UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K
CURRENT REPORT
Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): November 12, 2019

IMPERIAL OIL LIMITED

(Exact name of registrant as specified in its charter)

Canada	0-12014	98-0017682
(State or other jurisdiction of incorporation)	(Commission File Number)	(IRS Employer Identification No.)

505 Quarry Park Boulevard S.E., Calgary, Alberta T2C 5N1
(Address of principal executive offices) (Zip Code)

Registrant's telephone number, including area code: 1-800-567-3776

(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

[ ] Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

[ ] Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

[ ] Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

[ ] Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading symbol	Name of each exchange on which registered
None		None

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 7.01 Regulation FD Disclosure

At 9:00 a.m. ET on November 12, 2019, Rich Kruger, Imperial Oil Limited (the "company") chairman and chief executive officer, and Dave Hughes, the company's vice president, investor relations, will host the company's 2019 Investor Day in Toronto and by webcast to update investors on the company's business strategy, operations and major projects (the "presentation"). The presentation includes information related to the company's strategic plans, goals, growth initiatives and outlook, and forecasts for future performance.

A broadcast of the presentation will be available online on the company's website at https://www.imperialoil.ca/en-ca/company/investors/speeches-and-presentations for a period of one year. The slides used in the presentation are attached as Exhibit 99.1 to this Current Report and are incorporated herein by reference.

The presentation may contain forward-looking statements about the company's relative business outlook. These forward-looking statements and all other statements contained in or made during the presentation are subject to risks and uncertainties that may materially affect actual results. A more thorough discussion of certain risks, uncertainties and other factors that may affect the company is included in the presentation and the company's Annual Report on Form 10-K for the fiscal year ended December 31, 2018. The company's Form 10-K is available on its website at www.imperialoil.ca. You can also obtain this form from the SEC by calling 1-800-SEC-0330 or by logging on to their website at www.sec.gov.

The presentation may contain references to non-proved resources and production outlooks based on non-proved resources that the SEC's rules prohibit the company from including in its filings with the SEC. U.S. investors are urged to consider closely the disclosures in the company's Form 10-K.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits.

The following exhibit is furnished as part of this Current Report on Form 8-K:

99.1 A copy of the slides presented during the presentation.

104 Cover Page Interactive Data File (embedded within the Inline XBRL document).

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

IMPERIAL OIL LIMITED

Date: November 12, 2019

By: */s/ Ian Laing*

Name: Ian Laing
Title: Assistant General Counsel and Corporate Secretary

By: */s/ Cathryn Walker*

Name: Cathryn Walker
Title: Assistant Corporate Secretary

Exhibit 99.1

Imperial

Investor Day

November 12, 2019

Agenda

Overview	Rich Kruger, Chairman and CEO
Upstream	John Whelan, SVP - Upstream
Break	
Downstream	Dan Lyons, CFO
Financial	Rich Kruger, Chairman and CEO
Closing	Brad Corson, President
Q & A	All

Overview

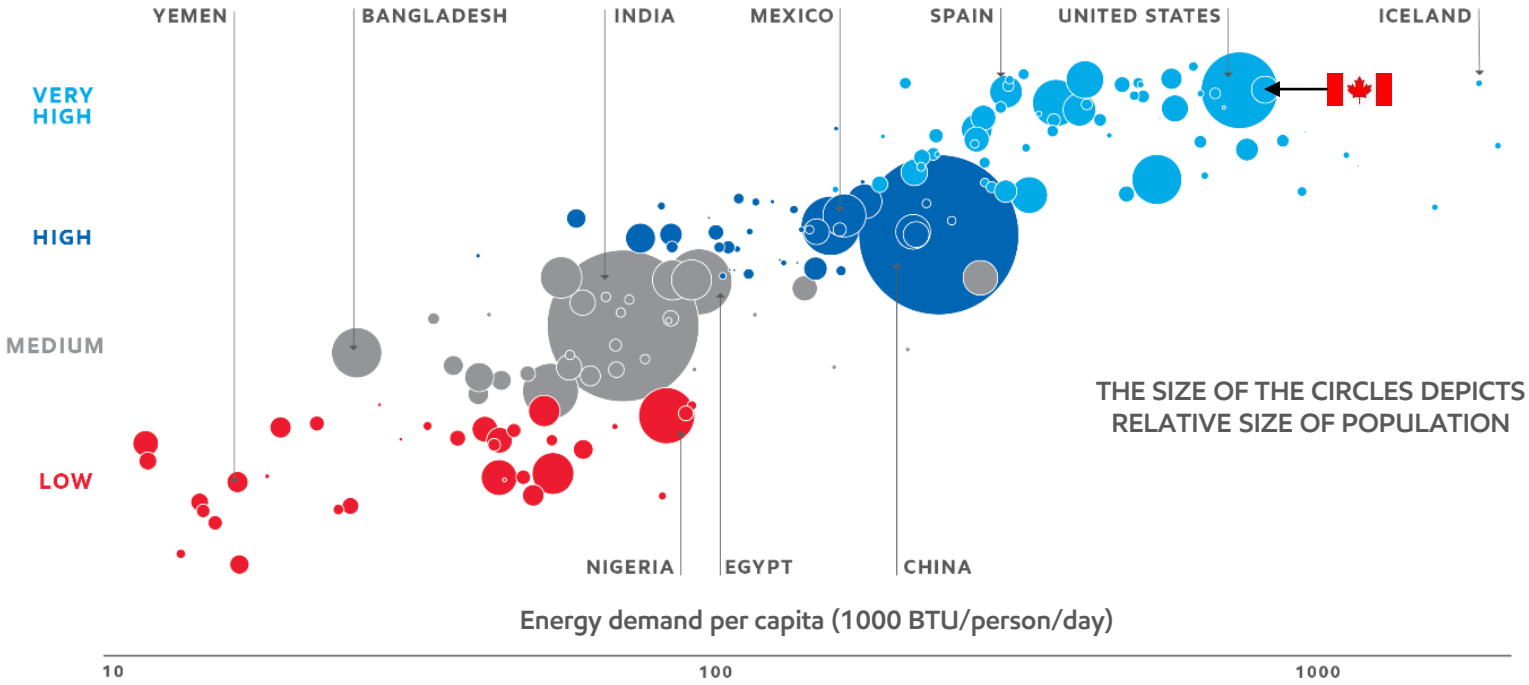
Rich Kruger

Chairman and Chief Executive Officer

Energy and society

Access to safe, affordable, reliable and abundant energy critical to human development

Human development index



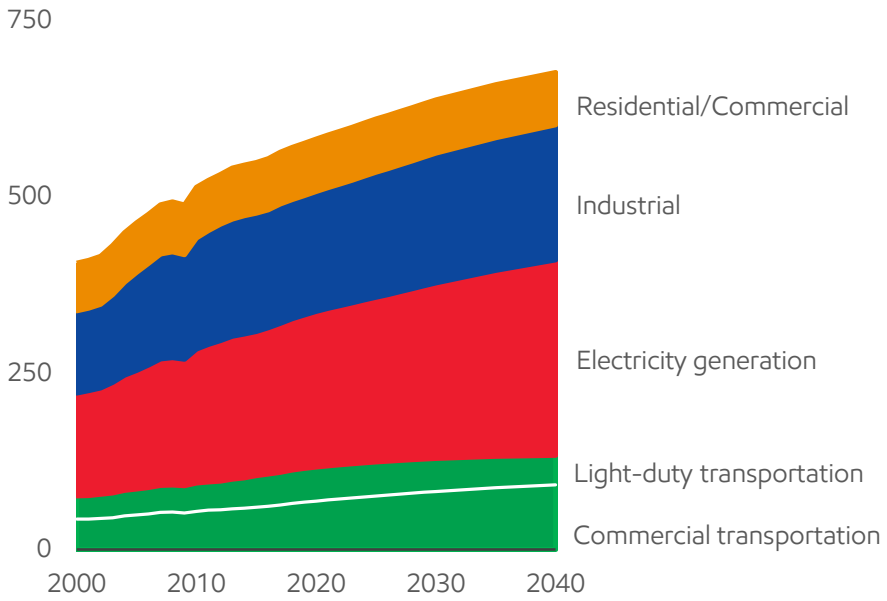
Source: 2018 U.N. Human Development Reports, 2019 World Bank DataBank; ExxonMobil analyses

Global energy demand

Total energy demand expected to grow 20% from 2017 to 2040

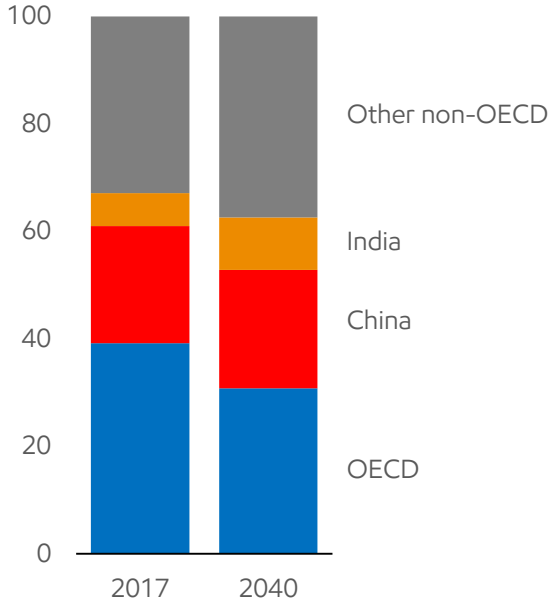
Demand by sector

quadrillion BTUs



Demand by OECD/non-OECD

%

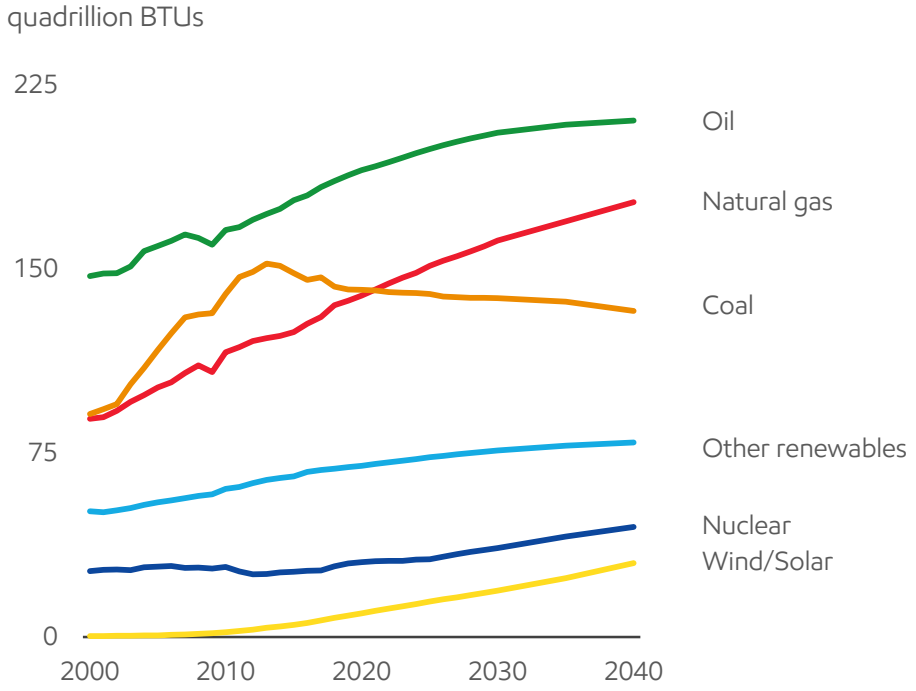


Source: ExxonMobil 2019 Outlook for Energy

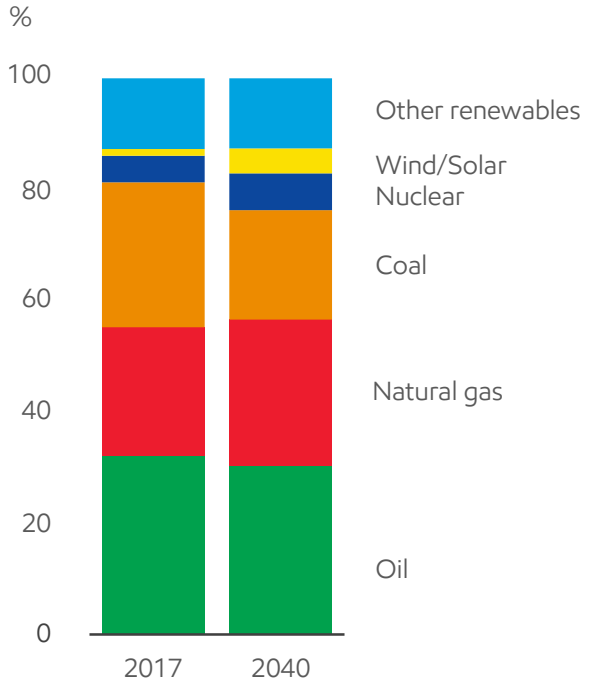
Global energy mix

Wide range of energy sources needed, oil and gas to remain the largest

Supply by source



Breakdown by source

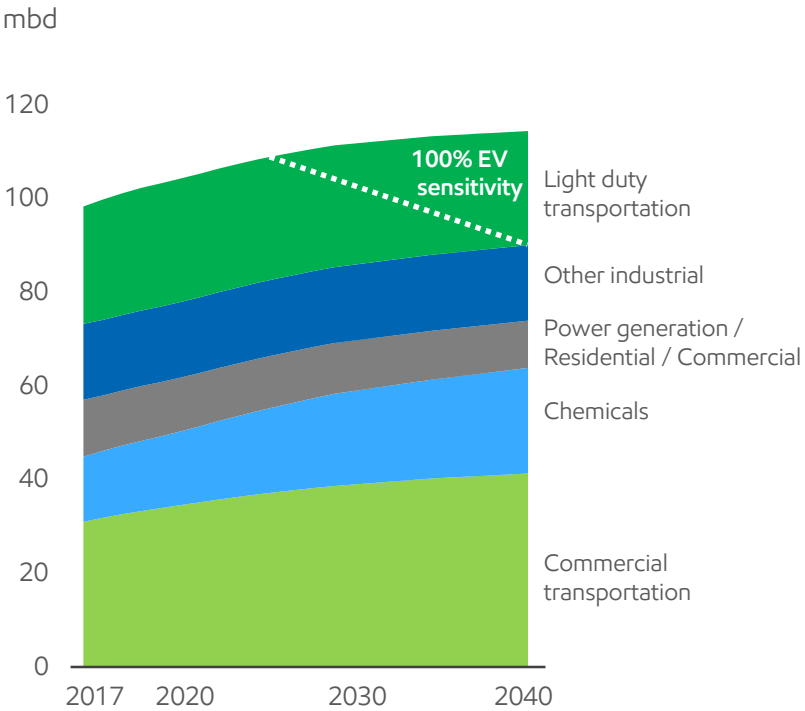


Source: ExxonMobil 2019 Outlook for Energy

Global liquids outlook

Liquids remain the largest source of energy over a wide range of scenarios

Liquids demand



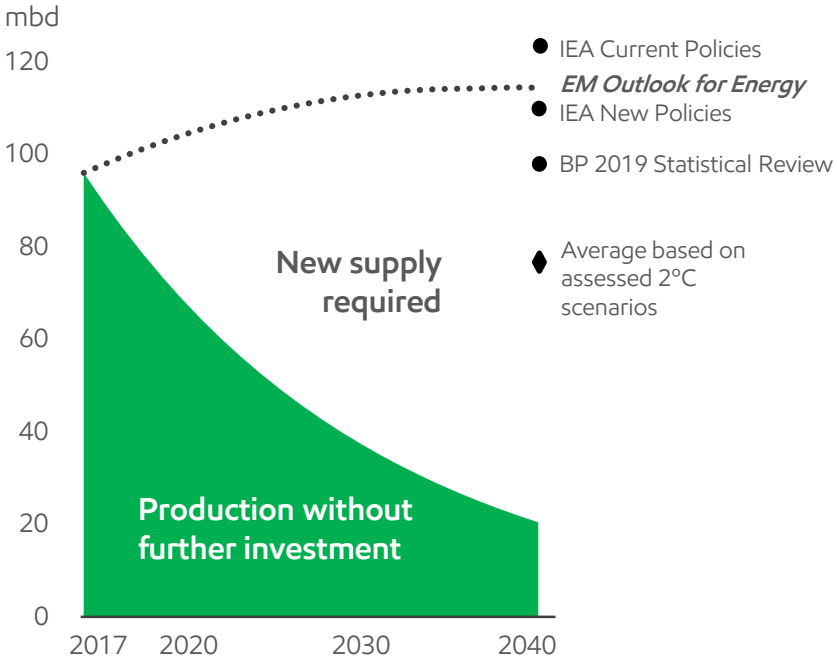
Source: ExxonMobil 2019 Outlook for Energy

