Canada Development Investment Corporation

2024 to 2028 Corporate Plan Summary

AND

2024 Capital Budget Summary

APRIL 2024

CDEV CORPORATE PLAN SUMMARY
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1.0 CORPORATE PROFILE AND MANDATE

Who We Are

Canada Development Investment Corporation ("the Company" or "CDEV") is the entity of choice for critical financial transactions needed to help Canada achieve its goals and maximize the value of the Government of Canada's corporate assets.

While CDEV was initially created to manage a large portfolio of divestitures, the Company has evolved to undertake a broader range of activities, seeing its mandate expand to provide a breadth of financial advisory services and expertise to support the country's broader economic objectives.

CDEV was incorporated in 1982 under the provisions of the *Canada Business Corporations Act* and is wholly owned by His Majesty in Right of Canada. The Company is an agent Crown corporation listed in Schedule III, Part II of the *Financial Administration Act* ("FAA") and is not subject to the provisions of the *Income Tax Act*. CDEV reports to Parliament through the Minister of Finance.

What We Do

Acting as a bridge between government objectives and the private sector's capacity, CDEV brings a commercial discipline to the evaluation, management, and divestiture of assets as well as other initiatives it executes in partnership with the Government of Canada.

The language in CDEV's Articles of Incorporation gives CDEV a broad mandate, with the primary objective to carry out activities in the best interest of Canada operating in a commercial manner. Our activities have evolved from our earlier years of incorporation, where we were primarily focused on divestures on behalf of the government. Today the scope of CDEV's operations touches many sectors and areas of importance, including natural resources, energy transition, responding to financial crises, and innovation.

CDEV provides a unique and valuable perspective with deep financial expertise to the country's most complex and diverse commercial transactions.

CDEV's four (4) key pillars of expertise include:

1. Asset Monetization
2. Managed Assets
3. Capital & Funding Solutions
4. Financial Advisory & Strategic Reviews

2.0 EXECUTIVE SUMMARY OF CURRENT ACTIVITIES

In addition to providing financial advisory to the Government of Canada on a range of complex financial situations, CDEV has six wholly owned subsidiaries: Canada Enterprise Emergency Funding Corporation ("CEEFC"), Canada Hibernia Holding Corporation ("CHHC"), Canada Eldor Inc. ("CEI"), Canada TMP Finance Ltd. ("TMP Finance") which in turn owns Trans Mountain Corporation ("TMC"), Canada Growth Fund Inc. ("CGF") and Canada Innovation Corporation ("CIC").

CDEV is also responsible for receiving payments related to the Net Profits Interest and Incidental Net Profits Interest agreements (collectively, "NPI") from the owners of the Hibernia offshore oil project, and related obligations.

CEEFC

CEEFC manages the government's Large Employer Emergency Financing Facility ("LEEFF"). CEEFC no longer accepts or processes new LEEFF loan applications since July 2022.

CHHC

CHHC owns a working interest in the Hibernia offshore oil production platform. CHHC continues to generate profits with forecast 2023 sales volumes of 1.91 million barrels. Forecast net income for 2023 is $75 million.

TMP Finance and its subsidiary TMC

CDEV, through its wholly owned subsidiary TMP Finance, owns 100% of TMC and its Trans Mountain Expansion Project ("TMEP"). TMP Finance provided financing to TMC for the expansion project until April 2022 when TMC transitioned to negotiating its own third-party financing resources.

In 2023, TMC generated $189 million in Adjusted EBITDA, based on its US GAAP accounting framework. The expanded system is expected to be in service in the second quarter of 2024. With the incremental revenue generated by TMEP coming online, Adjusted EBITDA for 2024 is forecast to be $1.5 billion, an eight-fold increase from 2023. To complete the TMEP project, TMC will incur $1.9 billion cash costs in 2024, excluding financial carrying costs. Once the expansion is complete, ongoing capital expenditure is forecast to average $63 million per year during 2025 to 2028. It is expected that the expanded system will have strong demand from shippers, with expected volume at 83% of capacity in 2024 (after in service) and 96% in 2025 and beyond. Tolls are forecast using the latest Forecast at Completion budget of $34.2 billion and uncapped costs at ~$9.5 billion, which are recovered through the tolling mechanism, where some construction costs are passed on to shippers (in the form of a higher toll) for particular uncapped cost areas, such as the lower mainland construction and land costs; construction in higher altitude spreads; as well as First Nations accommodation costs. TMC is arranging the required financing to complete TMEP and pay down capital creditors.

The total expansion project cost estimate has increased by $3.3 billion to $34.2 billion, predominantly associated with actual cash cost increases due to project delays driven by external factors ($2.5 billion) and incremental AFUDC ($0.8 billion), as discussed further in the TMC Corporate Plan Summary appendix.

CEI

CEI continues to pay for costs relating to the mine site decommissioning and retiree benefits.

