

Imperial Oil – Canadian Energy Leadership



**Peters & Co.
January 2012**

**Bruce H. March
Chairman, President,
Chief Executive Officer
Imperial Oil Limited**

Cautionary Statement

This presentation contains forward-looking information on future production, project start-ups and future capital spending. Actual results could differ materially due to changes in project schedules, operating performance, demand for oil and gas, commercial negotiations or other technical and economic factors.

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

Proved reserves are calculated under United States Securities and Exchange Commission (SEC) requirements, as shown in Form 10-K dated December 31, 2010.

Pursuant to National Instrument 51-101 disclosure guidelines, and using Canadian Oil and Gas Evaluation Handbook definitions, Imperial's non-proved resources are classified as a "contingent resource." Such resources are a best estimate of the company's net interest after royalties at year-end 2010, as determined by Imperial's internal qualified reserves evaluator. Contingent resources are considered to be potentially recoverable from known accumulations, using established technology or technology under development, but are currently not considered to be commercially recoverable due to one or more contingencies. There is no certainty that it will be economically viable or technically feasible to produce any portion of the resource.

Financials in Canadian dollars.

Solid financial performance

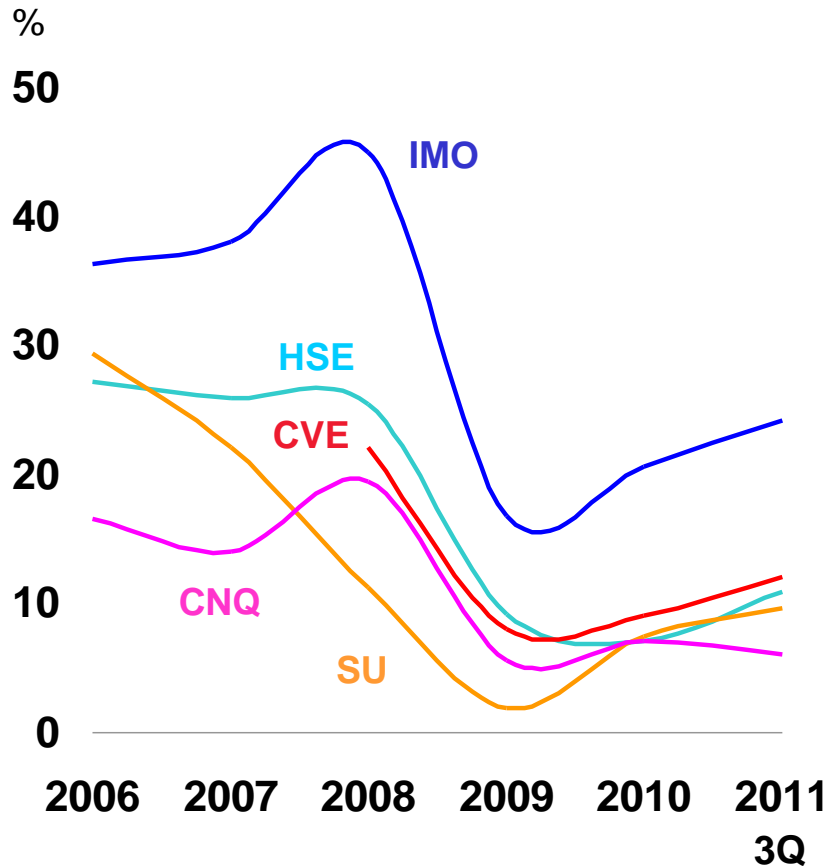
Integrated strength reflected in 2011 results YTD

	3Q11 YTD	2010
EAT (\$ millions)	2,366	2,210
EAT (\$ per share)	2.77	2.59
ROCE (%)	24.1	20.5
Gross Production (KOEBCPD)	296	294
Cash flow (\$ millions)	3,273	3,207
Investments (\$ millions)	2,888	4,045