- Growth primarily in non-OECD countries
- Driven by commercial transportation, chemicals
- Light duty transportation 25% of current demand
- Electric vehicles expected to grow significantly
  - Outlook assumes more than 400 million EVs by 2040
  - Sensitivity assumes entire LD vehicle fleet is electric by 2040

Global liquids scenarios

Significant ongoing investment required to meet global liquids demand

Liquids supply and demand

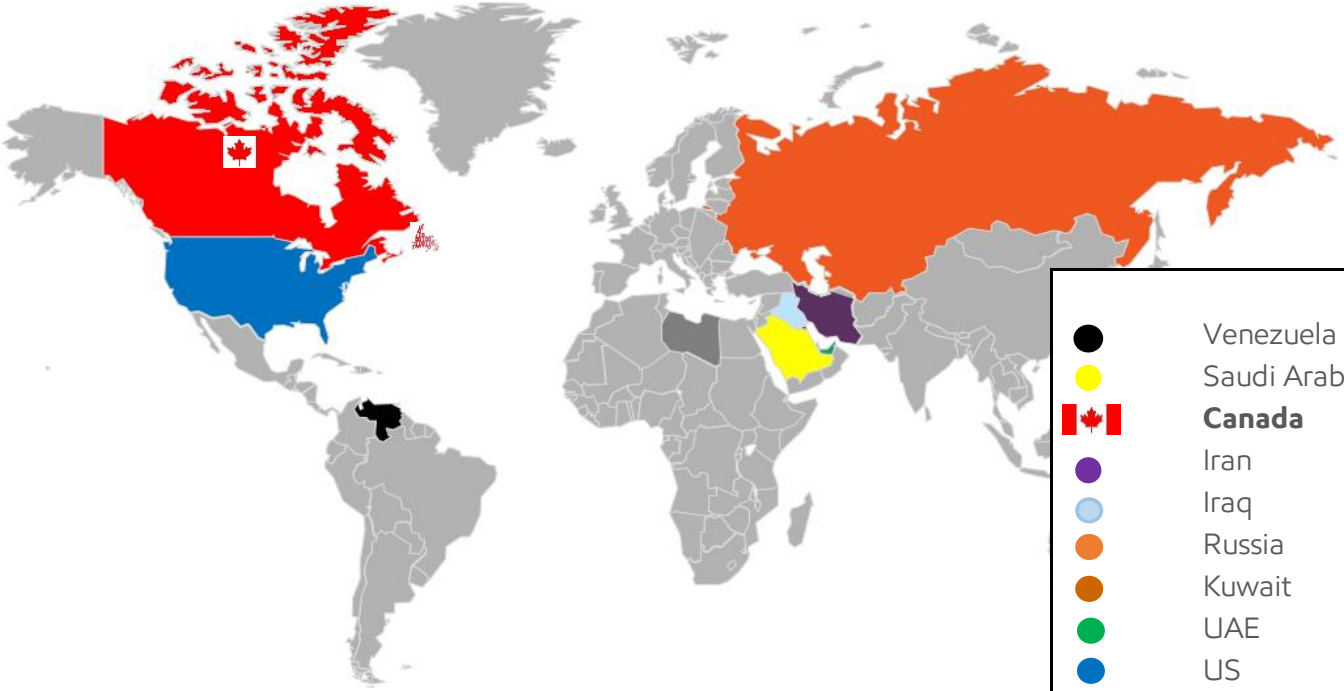


Source: IEA; EM analyses. Assessed 2°C scenarios based on Energy Modelling Forum (EMF) 27 full technology/450ppm cases targeting a 2°C pathway

- Wide range of demand outlooks
  - IEA Current Policies
  - IEA New Policies
  - 2°C scenarios represented by EMF
- Production decline of 7% per year without further investment
- Significant investment in new supply required in most any scenario
  - $13 trillion USD – IEA Sustainable Development Scenario
  - $21 trillion USD – IEA New Policies Scenario

Global oil reserves

80+% of reserves contained in 10 countries, Canada 3rd largest



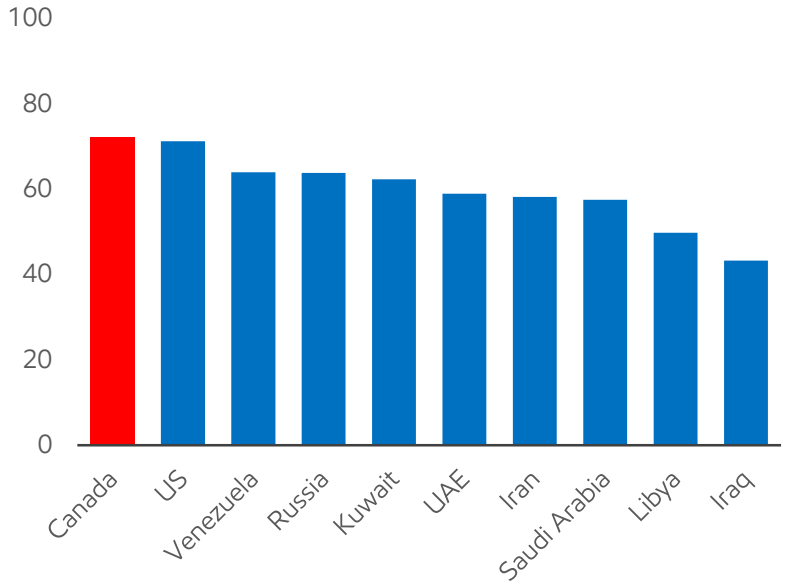
	Reserves, B bbls	Worldwide, %
Venezuela	303	18
Saudi Arabia	298	17
Canada	**168**	**10**
Iran	156	9
Iraq	147	9
Russia	106	6
Kuwait	102	6
UAE	98	6
US	61	4
Libya	48	3

Source: 2019 BP Statistical Review (see cautionary statement)

Environmental ranking

Canada sets the standard among top global reserves holders

Yale index



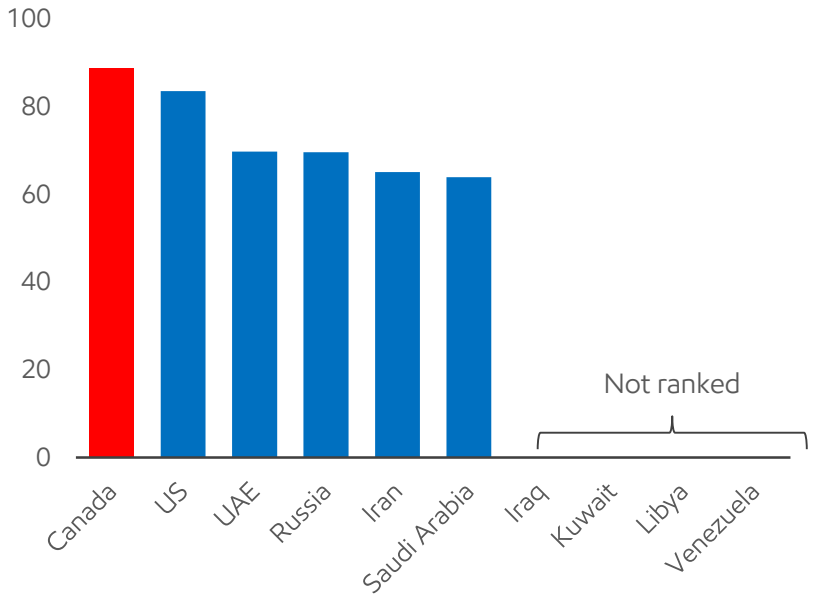
- Joint report by Yale and Columbia universities
- Ranks 180 countries on 24 performance parameters
- Highlights relative environmental performance
  - Gives insight on best practices
  - Provides guidance for improvement

Source: Yale Environmental Performance Index; Top 10 reserve countries

Social responsibility ranking

Canada sets the standard among top global reserves holders

Social progress index



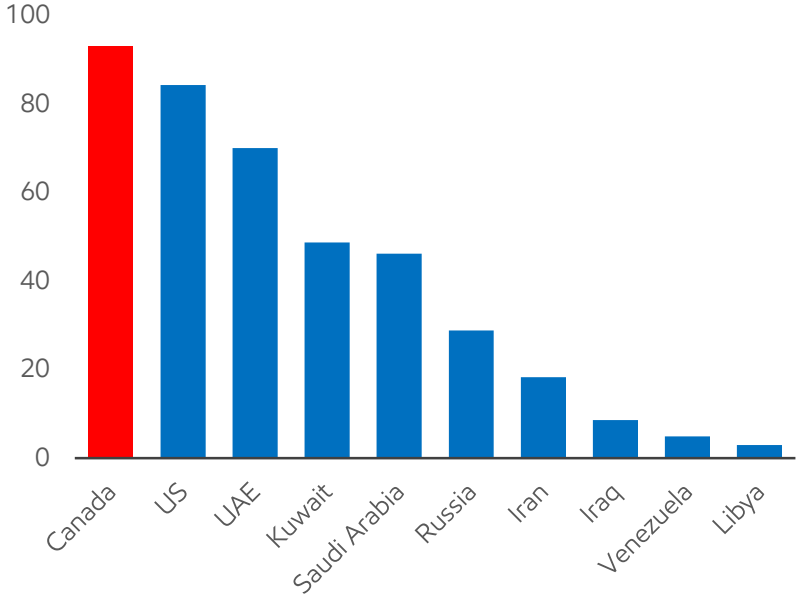
- Developed by Social Progress Imperative
- Ranks 149 countries on 51 indicators
- Measures overall quality of life
  - Capacity of society to meet basic human needs
  - Independent of country's overall economic indicators

Source: Social Progress Imperative; Top 10 reserve countries

Governance ranking

Canada sets the standard among top global reserves holders

World Bank index



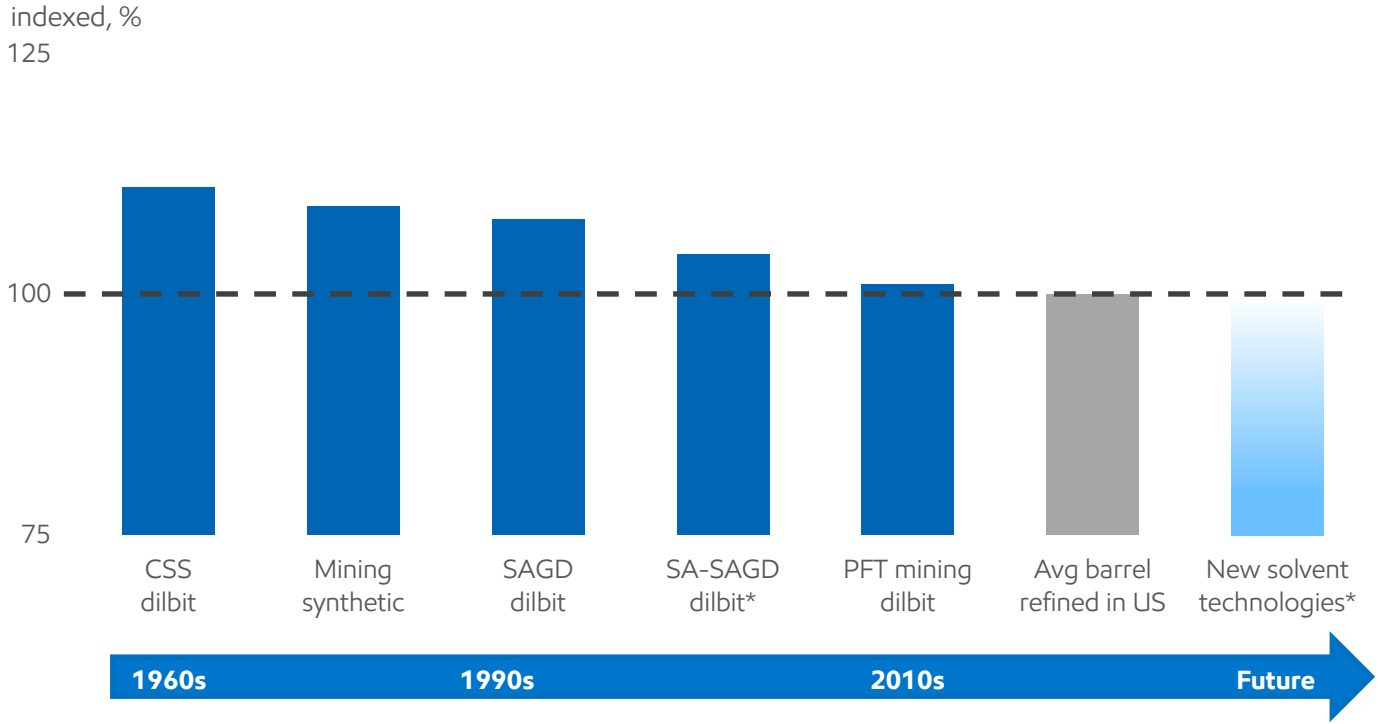
- World Bank Worldwide Governance Indicators developed by Aart Kraay and Daniel Kaufmann
- Ranks over 200 countries on six dimensions
- Reports on:
  - Process by which governments are selected
  - Process for government policy formulation
  - Respect of citizens and state for governing institutions

Source: World Bank Worldwide Governance Indicators; Top 10 reserve countries

Environmental progress

Canadian oil sands have a long and successful record of environmental improvement

Wells to wheels GHG emissions intensity



*Source: 2014 IHS CERA; *IMO estimates*

Summary

Canada has a major opportunity to compete in global energy markets

- Access to safe, affordable, reliable and abundant energy critical to human development
- Total energy demand expected to grow 20% from 2017 to 2040
- Wide range of energy sources needed, oil and gas to remain the largest
- Significant investment required to meet global liquids demand
- Canada has the resources required to be a major, long-term energy supplier
- Technology and innovation continue to improve economics, environmental performance
- Canada has demonstrated it is a world leader in ESG performance

Imperial's operations

High quality, integrated, balanced, coast-to-coast asset portfolio

Upstream production

Oil Sands, Conventional, Unconventional

~400,000 boepd

Refining

Strathcona, Sarnia, Nanticoke

~400,000 bpd

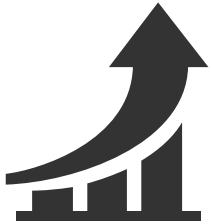
Petroleum product sales

Esso Mobil

~500,000 bpd

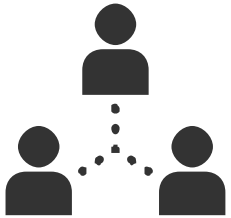
Imperial's strategy to win

Increase cash flow, deliver industry-leading returns throughout the business 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 and effectiveness

Be the most valued partner with key stakeholders within our industry

Aggressively capture new opportunities and manage existing portfolio to maximize value

Integration benefits

Delivering value, competitive advantage and resiliency across the business cycle

Upstream

Oil and natural gas production

Downstream

Refining and marketing products

Chemical

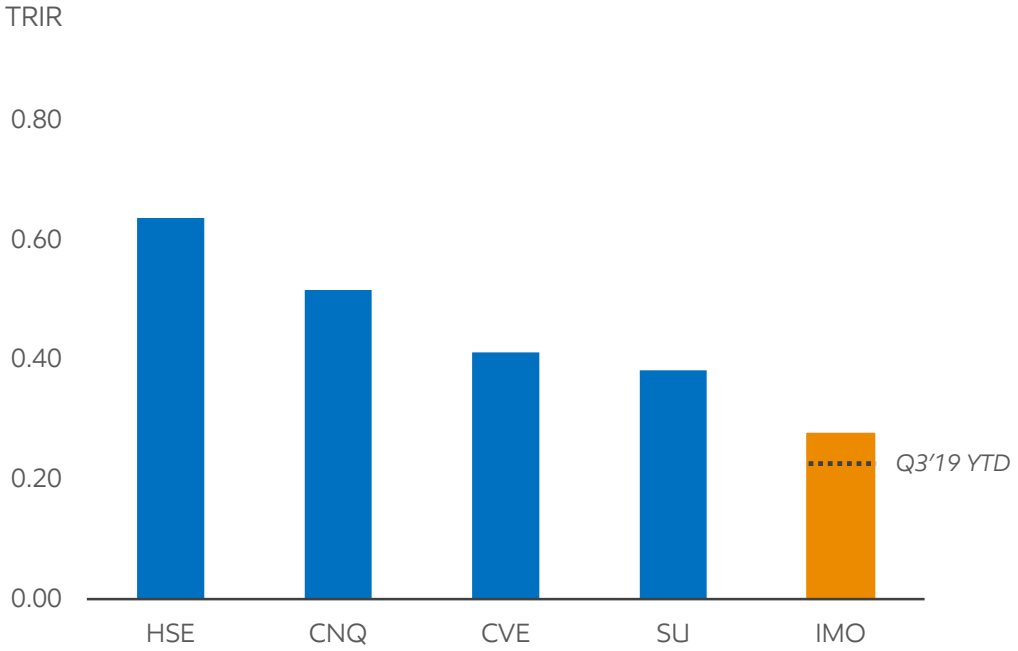
Commodities and specialties

- Equity crude placed in highest netback markets
- Cost-advantaged feedstocks for refineries and chemical
- Highest value sales channels for petroleum products
- Multiple and optimized transportation networks
- Access to industry-leading technologies and know-how

