percentage of annual cash flow from operating activities

See cautionary statement for example calculation
Capital expenditures

Five-year capital expenditure plan consistent with previous communications

- 5-year capex average at $2.1-2.2 billion/year
  - 80% upstream, 20% downstream/other

- Sustaining capital remains at $1.0-1.1 billion/year
  - Roughly 70%, or $5/bbl, for upstream assets

- Growth capital to average $1.0-$1.1 billion/year
  - Largely Aspen and Kearl
  - Aspen at $2.6 billion, peaks in 2019-21 at ~$ 700 million/yr
Financial strength
Resiliency and flexibility under a wide range of prices

2018 – 2022 annual average

- Ability to meet highest priorities
- Significant cash flow leverage
- Flexibility for new opportunities

Note: Dividend at current rates, nominal cash flows
Why Imperial
Distinct competitive advantages that deliver long-term shareholder value

**Asset base**
High quality, long-life assets across the portfolio

**Growth opportunities**
Large inventory of opportunities to support future upstream growth

**Operational excellence**
Technical, operational and financial risk management that enhances value

**Technology leadership**
Unparalleled history of creating value through research and innovation

**Value chain integration**
Synergies across the full value chain including ExxonMobil relationship

**Shareholder value**
Demonstrated commitment to delivering value in all business environments
Cautionary statement

Statements of future events or conditions in this presentation, including projections, targets, expectations, estimates, and business plans are forward-looking statements. Forward-looking statements can be identified by words such as “believe”, “anticipate”, “intend”, “propose”, “plan”, “goal”, “target”, “estimate”, “expect”, “strategy”, “outlook”, “future”, “likely”, “may”, “should”, “will” and similar references to future periods. Disclosure related to the energy outlook; anticipated performance expectations; Syncrude, Kearl and Cold Lake production outlook and growth; Syncrude and Kearl timing, cost and impact of performance improvements; Cold Lake project timing, cost and impact of new technology on recovery and production; Norman Wells restart; productivity and digital opportunities, including the application of autonomous haul trucks; economic enhancement and reductions to greenhouse gas emissions and water use, including from enhanced in-situ recovery; timing, cost, development and impact of Aspen and other future projects; Downstream utilization, differentials, growth and adaptation to IMO 2020 regulation; and planned capital structure and expenditures, cash flow from operations, and dividend and surplus cash strategy constitute forward-looking statements.

Forward-looking statements are based on the company's current expectations, estimates, projections and assumptions at the time the statements are made. Actual future financial and operating results, including expectations and assumptions concerning demand growth and energy source mix; commodity prices and foreign exchange rates; production growth and mix; production rates; production life and resource recoveries; project plans, dates, costs, capacities and execution; cost savings; product sales; applicable laws and government policies; financing sources; and capital and environmental expenditures could differ materially depending on a number of factors. These factors include changes in the supply of and demand for crude oil, natural gas, and petroleum and petrochemical products and resulting price and margin impacts; transportation for accessing markets; political or regulatory events, including changes in law or government policy, applicable royalty rates and tax laws; the receipt, in a timely manner, of regulatory and third-party approvals; third party opposition to operations and projects; environmental risks inherent in oil and gas exploration and production activities; environmental regulation, including climate change and greenhouse gas restrictions; currency exchange rates; availability and allocation of capital; availability and performance of third party service providers; unanticipated operational disruptions; management effectiveness; commercial negotiations; project management and schedules; response to unexpected technological developments; operational hazards and risks; disaster response preparedness; the ability to develop or acquire additional reserves; and other factors discussed in Item 1A of Imperial's most recent Form 10-K and in the management's discussion and analysis of financial condition and results of operations contained in Item 7. Forward-looking statements are not guarantees of future performance and involve a number of risks and uncertainties, some that are similar to other oil and gas companies and some that are unique to Imperial Oil Limited. Imperial Oil Limited's actual results may differ materially from those expressed or implied by its forward-looking statements and readers are cautioned not to place undue reliance on them. Imperial Oil Limited undertakes no obligation to update any forward-looking statements contained herein, except as required by applicable law.

All financial information is presented in Canadian dollars, unless otherwise indicated.

Average payout ratio calculation (slide 78)
For purposes of calculating the average payout ratio, the following is an example calculation of the company's payout ratio for the year 2017 as reported on Form 10-K

\[
\text{Dividends paid ($524M)} + \text{Net common shares purchased ($627M)} / \text{Cash flow from operating activities ($2,763M)}
\]

In these materials, certain natural gas volumes have been converted to barrels of oil equivalent (BOE) on the basis of six thousand cubic feet (Mcf) to one barrel (bbl). BOE may be misleading, particularly if used in isolation. A BOE conversion ratio of 6 Mcf to one bbl is based on an energy-equivalency conversion method primarily applicable at the burner tip and does not represent a value equivalency at the wellhead. Given that the value ratio based on the current price of crude oil as compared to natural gas is significantly different than the energy equivalency ratio of 6 Mcf to 1 bbl, using a 6:1 conversion ratio may be misleading as an indication of value.

All reserves and contingent resources estimates provided in these materials are effective as of December 31, 2017, and based on definitions contained in the Canadian Oil and Gas Evaluation Handbook (COGEH) and are presented in accordance with National Instrument 51-101, as disclosed in Imperial's Form 51-101F1 for the fiscal year ending December 31, 2017. Except as otherwise disclosed herein, reserves and contingent resource information are an estimate of the company's working interest before royalties at year-end 2017, as determined by Imperial's internal qualified reserves evaluator.

Reserves are the estimated remaining quantities of commercially recoverable oil, natural gas and related substances anticipated to be recoverable from known accumulations, as of a given date, based on the analysis of drilling, geological, geophysical and engineering data, the use of established technology, and specified economic conditions, which are generally accepted as being reasonable. Proved reserves are those reserves that can be estimated with a high degree of certainty to be recoverable. Probable reserves are those additional reserves that are less certain to be recovered than proved reserves.

Contingent resources do not constitute, and should not be confused with, reserves. Contingent resources are those quantities of petroleum estimated, as of a given date, to be potentially recoverable from known accumulations using established technology or technology under development, but are not currently considered to be commercially recoverable due to one or more contingencies. Contingencies that preclude the classification of Imperial's contingent resources as reserves include, but are not limited to, economic, environmental, social and political factors, regulatory matters, a lack of markets, and a prolonged timetable for development.

Contingent resource volumes represented in these materials are technical best estimate volumes, considered to be a realistic estimate of the quantity that may actually be recovered; it is equally likely that the actual quantities recovered may be greater or less than the technical best estimate. Estimates of contingent resources have not been adjusted for risk based on the chance of development. There is uncertainty that it will be commercially viable to produce any portion of the resource, nor is there certainty as to the timing of such development. Significant positive and negative factors relevant to the estimate include, but are not limited to, the commodity price environment and regulatory and tax uncertainty.

The estimates of various classes of reserves (proved and probable) and of contingent resources in these materials represent arithmetic sums of multiple estimates of such classes for different properties, which statistical principles indicate may be misleading as to volumes that may actually be recovered. Readers should give attention to the estimates of individual classes of reserves and contingent resources and appreciate the differing probabilities of recovery associated with each class.

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