Industry-leading ROCE

Focused on extracting maximum value from every asset

Return on capital employed



- IMO competitive advantages
 - Operational excellence
 - Portfolio quality
 - Investment discipline
 - Technical leadership
 - Balance sheet strength
- 2010 ROCE > 30% ex Kearn assets “under construction”

Superior shareholder returns

Long term focus delivers high returns to investors

Toronto Stock Exchange

%

20

15

10

5

0

- IMO
- S&P/TSX Energy Index
- S&P/TSX Composite Index

10 year

20 year

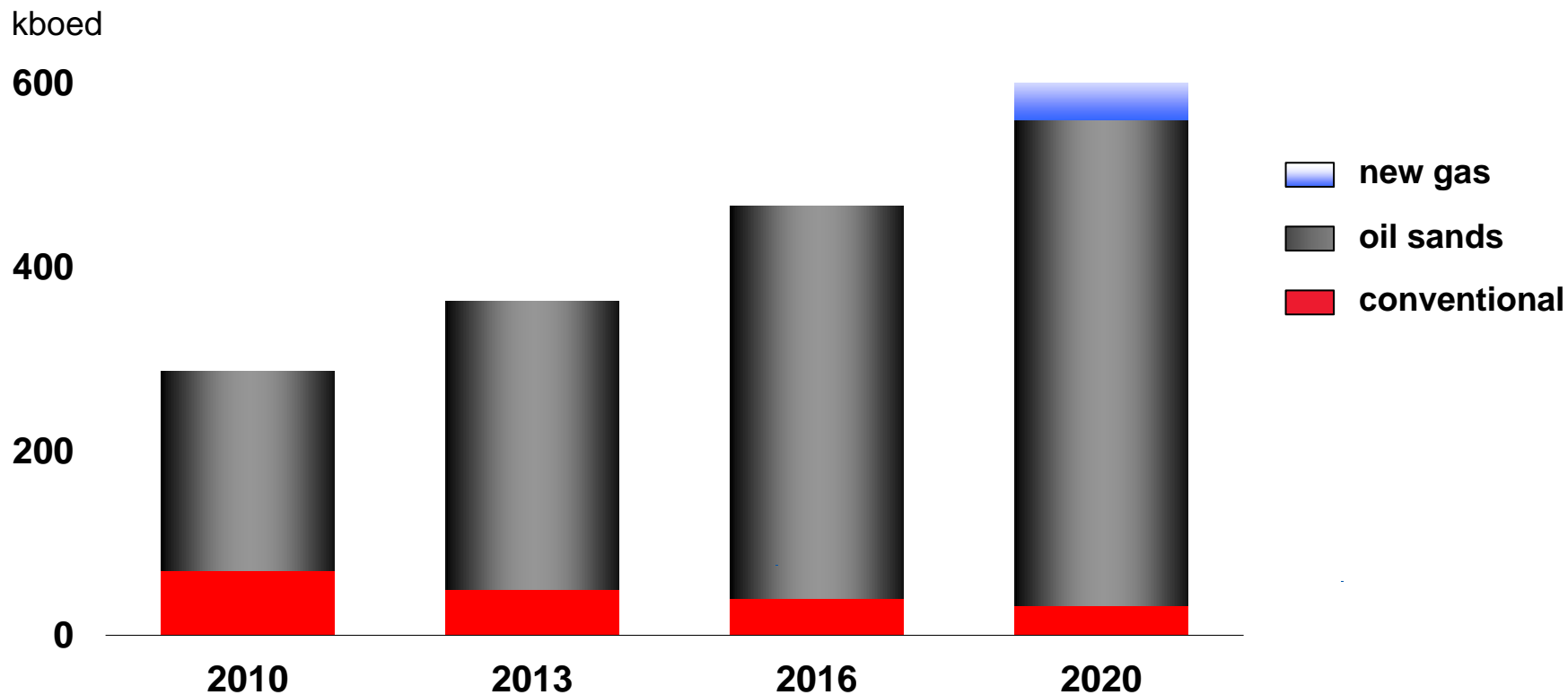
Creating Shareholder Value

- Dividends
- Growth
- Buybacks

Imperial – investing in oil sands growth

Production doubles by 2020 – primarily from liquids

Production Outlook*



* Imperial Oil interest before royalties

Cold Lake – a premier in-situ asset

With over 1 billion barrels already produced, Cold Lake is poised for another expansion and sustained production for decades