Safety performance

Industry-leading performance and commitment to 'Nobody gets hurt'

5-year average incident rate

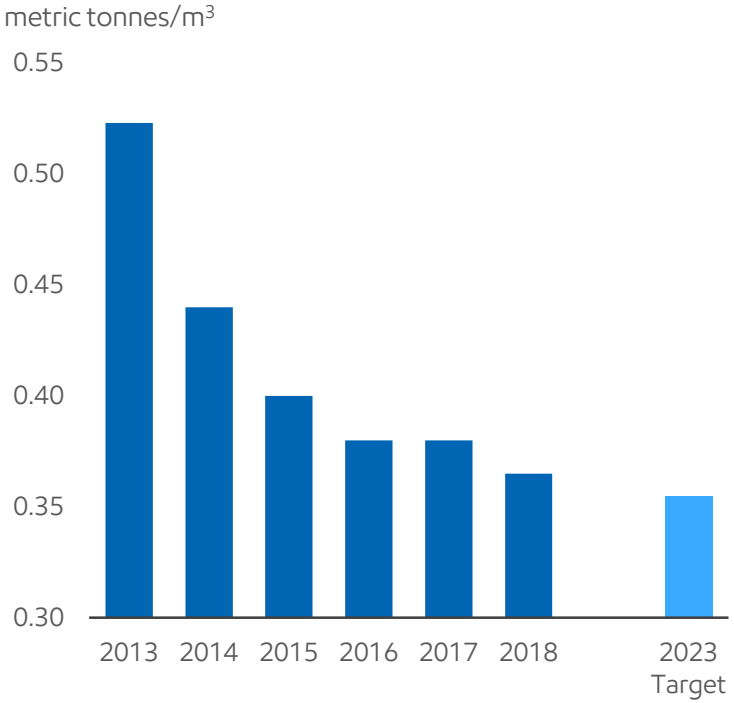


Incidents per 200,000 hours worked; Source: company reports

Environmental performance

Significant progress, commitment to further reducing GHG emissions intensity

GHG emissions intensity



Operated oil sands

- History of achievement in technology and innovation
  - 100 years of commitment to R&D in Canada
  - More than $2.1 billion invested over past 20 years
- GHG intensity reduced 20+% from 2013 to 2017
- Plans to reduce another 10% from 2017 to 2023
- New technologies offer further reduction potential
  - 25-90% reduction for future developments
  - Targeted to achieve economic and environmental improvement

Social performance

Collaborating to achieve sustainable development in Indigenous communities

Imperial has been recognized as an 'Exceptional Partner' by the Fort McKay First Nation

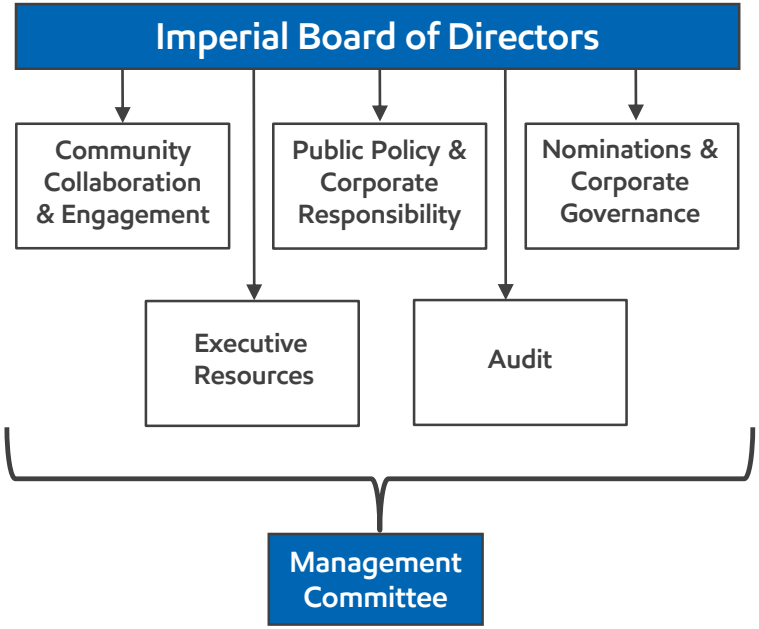
Progressive Aboriginal RELATIONS COMMITTED

Canadian Council for Aboriginal Business

- $2.6 billion with Indigenous suppliers over last 10 years
- Long-running recruitment and training programs
  - 1000+ Indigenous workers
- New ways of working together for shared prosperity
  - Promoting Indigenous business and workforce development
  - Ongoing, meaningful dialogue, environmental stewardship
  - New benefit agreements with Indigenous communities
- Life-cycle consultation and community relations

Corporate governance

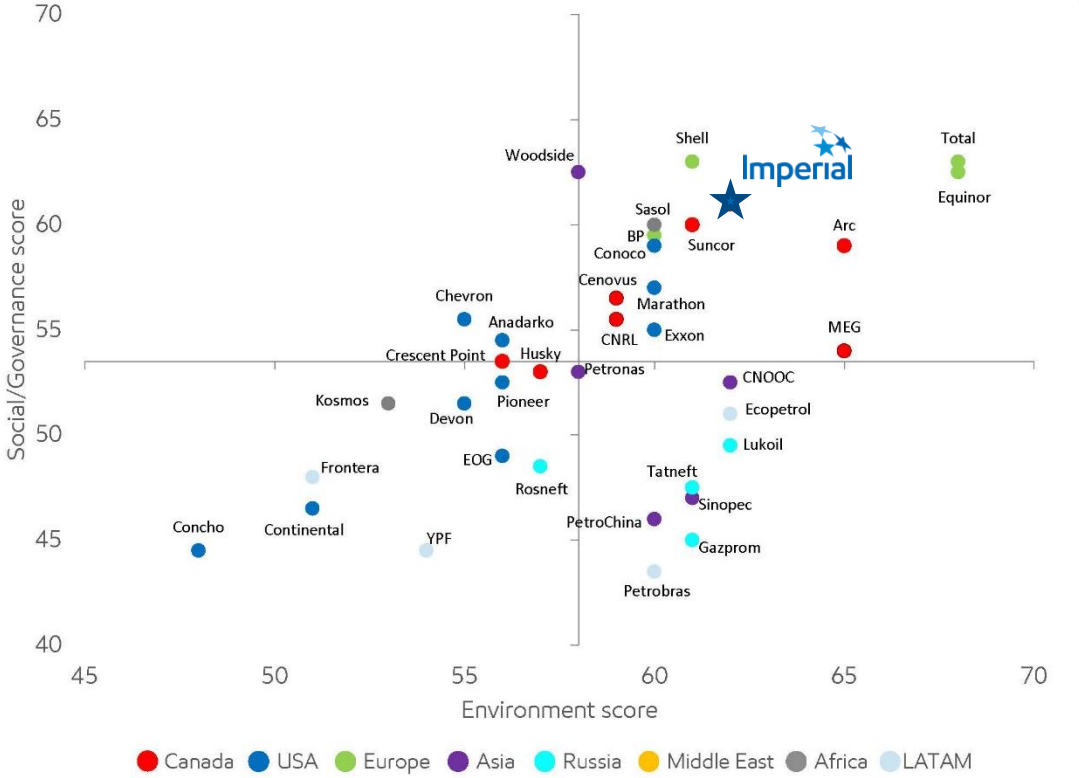
Unwavering commitment to high standards of conduct and accountability



- Diverse, independent board of directors
  - 5 independent, 3 non-independent; 2 female
  - Diverse backgrounds and experience
- Five committees chaired by independent directors
  - Responsible for identifying, overseeing principal enterprise risks
- Public Policy & Corporate Responsibility Committee
  - Oversight for environmental, health and safety compliance
  - Assessment of potential impacts of public policy on corporate performance, including risks of climate change

Overall ESG rankings

Imperial independently judged as among the best globally in ESG performance



Source: BMO Capital Markets; Bloomberg CSRHub, database of CSR rankings of companies representing 90% of world's market cap

Upstream overview

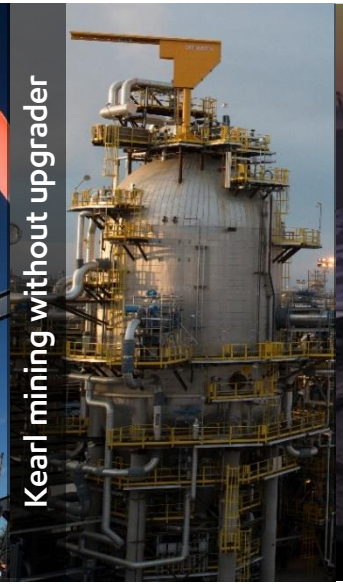
John Whelan

Senior Vice President, Upstream

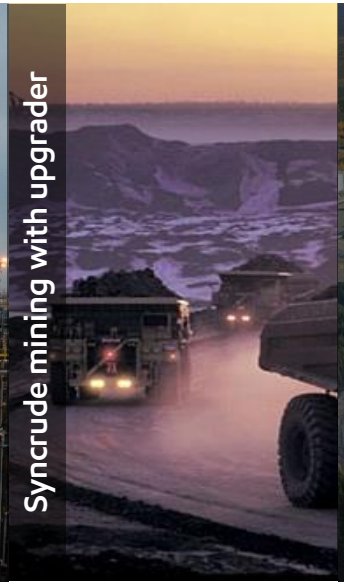
Upstream at a glance

Large, long-life, predominantly oil sands portfolio

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
Production IMO share, before royalties

Upstream assets

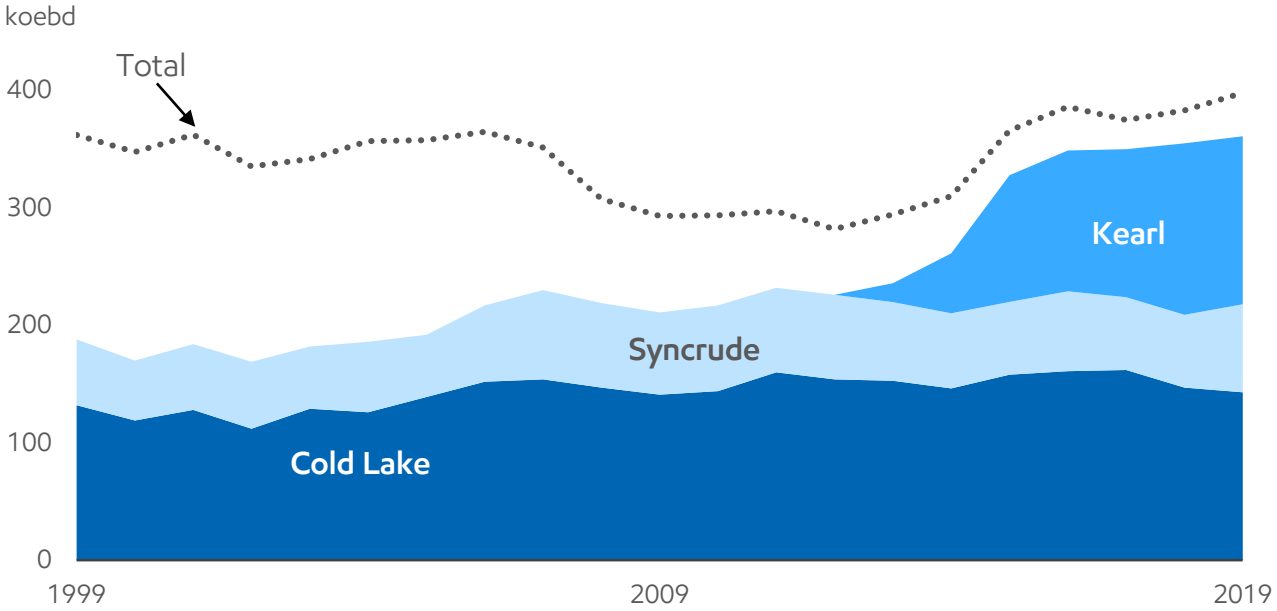
High-quality resource base with nearly 30-year proved reserves life

Kearl
Mining - PFT
71% interest

Syncrude
Mining - Upgrader
25% interest

Cold Lake
In situ – CSS/other
100% interest

Production



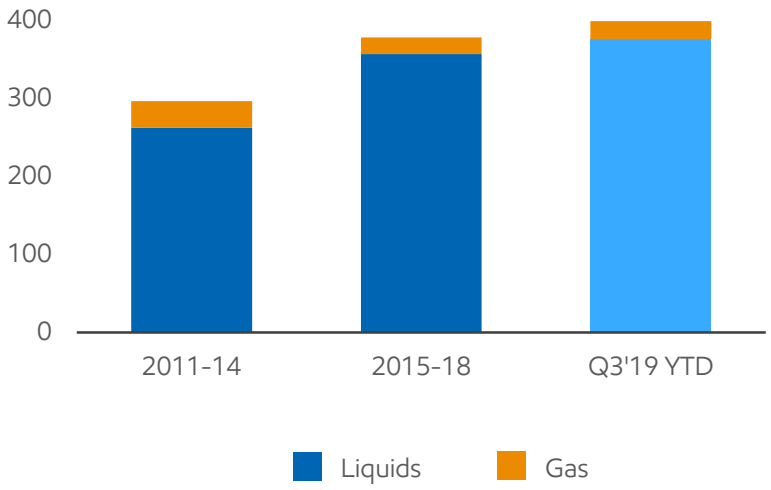
Proved reserve life based on 2018 production
Production through Q3 2019, IMO share, before royalties

Upstream overview

Growing profitable volumes, $16 billion cash generated over last 10 years

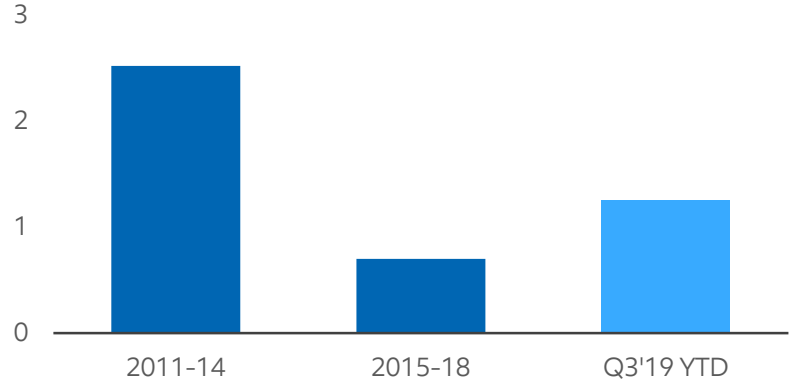
Production

koebd



Annual cash from operations

$B



$US/bbl	2011-14	2015-18	Q3'19 YTD
WTI	95	52	57
WCS	74	36	45

Production IMO share, before royalties

Cold Lake

Large-scale in situ operation

Steam stimulation | 100% IMO owned | Producing since 1975

1.5B bbls
2P reserves

141 kbd
Q3 2019 YTD production

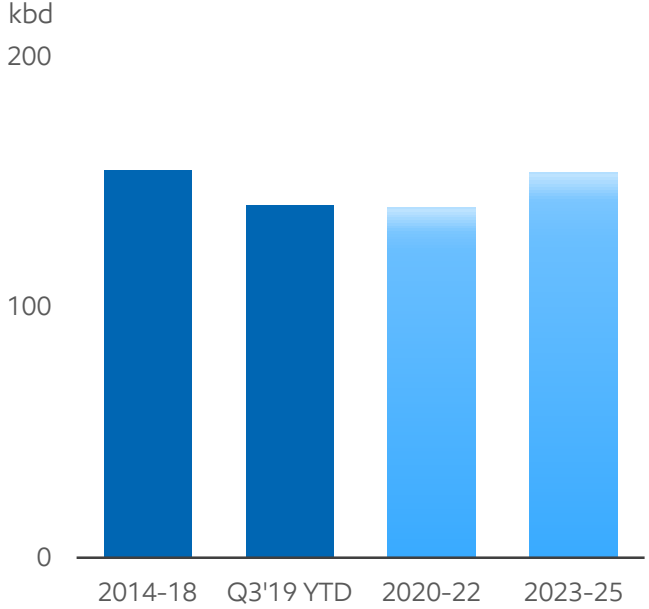
- Leveraging four decades of in situ experience
- Use of advanced recovery techniques
- Drilling program resumed in 2018

2P reserves IMO share, before royalties
Production IMO share, before royalties

Cold Lake performance

Focus on life-cycle optimization and cash generation

Production

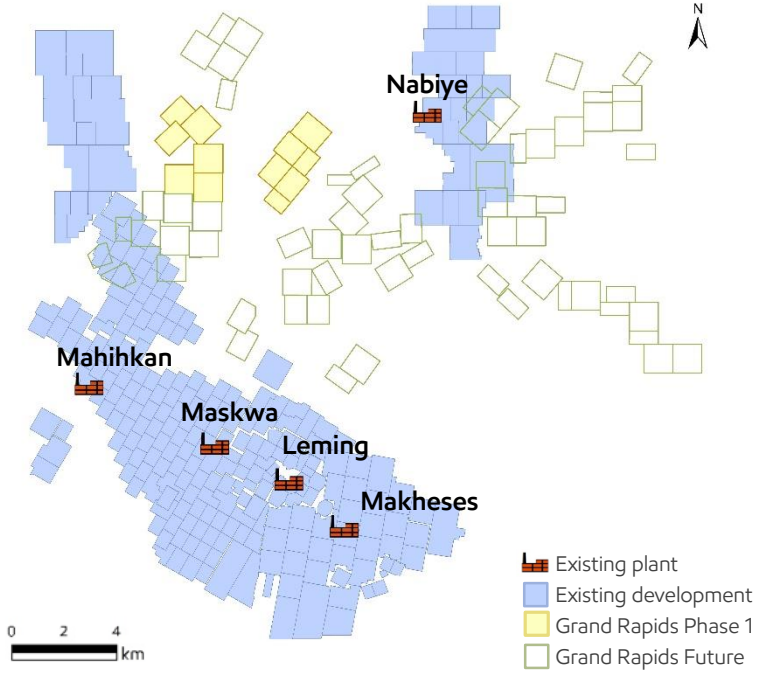


- Continued strong base operating performance
  - Ongoing challenges at Nabiye
- Maximizing life-cycle return and recovery
  - Optimizing steam distribution
  - Fully utilizing existing wellbores
  - Near-term, capital efficient opportunities
- $12-15/bbl USD cash opex, 1/3 energy
- Strong cash generation in all business cycles

Production IMO share, before royalties

Nabiye performance

Enhancing overall go-forward development plan

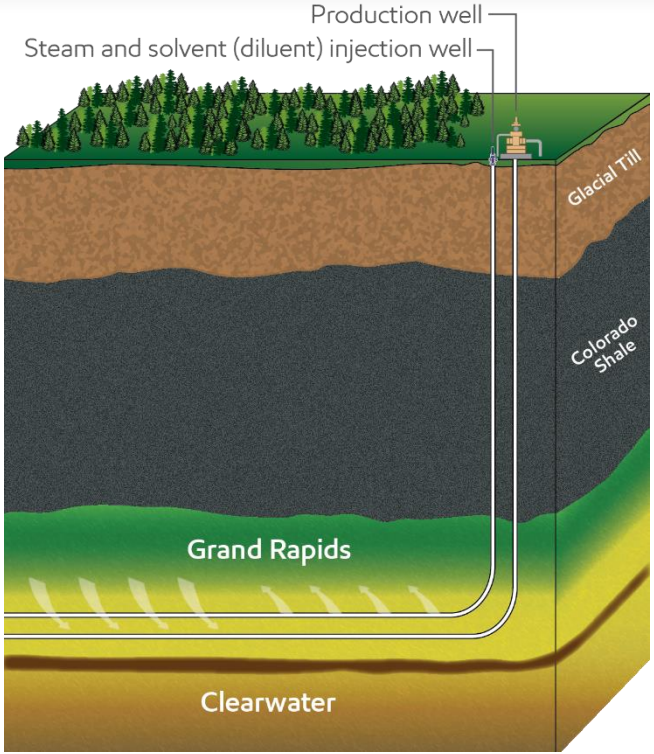


- Results below expectations
  - Reservoir performance
  - Steam management
- Production 10-15 kbd below target
  - Shorter steam cycles
  - Well intervention frequency increased
- Cold Lake development plans updated
  - Utilize Nabiye plant capacity to develop Grand Rapids reservoir

Production IMO share, before royalties

Grand Rapids development

Industry's first SA-SAGD deployment



Production IMO share, before royalties

- SA-SAGD technology
  - Co-injection of solvent with steam to reduce bitumen viscosity
  - Reduction in capital intensity and lower GHG intensity
- Phased approach
  - Initial production from Grand Rapids reservoir
  - Best use of available steam across Cold Lake
  - SA-SAGD learnings ahead of future developments
- First phase startup in 2021
  - Initial development cost $450 million
  - Production of ~15 kbd
- Regulatory approval in place

Grand Rapids reservoir and technology

Laboratory and pilot testing supports investment confidence

Imperial research centre

Cold Lake SA-SAGD pilot

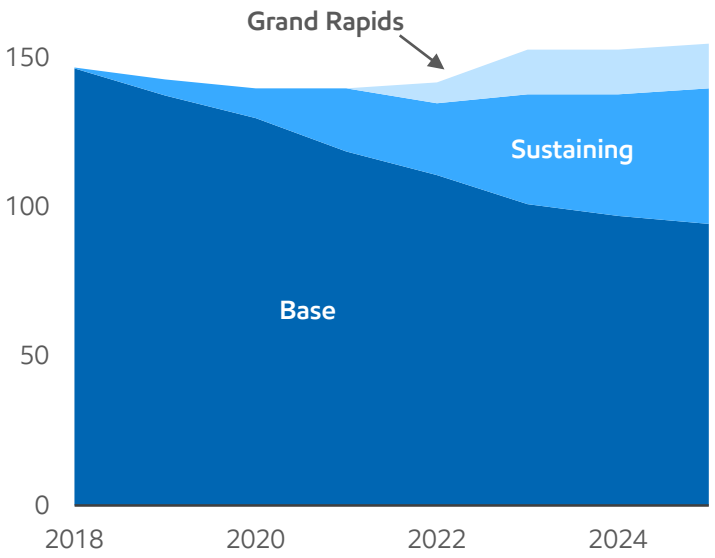
- Comprehensive subsurface data collection
  - 3D seismic and delineation drilling
- Computer simulation coupled with analogue analysis
- Extensive laboratory testing
- Successful multi-year pilot
  - Achieved commercial confidence
  - Gained operational experience

Cold Lake value maximization

Grand Rapids reservoir key part of asset development strategy

Production

kbd



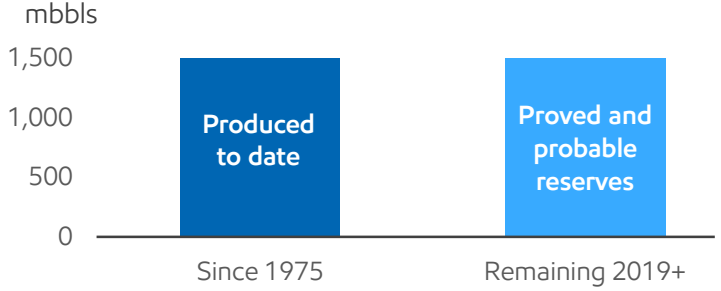
- Former approach: Cold Lake Expansion Project
  - Required Aspen-scale steam plant
  - Bitumen production of ~50 kbd
- New approach: Grand Rapids development
  - Accelerates development by utilizing existing infrastructure
  - Future phases as steam becomes available
  - Removes $1B+ in capital; intensity of ~$30k per flowing barrel
  - Ultimate production of 40-50 kbd

Production IMO share, before royalties

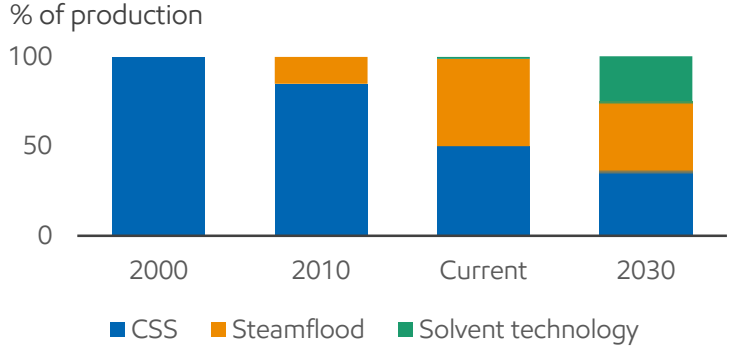
Cold Lake outlook

Decades of production with significant reserves remaining

Production and reserves



Recovery method



2P reserves IMO share, before royalties
Production IMO share, before royalties

- Currently producing 140 kbd
- Production of 150+ kbd in 2023 and beyond
- Technology and continued development key
- Objective: maximize long-term cash generation

Syncrude

Oil sands mining pioneer

Mining with upgrader | 25% IMO owned | Producing since 1978

0.7B
bbls
2P reserves

76
kbd
Q3 2019 YTD production

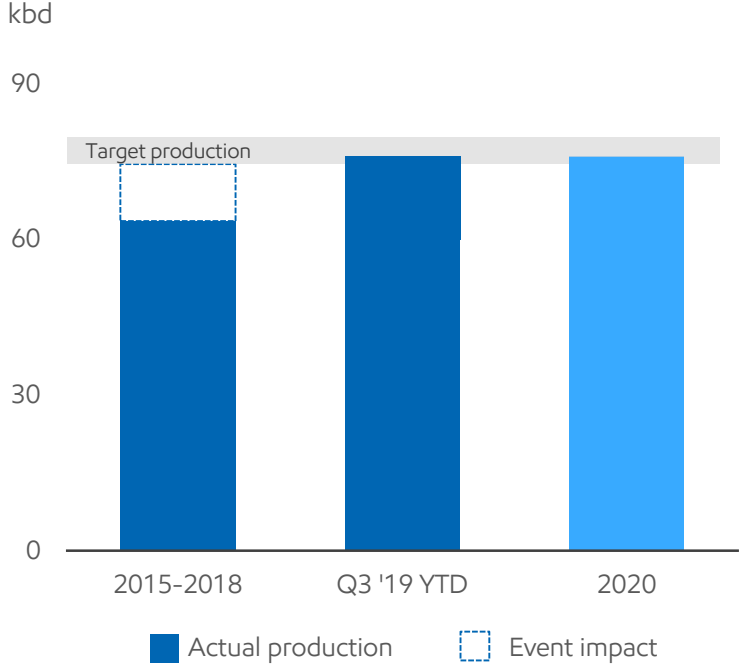
- High value synthetic crude oil
- Improving reliability by eliminating major events
- Fully leverage owner company strengths

2P reserves IMO share, before royalties
Production IMO share, before royalties

Syncrude reliability

Focused on sustaining reliability through multi-year improvement plan

Production

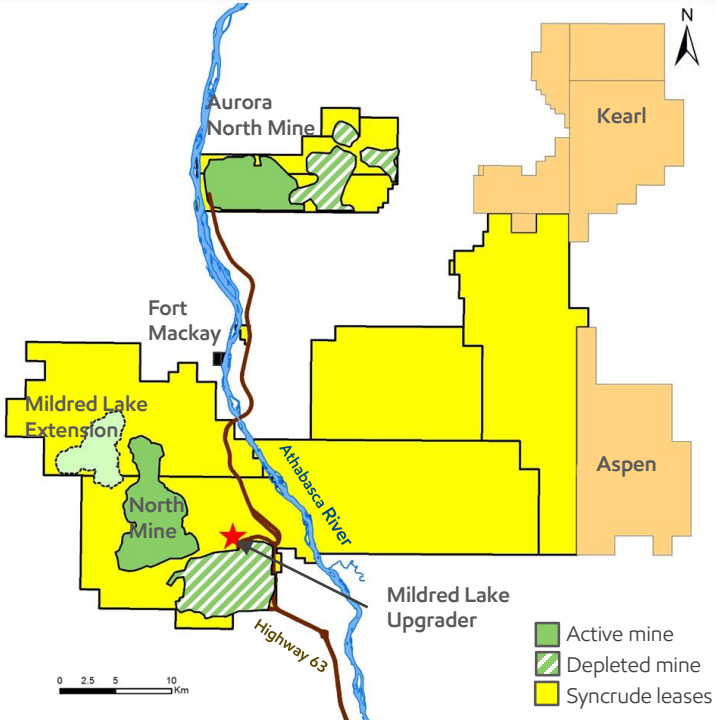


- Ongoing reliability improvement
  - Mechanical integrity
  - Turnaround planning and execution
  - Leadership and workforce
- Positive performance trends
  - Best 12-month production through Q3 2019
  - Four monthly production records since November 2018
- Targeting $30/bbl USD cash opex 'all-in'

Production IMO share, before royalties

Mildred Lake mine extension

Sustains 40+ kbd of production



- Next expansion area as mine advances
  - Supports additional 10+ years of mining operations
  - Gross project capex of $1.5 billion between 2020 and 2024
  - Development cost of $3/bbl; first ore in 2024
- Fully utilizes existing upgrading capacity
- Regulatory approval in place

Production IMO share, before royalties
Capex 100% basis

Syncrude collaboration

Leverage owner strengths to continue performance improvement

- Owner company mining expertise
  - Imperial/Suncor ownership 80+%
- Regional logistics and infrastructure
- Business and technical expertise
- Interconnecting pipelines to increase utilization
  - Transfer bitumen and sour synthetic
  - Asset optimization during planned and unplanned outages
  - Adds value to both ventures, startup by year-end 2020

Kearl

Next generation oil sands mining

Mining without upgrader	71% IMO owned	Producing since 2013

3.2B bbls
2P reserves

204 kbd
Q3 2019 YTD production

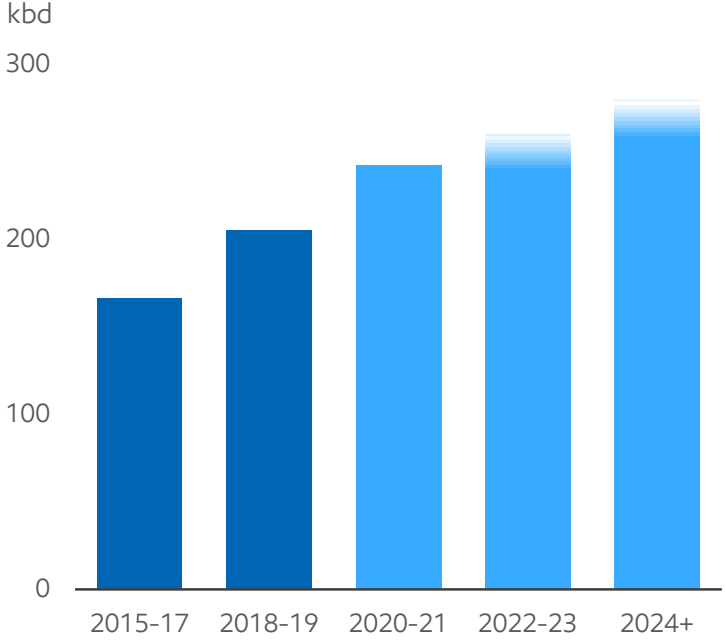
- Large, high-quality resource
- Delivering on commitments
- Near-term production growth

2P reserves IMO share, before royalties
Production 100% interest, before royalties