Cold Lake production*

kbd

200

160

120

80

40

0

1980

1990

2000

2011

future

Pilots

Maskwa

Mahihkan

Mahkeses

Nabiye

- Continue phased development
 - Design one, build many
 - Nabiye expansion under development
- Recovery enhancement through technology application

* before royalties

Cold Lake – recovery enhancement

Technology is key to sustaining and building in-situ production

Demonstrated recovery at Cold Lake

(%)

60

50

40

30

20

10

0

1977

1987

1997

2007-2012

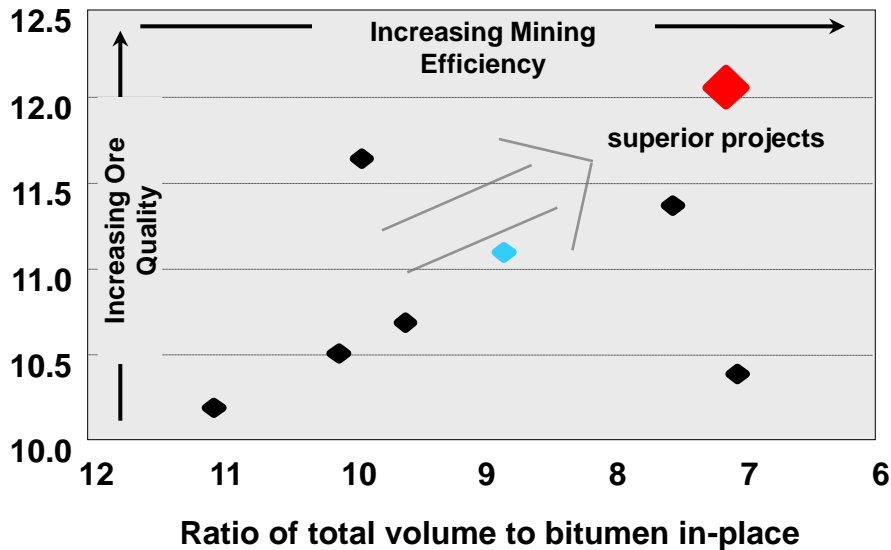
2020+

- **Late lifecycle technologies in use**
 - Liquid Addition to Steam for Enhanced Recovery (LASER)
 - Continuous Infill Steam flood
- **New recovery technologies in pilot**
 - Solvent Assisted (SA)-SAGD
 - Cyclic Solvent Process (CSP)

Kearl – a premier mining asset

High-quality oil sands resource provides long-life earnings contribution

Ore grade (%)



◆ industry-proposed projects ◆ Kearl Initial Development ◆ Syncrude

- World class resource
 - 4.6 billion bbls
 - Average ore grade ~12%
 - 40 yrs. production @ 345 kbd
- Imperial Oil and ExxonMobil joint development
 - Imperial Oil 71%
- No upgrader required
 - Proprietary technology