Kearl performance

Focused on profitable production growth, cost structure and realizations

Production

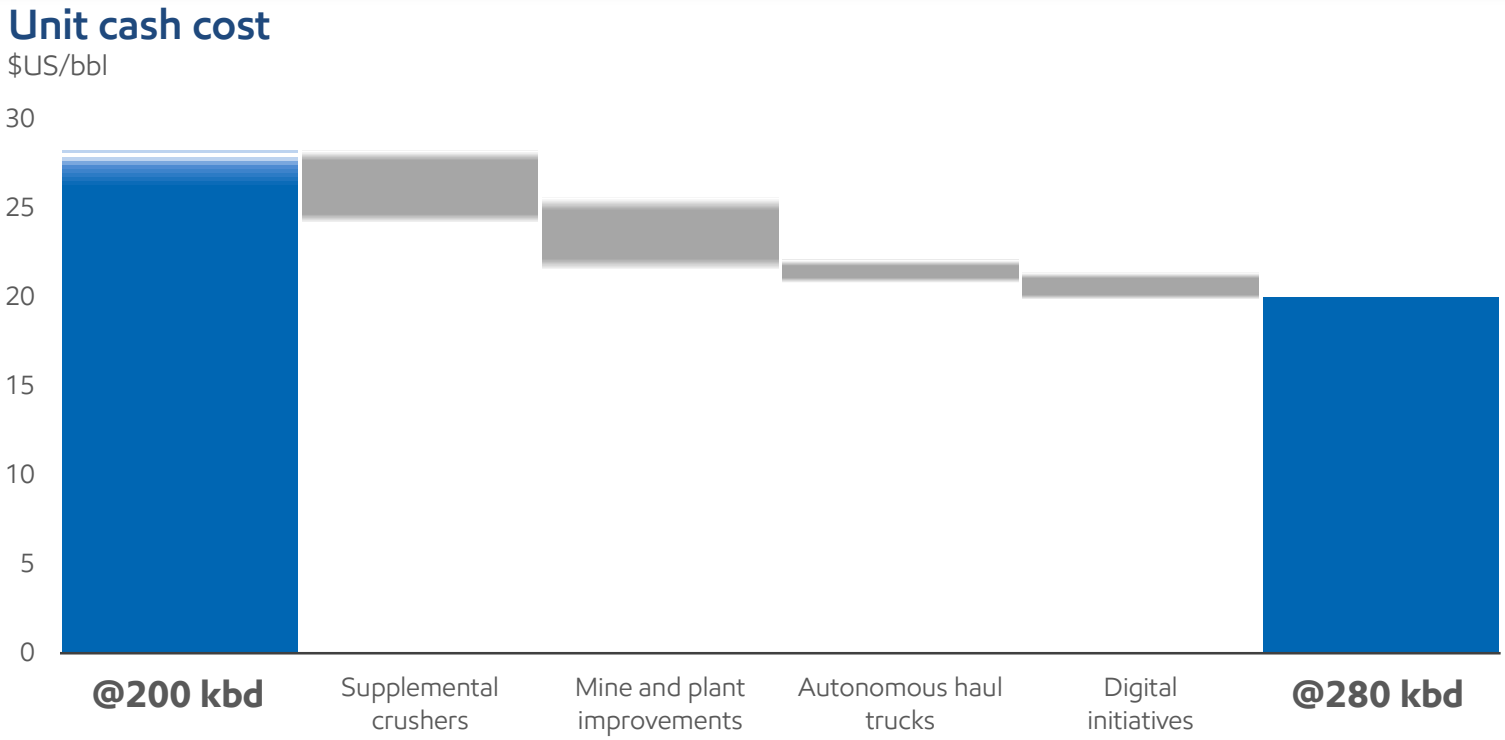


- Delivering on production commitments
- Growing cash generating capacity
- Averaging $5/bbl CAD sustaining capex
- Targeting $20/bbl USD cash opex 'all-in'

Production 100% interest, before royalties

Kearl unit cost reduction

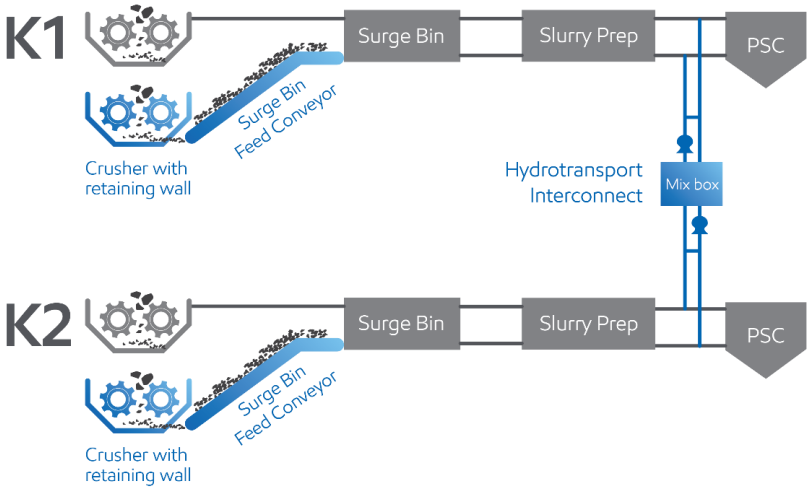
Pathway to achieving cash costs of $20/bbl USD



Production 100% interest, before royalties

Supplemental crushers

Capital efficient addition of 40 kbd annual average production in 2020



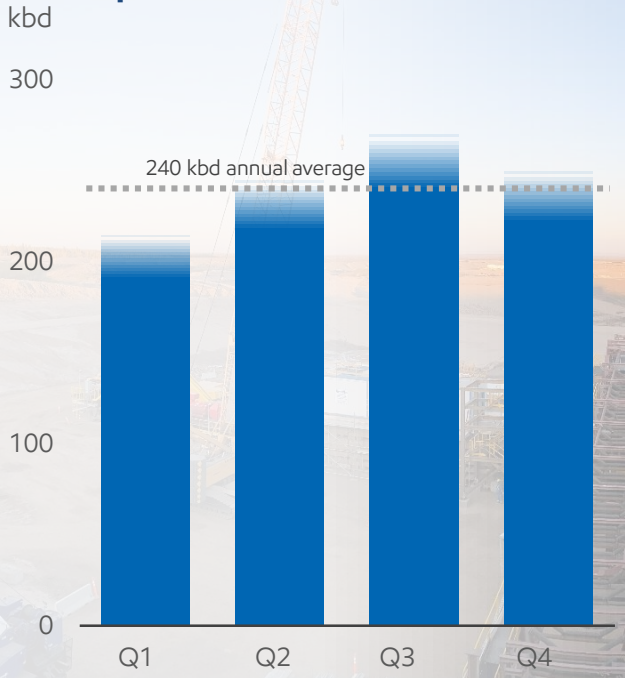
- On track for year-end startup
- Step change in reliability
- Capital intensity of $15k per flowing barrel
- Foundation to improving profitability

Production 100% interest, before royalties

Kearl production

Seasonal production profile similar to historic performance

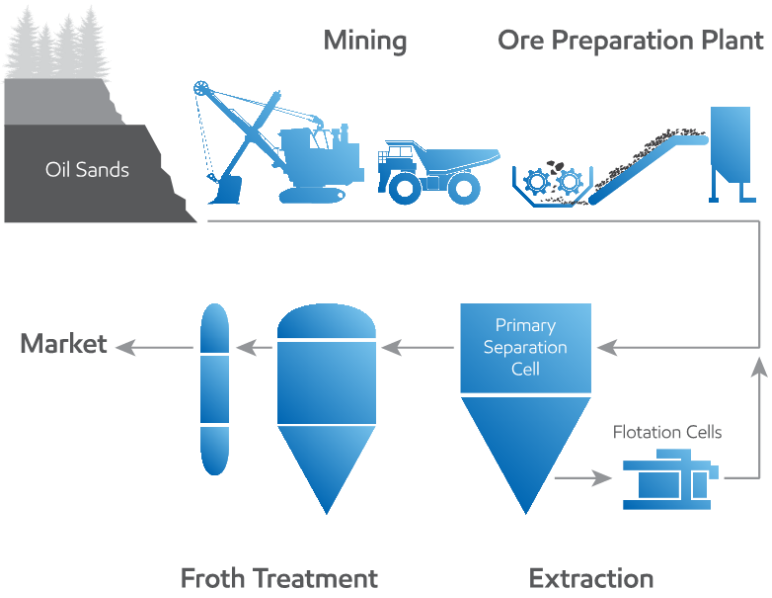
2020 production



Production 100% interest, before royalties

Mine and plant improvements

Pathway to achieving 280 kbd and improved profitability

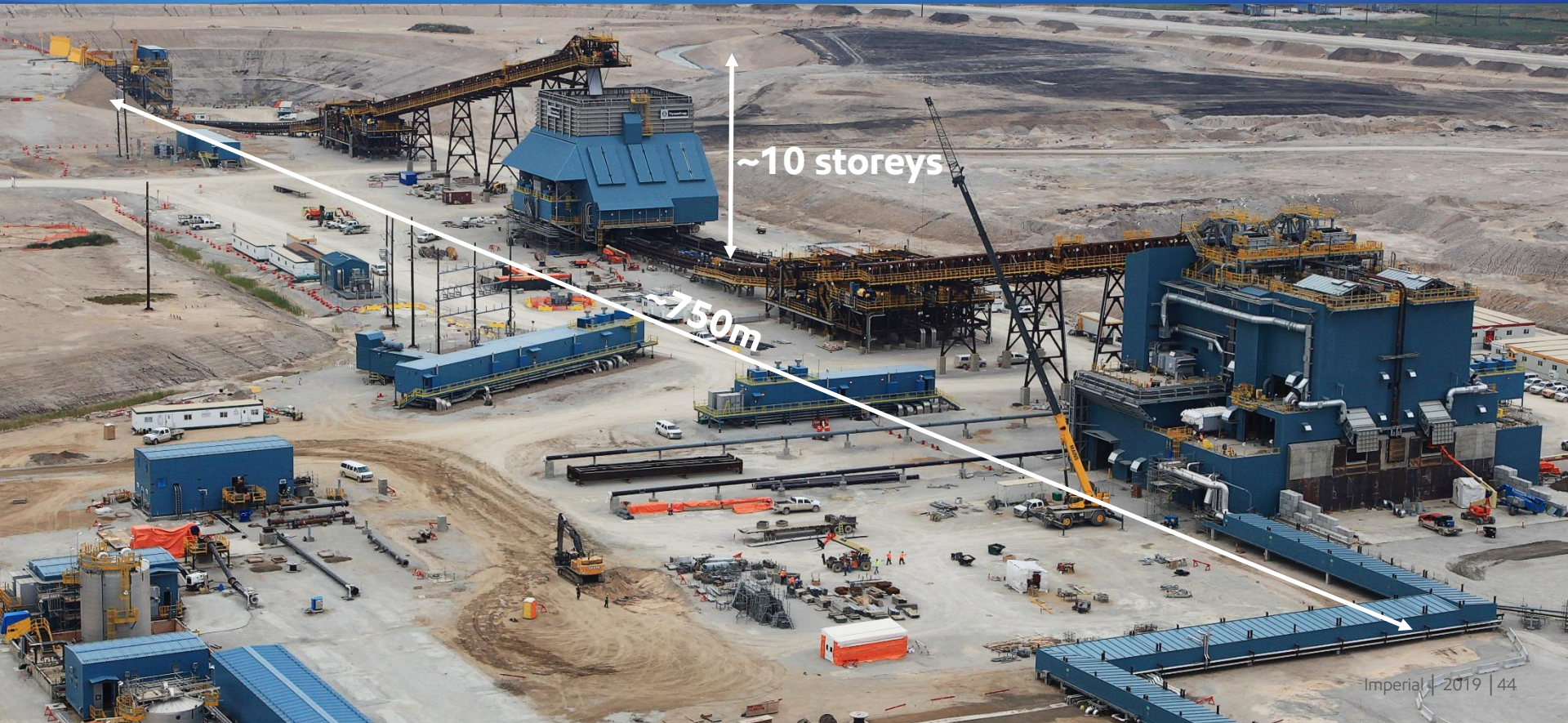


- Enhanced mine planning
- Primary separation cell upgrades
- Secondary bitumen recovery enhancements
- Froth treatment enhancements
- Diluent and solvent utilization
- Capital intensity similar to crusher project

Production 100% interest, before royalties

Enhanced mine planning

Improves profitability by avoiding ore preparation plant replacement



Autonomous haul trucks

Fleet conversion to improve both profitability and safety

- Nine trucks in operation, 12 by year end
- Continued testing in range of conditions
- Productivity has exceeded staffed trucks
- Unit cost savings $0.50 - $1/bbl USD
- Target fully autonomous fleet by 2023

Kearl outlook

Significantly improving financial and operating performance

- Delivering on commitment of 200 kbd
- Supplemental crushers to achieve 240 kbd
- Mine and plant improvement pathway to 280 kbd
- Reducing cash opex to $20/bbl USD
- Objective: maximize long-term cash generation

Production 100% interest, before royalties

Unconventional optionality

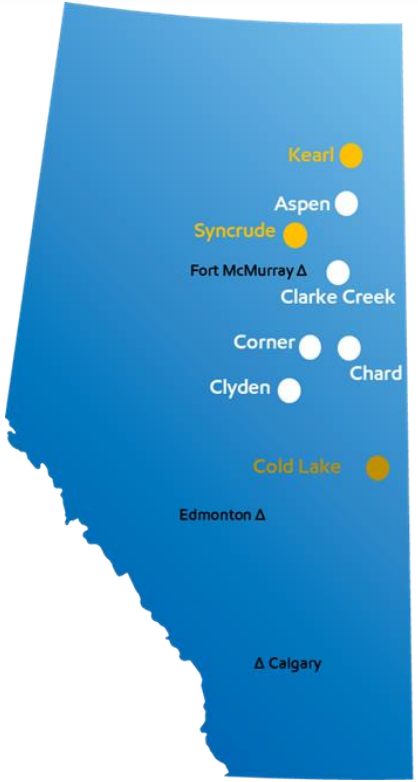
Liquids-rich opportunity, paced development approach

- Initial development completed
  - Fully utilizing existing infrastructure
  - Retaining high-quality, liquid-rich acreage positions
- Paced go-forward asset development plan
  - Investment ~$100M/yr
  - Increasing from 13 koebd in 2018 to 20 koebd 2020+
- Provides significant, longer-term optionality

Capex IMO share
Production IMO share, before royalties

In situ growth portfolio

Large inventory of top-tier opportunities, development timing to be determined



- Leveraging decades of in situ experience
- Accessible via variety of technologies
- 'Design one, build many' development approach

	Level of definition		Regulatory status	
Project name	Resource assessment	Development plan	Application submission	Scheme approval
Grand Rapids Phase 1	✓	✓	✓	✓
Aspen Phase 1	✓	✓	✓	✓
Aspen Phase 2	✓	✓	✓	✓
Corner	✓	✓	✓	
Clarke Creek	✓	✓		
Chard	✓			
Clyden	✓			

✓ Complete
✓ In progress

Aspen project update

SA-SAGD technology provides economic and environmental benefits

- $2.6 billion initial development; 75 kbd production
- Project economics remain robust
- Considerations to return to planned activities
  - Elimination of curtailment policy
  - Economic crude-by-rail business environment
  - Progress on pipeline egress
  - Confidence in general market conditions

Production IMO share, before royalties

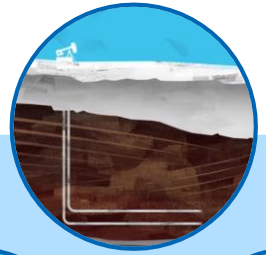
Technology and innovation

Unparalleled commitment and achievement throughout 139-year history

Canada's first research department

Cyclic steam stimulation patent

Steam-assisted gravity drainage patent



Solvent-assisted technology pilots

First lube oil hydrofining

First horizontal well in Canada

Paraffinic froth treatment patents

Upstream research facility

Imperial has invested more than **$2.1B** over the past 20 years

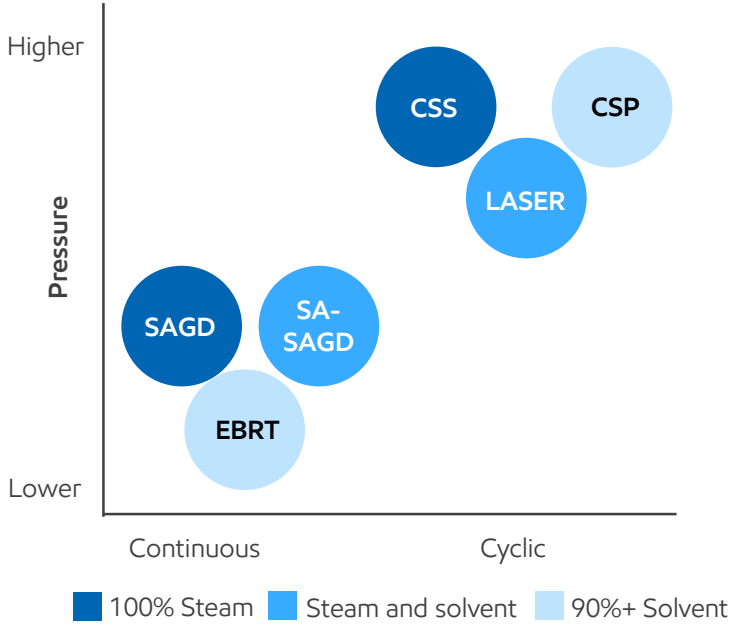
Access to $1B per year in ExxonMobil R&D investments

Advanced in situ recovery

Technology drives economic and environmental performance improvement

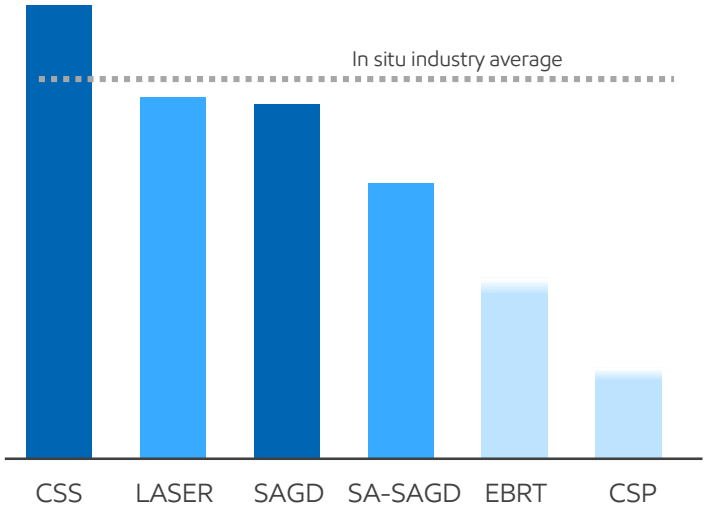
In situ technologies

Suite of technologies to match resource base



Upstream GHG emissions intensity

Potential impact of next generation technologies



Modified from Boone World Heavy Oil Conference, 2012

Digital transformation

Value potential greater than $500 million per year

- Assets provide ideal platform for digital technology

Cold Lake

Optimize steam distribution and fully utilize wellbores

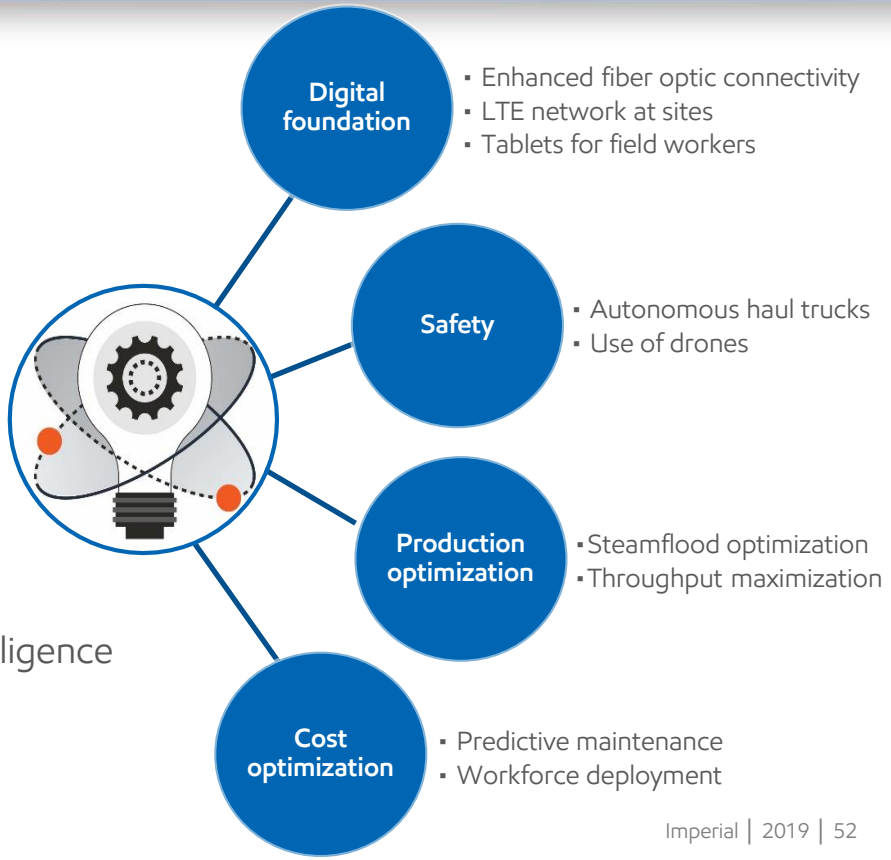
- 5 processing plants
- 5000+ wells
- 800+ pipeline segments
- Multiple recovery methods

Kearl

Enhance scheduling of personnel and maintenance, optimize bitumen recovery

- Daily workforce ~2800
- 200+ units in mine fleet
- Lease size 115 km^2
- 600k tonnes/d material moved

- Taking action to be a leader in digital and artificial intelligence



Equity crude value

Providing flexibility to place crude in markets that maximize realizations

400 koebd total production

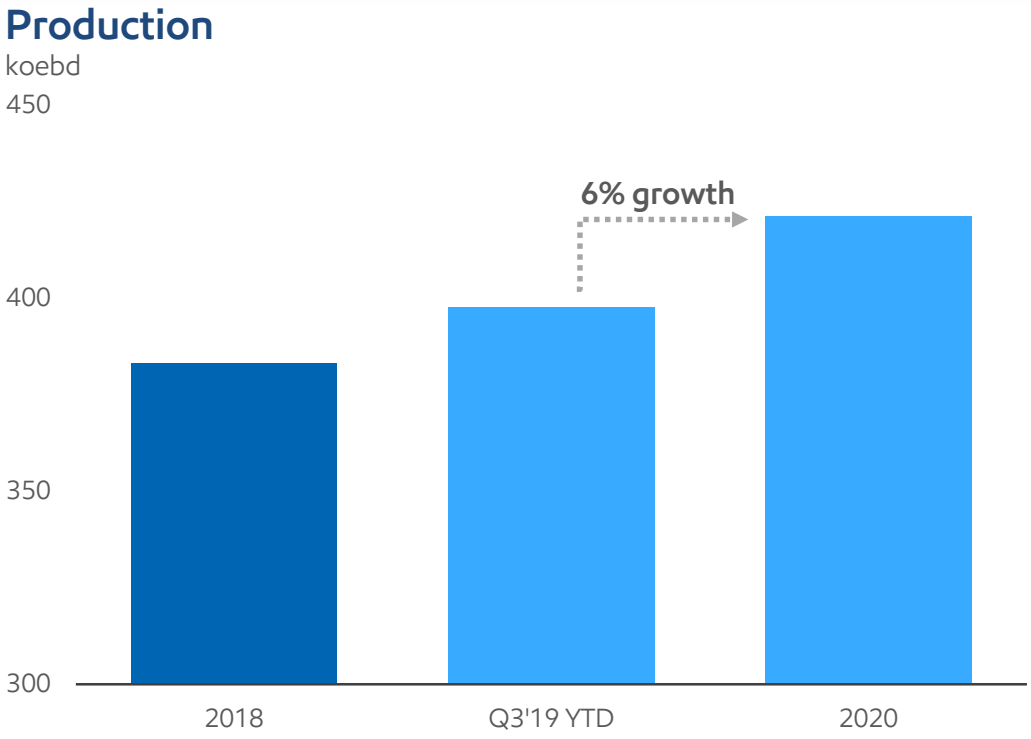
25 koebd	75 kbd	300 kbd bitumen (400 kbd dilbit)
Natural gas and assorted liquids	Syncrude synthetic (Strathcona refinery)	

60-100 kbd to IMO refineries	**~100 kbd** via contracted pipe to USGC	**0-200 kbd** via rail to USGC	**200-0 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

Near-term production outlook

Growth through capital efficient projects and reliability improvements



Gross production, IMO share

Downstream and Chemical overview

Dan Lyons

Chief Financial Officer

Downstream at a glance

Well located, high-performing and integrated business

Strategically located refineries

Strong logistics

Quality products Leading brands

~400 kbd
Refining capacity

~500 kbd
Product sales

Downstream assets

Canada's largest refiner and petroleum product marketer

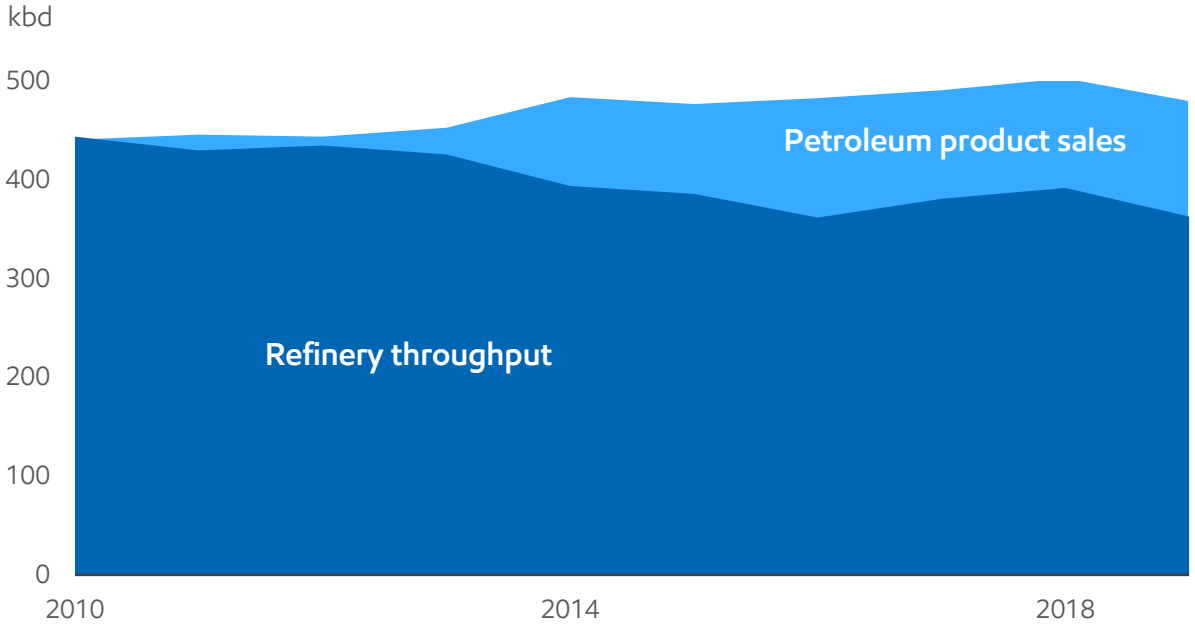
Strathcona refinery
191 kbd capacity

Sarnia refinery
119 kbd capacity

Nanticoke refinery
113 kbd capacity

Fuels marketing
Coast-to-coast product sales

Volumes

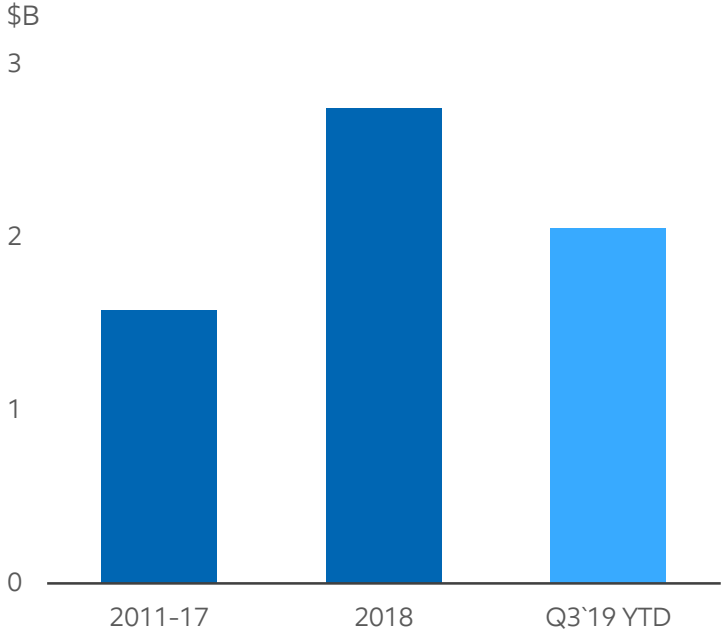


Includes Dartmouth refinery, which closed in September 2013

Downstream overview

Strengthening cash generation capacity over time, $15 billion cash over last 10 years

Annual cash from operations



$US/bbl	2011-17	2018	Q3`19 YTD
Brent	83	71	65
MSW	69	54	52

- High-performing, strategically located refineries
- Nationwide integrated marketing
- Focus on enhancing slate, yield and logistics
- Growing high-value sales

Refining performance

Leader in North American refining, applying global best practices

Performance quartile	Energy efficiency	Non-energy cash cost	Total cost	Net cash margin
1st		★	★	★
2nd	★			
3rd	●	●	●	
4th				

★ Imperial refineries

● Canadian industry ex. Imperial

Source: 2018 Solomon survey, includes 99 refineries in North America (14 in Canada)

- Leveraging ExxonMobil global expertise
  - Increasing utilization
  - Enhancing operations
- Top-tier Solomon results
- Strathcona cogeneration project
  - Increased energy efficiency/lower GHGs
  - Lower cash opex

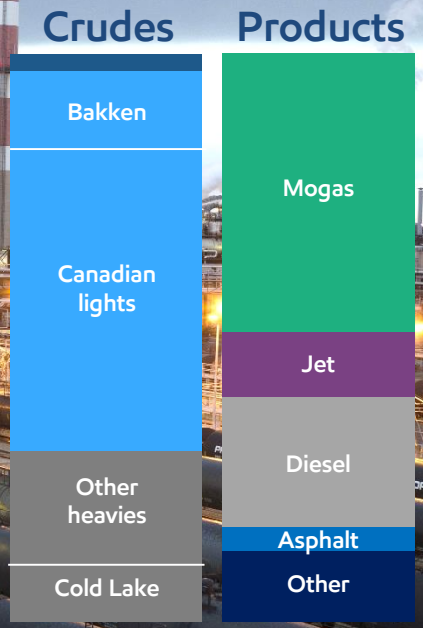
Refining footprint

Access to advantaged crudes and attractive markets

Western Canada

Prairies BC

Eastern Canada



Greater Toronto

Sales strategy

Leverage scale, integration and brand to pursue profitable sales growth

- Build strategic relationships
- Grow ratable sales
- Capture brand value
- Optimize integrated profit

Sales and market position

Canadian market leader in most product segments

Q3'19 YTD	Sales kbd	Market share	Market position
Mogas	250	30%	1st
Diesel	126	22%	2nd
Jet	43	26%	1st
Asphalt	21	33%	1st
Other	41	-	-
Total	481	-	1st

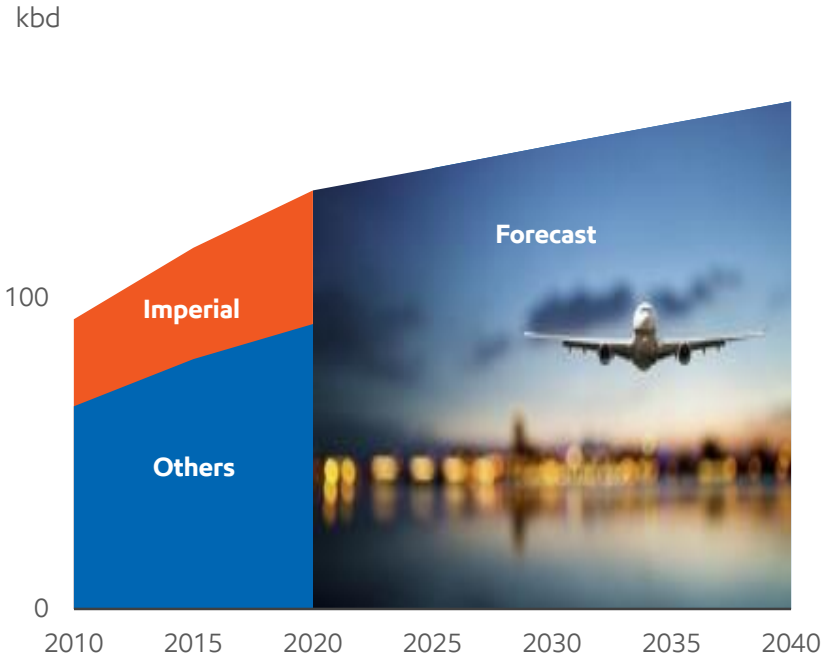
Market share and position estimated based on 2018 Statistics Canada data and company information