Kearl – development plan

On target to reach full capacity by about 2020

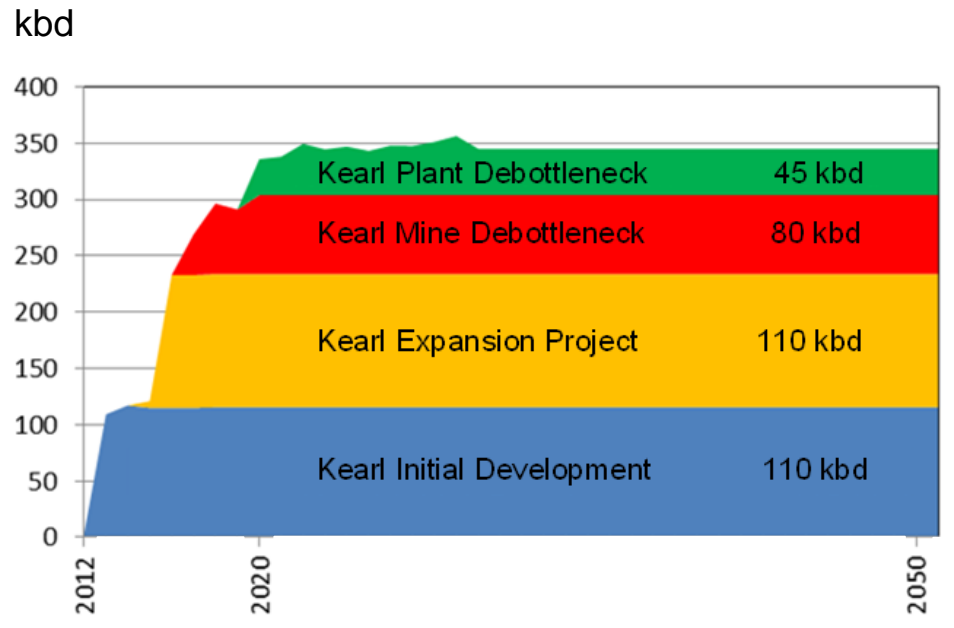


- Initial development sanctioned May 2009
 - 145 kbd ore processing plant
 - 110 kbd initially (mine limited)
 - \$10.9B startup 4Q12
- Expansion project sanctioned Dec 2011
 - 145 kbd ore processing plant
 - 110 kbd initially (mine limited)
 - \$8.9B startup 4Q15
- Full capacity achieved by 2020 after
 - mine train added
 - processing plants debottlenecked

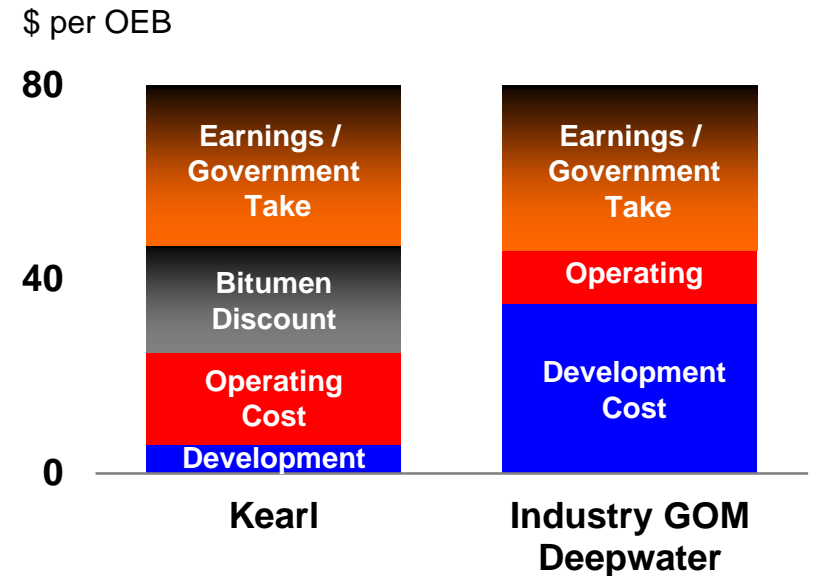
Kearl – a long-life asset

High quality oil sands project with low unit development cost

Kearl Development Plan



Revenue Components at 2010 Oil Price



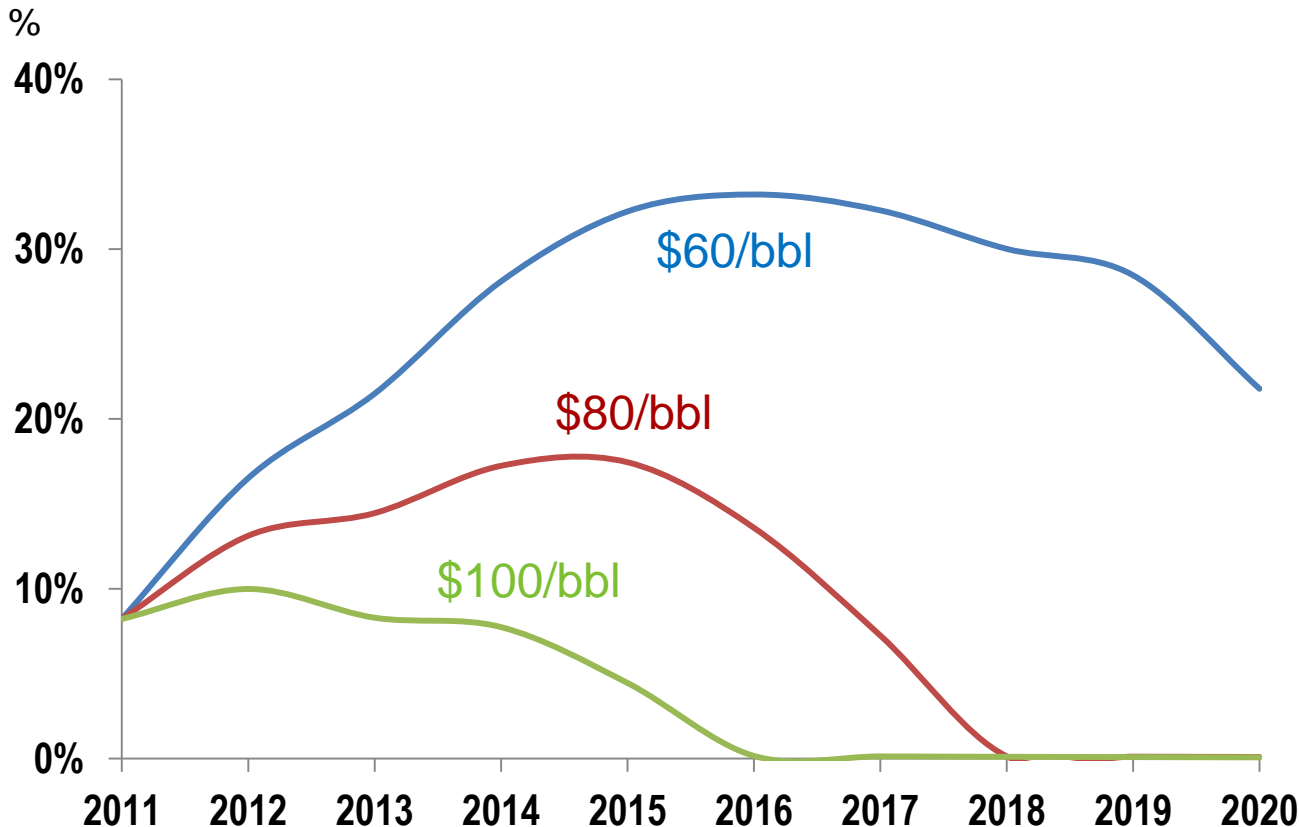
Source: Wood MacKenzie

- Long-term plateau production profile
- Lower combined unit development and operating costs vs. Industry GOM

Sustained financial discipline

Balance sheet remains strong throughout growth cycle

Debt to capital*



* Estimated as of 4Q2011

For more information

www.imperialoil.ca

**For more detailed investor
information, or to receive annual
and interim reports, please contact:**

John A. Charlton

Manager, Investor Relations

Imperial Oil Limited

237 Fourth Avenue SW

Calgary, Alberta T2P 3M9

Email: john.a.charlton@esso.ca

Phone: (403) 237-4537