- Industry-leading scale, national offer
- Integrated across the value chain
- Sales support refining utilization

Aviation

Market leader in growing segment

Canadian jet demand



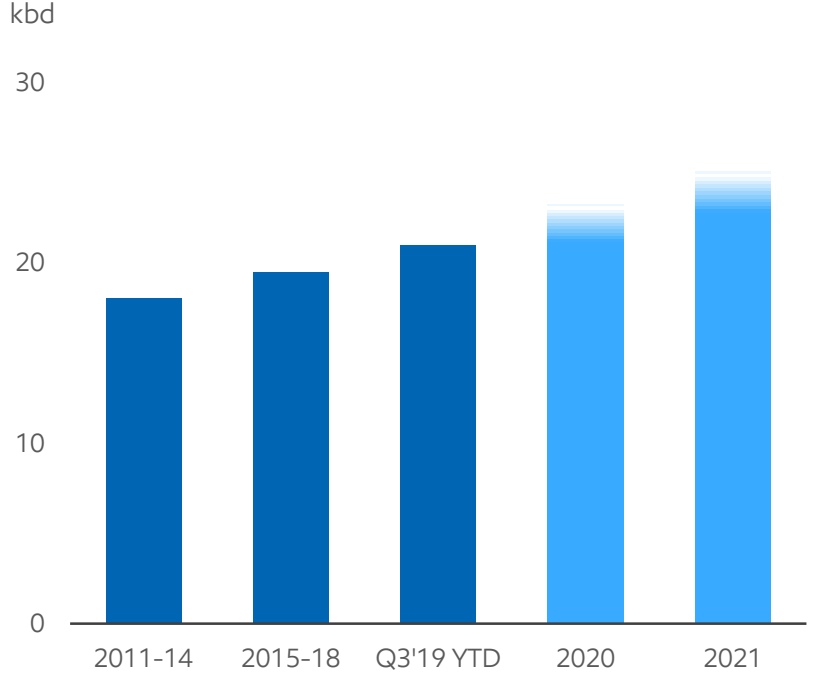
- Strong demand growth
- Over 50% of Ontario market
- Growing share of Vancouver market
- Advantaged access to global airlines
- Attractive integrated earnings

Source: ExxonMobil 2019 Outlook for Energy; Company information

Asphalt

Expanding production and logistics capabilities to maximize value

Annual asphalt production

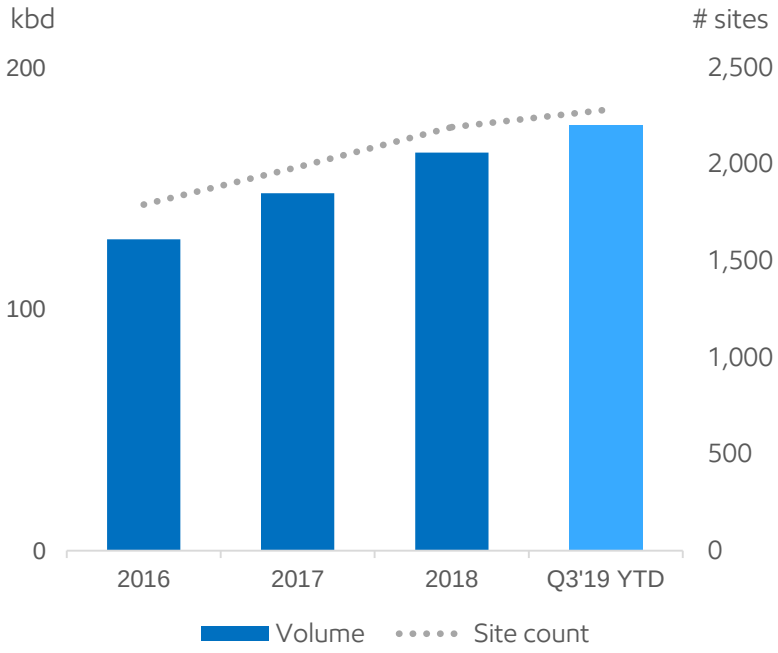


- Growing demand
- Sales throughout North America
- Utilizing advantaged Cold Lake blend
- Continuing capacity growth

Retail Fuels

Market-leading position, investing in continued growth

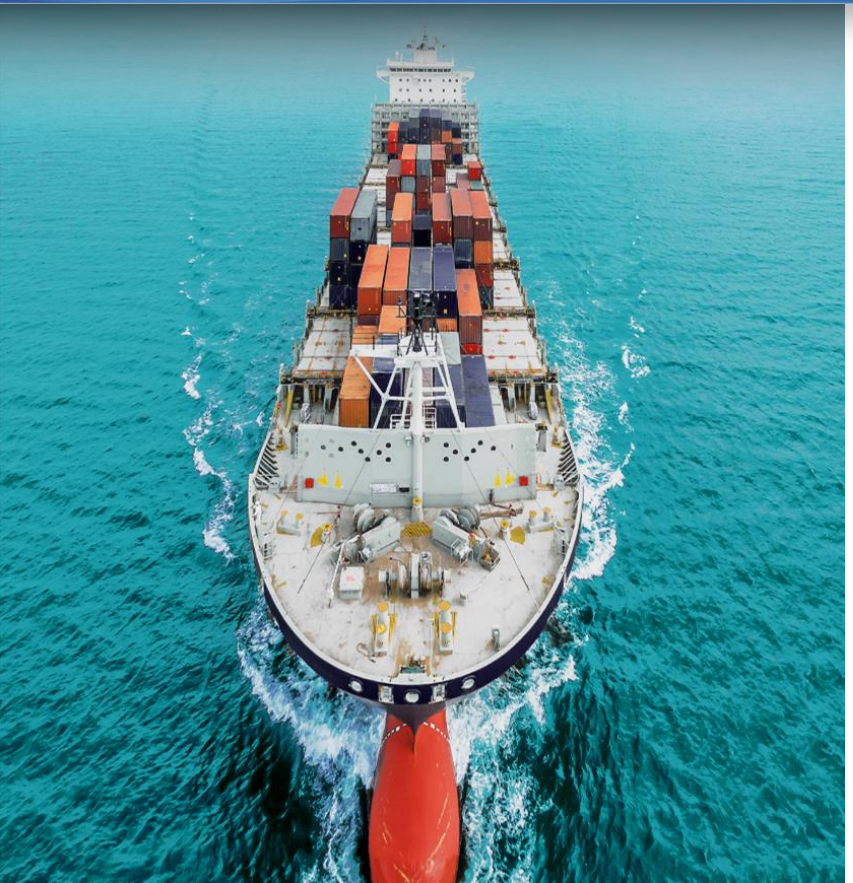
Retail growth



- Strong brands
- Loyalty programs
- High-quality products
- Strategic partners

IMO 2020

Well positioned for IMO 2020 sulphur specification change



- Heavy crude differentials widen
- Distillate prices strengthen
- Integration reduces impacts
- Multi-product offer maximizes sales
- Shippers and refiners adapting

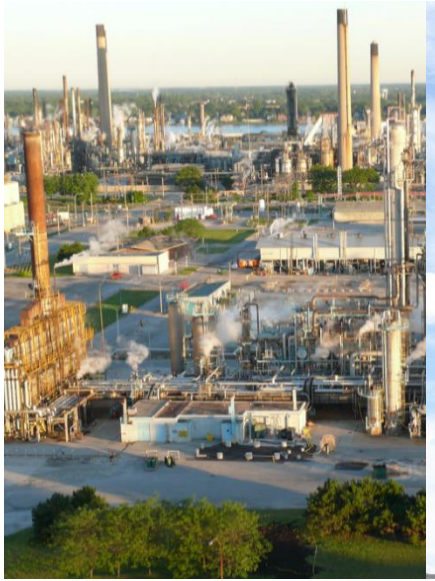
Downstream summary

Positioned for continued industry-leading performance

- High-performing refineries
- Advantaged crude and attractive markets
- Market-leading scale and integration
- Strong brands and loyalty
- High-value sales growth
- Robust cash flow

Chemical at a glance

High-value products, well positioned, integrated assets with efficient market access



Advantaged location

Integrated manufacturing

High-value products

~800 kt
Sales

~400 kt
Polyethylene

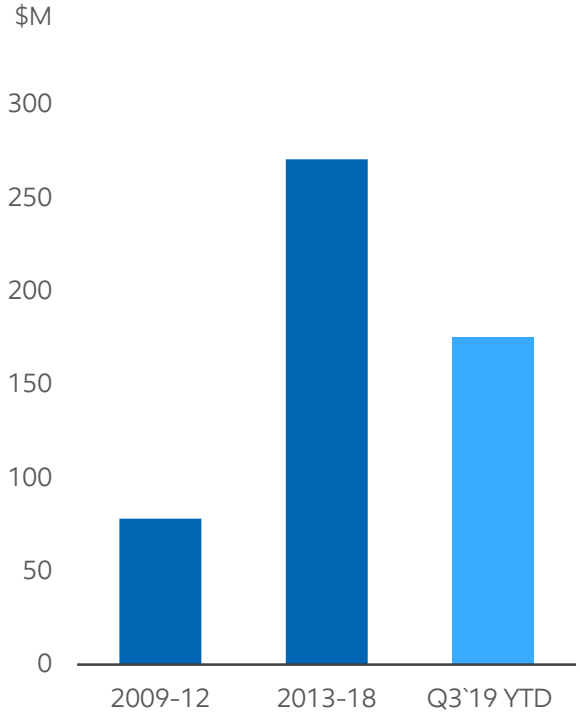
High value products

Specialty polyethylene in a range of products used in everyday life

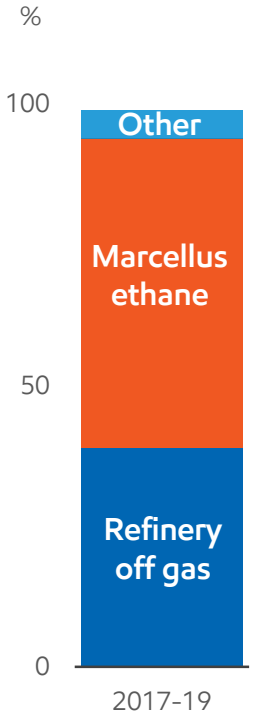
Integrated petrochemical site

Advantaged location and integration, generated $2 billion cash over last 10 years

Annual cash from operations



Feedstock



- Cost-advantaged feedstocks
- High-value specialty resins
- Well located to access customers
- Added global capacity impacting margins

Value chain

Integrated across the value chain

Integration advantage

Crude production | Logistics | Refining | Distribution | Chemical | B2B sales | Branded retail

- Leveraging opportunities from crude to customer
- Financial resilience across commodity cycles
- Balance sheet strength and optionality

Delivering value

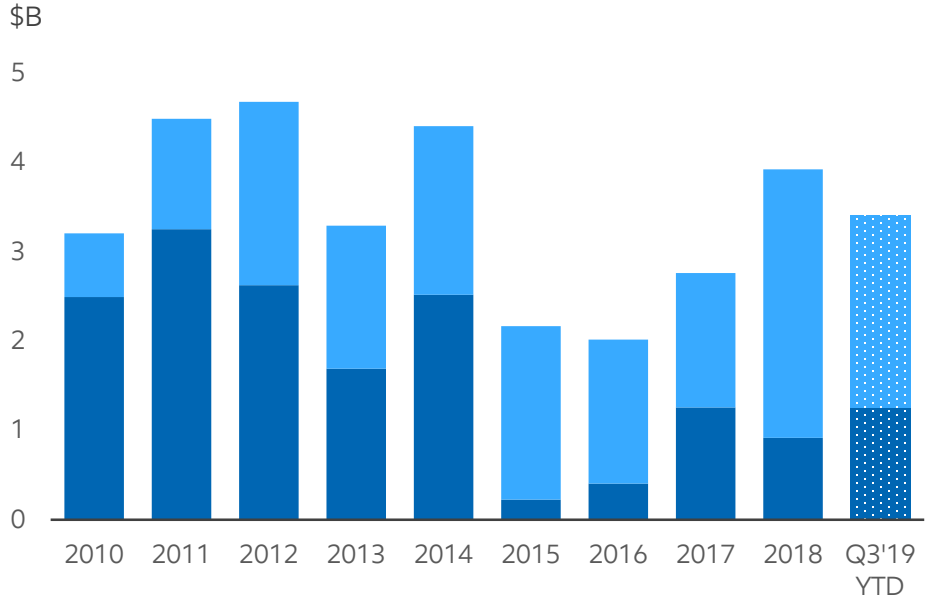
Rich Kruger

Chairman and Chief Executive Officer

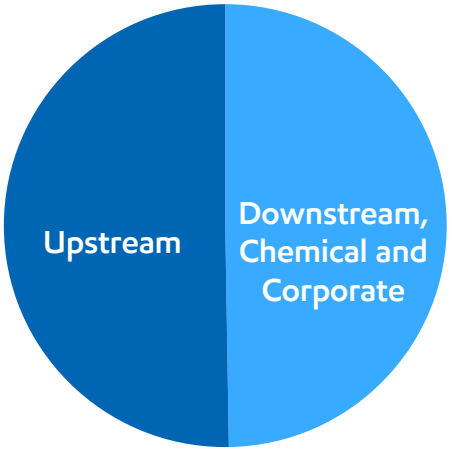
Cash flow

Delivering value and resiliency through integration, $33 billion from operations over last 10 years

Cash from operations



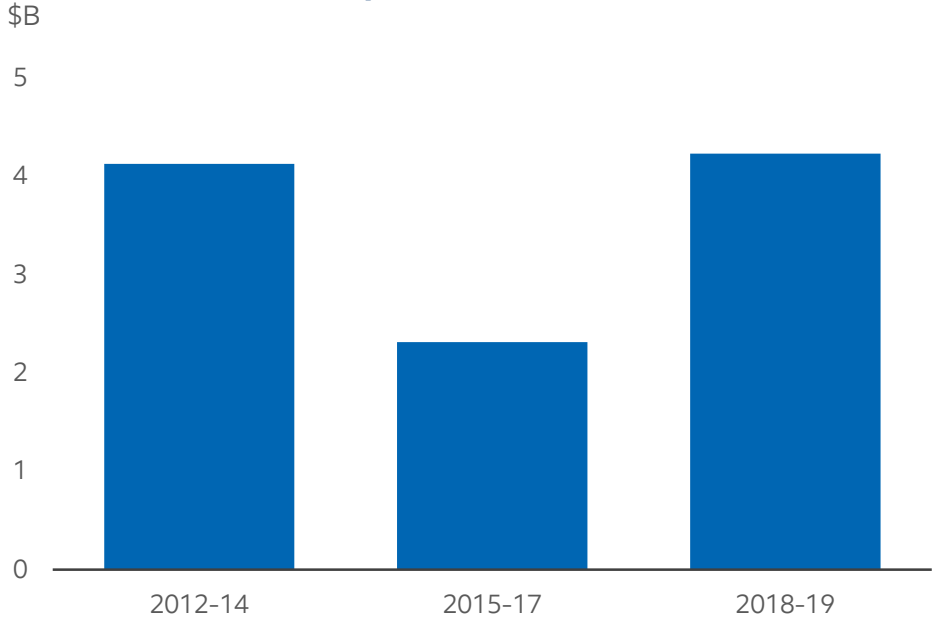
10-year average, %



Growing value

Improving performance and resiliency in lower price environments

Annual cash from operations

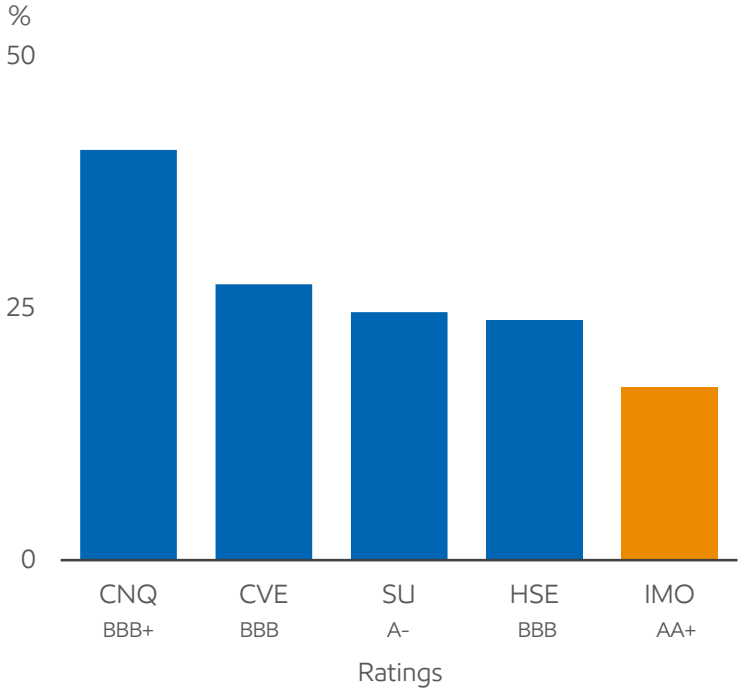


$US/bbl	2012-14	2015-17	2018-19
WTI	95	48	61
WCS	73	34	42

Financial strength

Strong balance sheet, optionality and access to financial markets

September 30, 2019 debt to capital



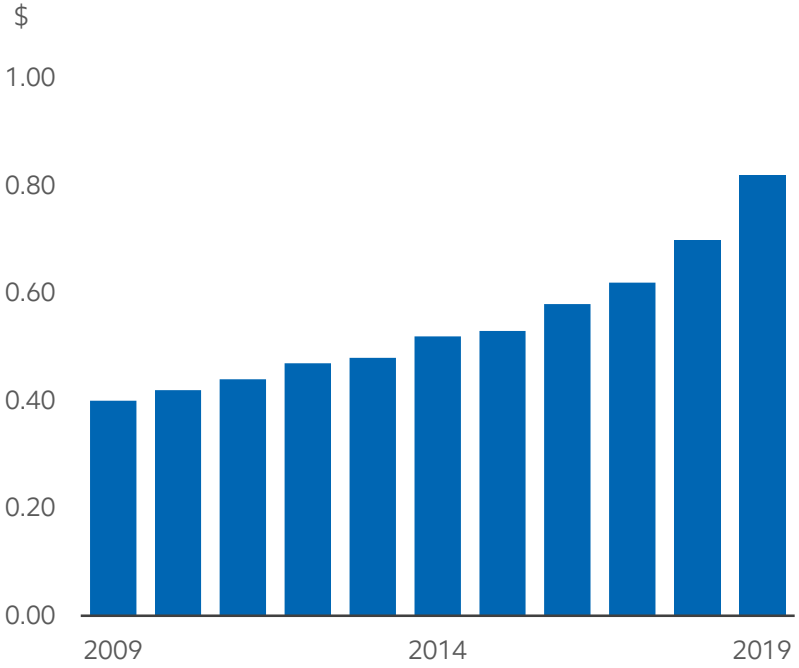
CNQ debt to capital calculated as at June 30, 2019
Based on S&P Global debt rating, as of September 30, 2019

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

Dividends

Long-standing priority to pay a reliable and growing dividend

Dividend per share



- 100+ years of consecutive payment
- 25 years of consecutive growth
- 10.3% 5-yr compounded growth rate
- Increased to $0.22/share payable in Q3'19

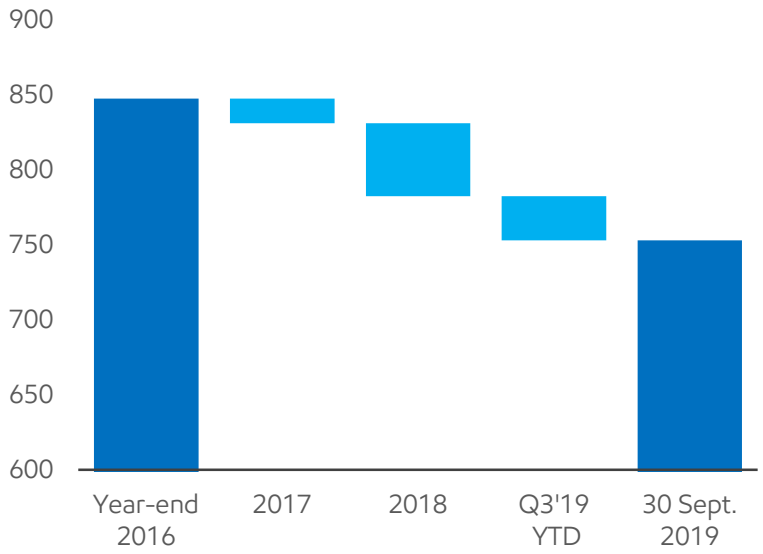
Paid basis

Share buybacks

History of returning surplus cash to shareholders

Shares outstanding

millions

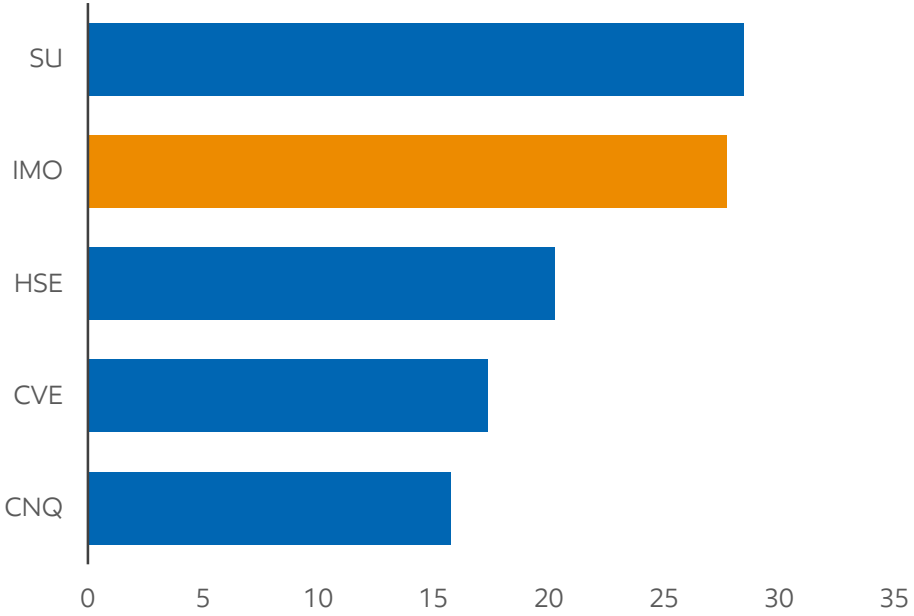


- Repurchased 50%+ of shares since 1995
- Reinstated material buybacks in 2017
- Purchases of 95M shares, $3.7B since 2017
- Priority on total shareholder value

Shareholder distributions

Nearly $8 billion returned to shareholders over the last 10 years

Average payout ratio 2009-2019 1H, %



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

Source: Company publications

Near-term outlook

Rich Kruger

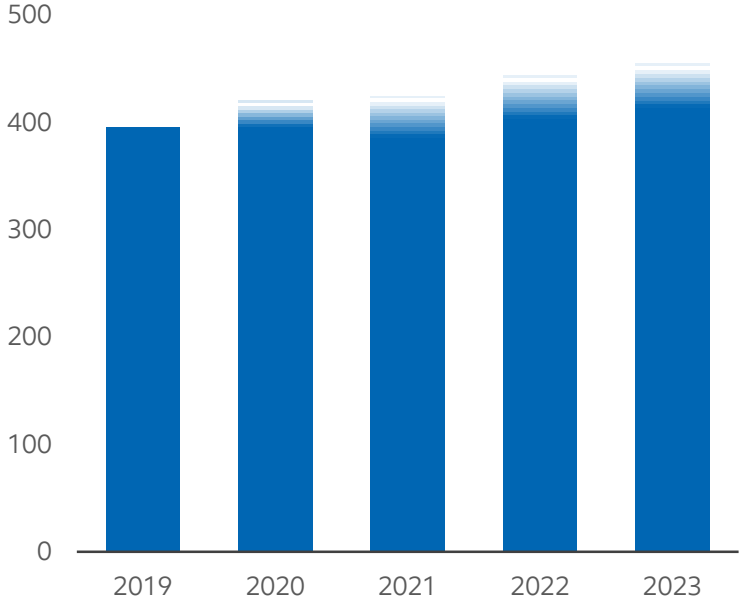
Chairman and Chief Executive Officer

Volumes outlook

Near-term upstream growth and lower downstream planned maintenance

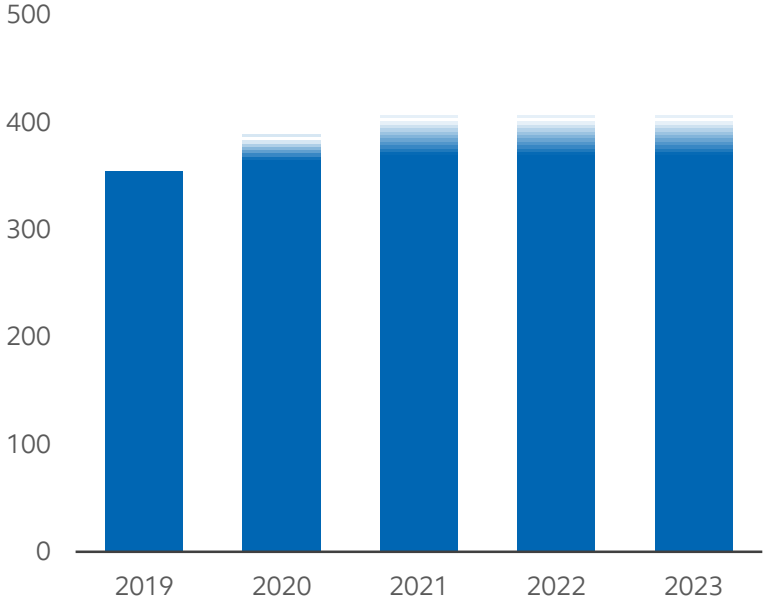
Upstream production

koebd



Refinery throughput

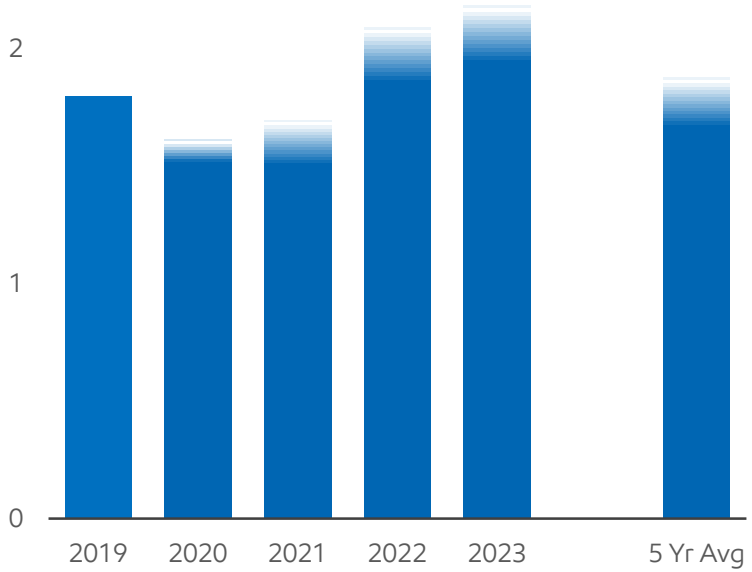
kbd



Capital expenditures

Five-year capital expenditure plan consistent with previous communications

Capital expenditures

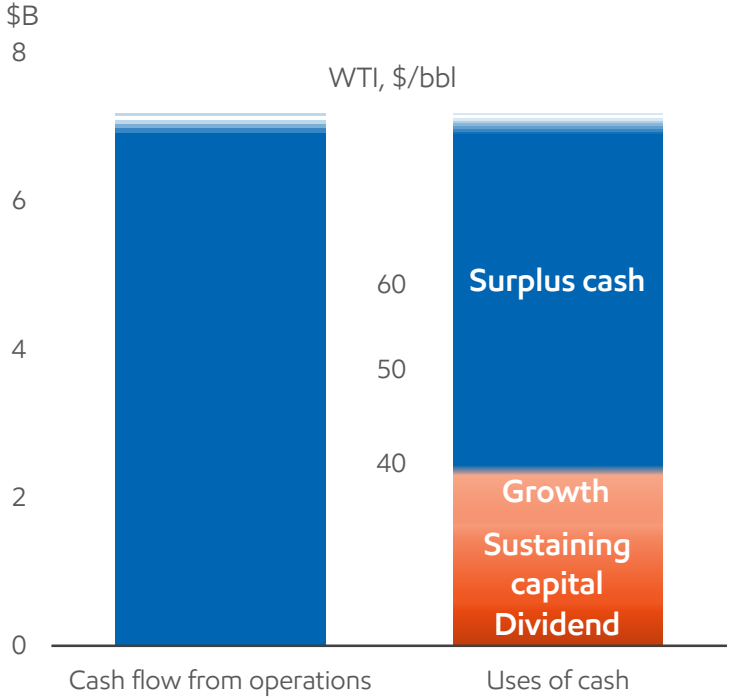


- Sustaining capital at $1.0-$1.1B/yr
  - Roughly 70%, or $5/bbl, for upstream assets
- Growth capital to average $0.7-$0.8B/yr
  - Upstream: Cold Lake Grand Rapids, Kearl pathway to 280 kbd
  - Downstream: terminal and pipeline logistics, refinery efficiency
- Future years exclude Aspen, timing TBD
  - Timing dependent on external/market factors
  - $700-800M/yr during peak execution period

Financial strength

Resiliency and flexibility under a wide range of prices

2019– 2023 annual average



Capital allocation	$B/yr
Dividend at current rate	0.6
Sustaining capital	1.0-1.1
Growth capital	0.7-0.8
Sub-total	$2.3-2.5 B
Share buybacks	Surplus cash

Dividend at current rates, nominal cash flows

Closing

Brad Corson

President

Why Imperial

Distinct competitive advantages that deliver long-term shareholder value

- 100+ year Canadian history with exceptional people and expertise
- High-quality upstream assets with significant growth potential
- Advantaged downstream assets with strong ongoing performance
- Synergies across full value chain
- Unparalleled history of creating value through technology and innovation
- Industry-leading ESG performance
- Demonstrated commitment to delivering shareholder value

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. Forward-looking statements in this presentation include, but are not limited to, references to the global energy outlook; anticipated performance expectations; economic enhancement and reductions to greenhouse gas emissions, including from new technologies; Cold Lake production, cost and opportunity outlook, including Grand Rapids timing, cost, development and impact; Syncrude production outlook and growth, and timing, cost and impact of reliability improvements, collaboration and the Mildred Lake extension ; Kearl production outlook and growth, unit cost reductions, and the timing, cost and impact of performance improvements; timing, costand impact of unconventional opportunities and the Aspen project; impact and development of advanced in situ recovery and digital technology; downstream utilization, differentials and growth including sales strategy, aviation and asphalt outlook; positioning for IMO 2020; advantages of integration ; planned capital structure, cash flow from operations, and dividend and surplus cash strategy; upstream and refinery volumes outlook; and planned capital expenditures and capital allocation through 2023.

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, supply and mix; commodity prices and foreign exchange rates; production rates, growth and mix; project plans, dates, costs, capacities and execution; production life and resource recoveries; cost savings; product sales; applicable laws and government policies, including taxation and climate change ; 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 regulation and changes to such regulation; 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 technological developments; operational hazards and risks; cybersecurity incidents; disaster response preparedness; the ability to develop or acquire additional reserves; and other factors discussed in Item 1A risk factors and Item 7 management's discussion and analysis of financial condition and results of operations of Imperial's most recent Form 10-K. Forward-looking statements are not guarantees of future performance and involve a number of risks and uncertainties, some that are similar to other oil and gas companies and some that are unique to Imperial. Imperial's actual results may differ materially from those expressed or implied by its forward-looking statements and readers are cautioned not to place undue reliance on them. Imperial 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.

BP Statistical Review (slide 8)
The data for global oil reserves is compiled by BP and reported in its annual Statistical Review of World Energy, and does not necessarily meet the definitions, guidelines and practices used for determining proved reserves at company level as published by the US Securities and Exchange Commission or National Instrument 51-101.

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 2018 as reported on Form 10-K

[Dividends paid ($572M) + Net common shares purchased ($1,971M)] / Cash flow from operating activities ($3,922M)

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, 2018, 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, 2018.

Except as otherwise disclosed herein, reserves and contingent resource information are an estimate of the company's working interest before royalties at year-end 2018, 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 any 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.

All SA-SAGD project reserves are based on a SAGD project basis with a 50 year limit, incremental volumes associated with the use of solvents with SAGD and volumes beyond 50 years are classified as contingent resources on hold.

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.

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