CGF

CGF was incorporated on December 13, 2022, with the mandate to make investments that catalyze substantial private sector investment in Canadian businesses and projects to help transform and grow Canada’s economy at speed and scale on the path to net-zero. In 2023, CDEV and CGF negotiated an Investment Management Agreement (“IMA”) with the Public Sector Pension Investment Board (“PSP”) and a new subsidiary of PSP (“CGFIM”) formalizing the structure whereby CGFIM will act as an independent investment manager for all activities of CGF. The IMA was executed in early 2024. CDEV oversees the delivery of CGF’s mandate through an independent board of directors appointed by CDEV in consultation with the Minister of Finance. In a short period of time, CGF was able to announce two major investments. The first investment was announced on October 25, 2023, a $90-million investment in a groundbreaking geothermal energy company, Eavor Technologies Inc. The second investment was announced on December 20, 2023, a $200-million investment in Entropy Inc., a developer of carbon capture and sequestration (“CCS”) technology, coupled with a fixed-price carbon credit purchase agreement of up to one million tonnes per annum - the world’s first carbon credit offtake agreement of its kind.

CGF issues preferred shares to the government to fund its investments and start-up costs.

Planned activities for the 2024-2028 period are contained in Appendix E – Section 4.

As outlined in Section 5 of Appendix E, it is anticipated that CGF will make approximately $14.5 billion in total commitments over the 2024-2028 period.

Since CGFIM has full discretion over investment decisions for CGF, CDEV will not consolidate the results of CGF for financial reporting purposes. Therefore, CDEV's planned results do not include CGF unless noted in the commentary.

CIC

CIC was incorporated by CDEV on February 8, 2023, with the mandate to maximize business investment in research and development across all sectors, and in all regions of Canada, to promote innovation-driven economic growth. It is expected that any costs incurred by CDEV to set up CIC will be re-imbursed by CIC from its appropriations. Therefore, there is no net impact on the financial projections of CDEV in the plan period.

While CIC is not yet operational, CDEV worked to support the stand-up of CIC and assisted an interim management team in the following activities: (1) establishing initial operations, (2) identifying gaps and opportunities for future programming, and (3) preparing for the eventual transfer of the National Research Council's Industrial Research Assistance Program (IRAP) to CIC.

It is anticipated that the transition of NRC IRAP to the CIC will now take place following the full implementation of CIC no later than 2026-2027.

Future Focus

We continue to provide financial advisory on a range of assignments in the normal course of business. We are also called upon regularly by the government for high priority, time critical and longer-term advisory work as the needs arise for our expertise and financial capabilities.

In respect of our subsidiaries and key current areas of financial advisory, the following areas remain areas of focus over the next year:

- Working with TMC in preparation for expanded operations, including a review of its existing capital structure and Indigenous equity participation;

- Leading, jointly leading, or playing a key advisory role on significant government initiatives;

- Advising on the development and operationalization of a potential federal Indigenous loan guarantee program.

CDEV remains prepared to take on other new initiatives where the government deems appropriate, given CDEV's skills and expertise.

Risks

CDEV conducts semi-annual risk assessments which are reported to its Board of Directors. CDEV continues to focus on execution of assignments as priority areas. In addition, with the release of CDEV's inaugural climate risk report using the TCFD framework, CDEV continues to emphasize an understanding of both its transitional and physical climate risks to ensure adequate disclosure and mitigation.

Capital Budget Summary

CDEV's total capital budget for 2024 is $3.4 billion, plus $2.9 billion for CGF investment authority. TMEP 2024 budget expenditures total $2.3 billion, excluding a contingency of $1 billion for possible, as well as unexpected, cost increases above the TMEP budget forecast. The contingency consists of $320 million in TMC corporate contingencies, $420 million in reserves managed at the CDEV level, plus $260 million to allow for unexpected or catastrophic construction issues or delays.

We note that capital expenditure in 2024 is forecast at $6.3 billion, which includes $1 billion in contingency, largely for TMC for any catastrophic cost impacts and unforeseen events and delays. TMC's capital expenditure will be funded through draws on an expanded guaranteed bank facility (within existing authorities) and a new non-guaranteed facility (under authorities that are being sought in this plan). This plan assumes that substantially all new TMEP construction and financing costs after the in-service date are funded through operating cash flows.

Other capital expenditure in 2024 includes $103 million for TMC maintenance capital, $32 million for CHHC and $2.9 billion in CGF capital investments.

3.0 BUSINESS OVERVIEW

3.1 Business Report

In addition to certain activities of its own, CDEV carries out most of its activities through its six wholly owned subsidiaries:

- Canada TMP Finance Ltd. and its subsidiary TMC
- CHHC
- CEI
- CEEFC (not consolidated)
- CGF (not consolidated)
- CIC

Canada TMP Finance Ltd.

TMP Finance is the owner and previous financing entity for TMC. At the end of 2024 the total net investment by TMP in TMC is expected to total approximately $18.5 billion after deduction of the TMC debt owed to commercial banks of $19 billion.

Trans Mountain Corporation

See Appendix B for more details of TMC and its plan for the next five years. TMC owns Trans Mountain Pipeline Limited Partnership (the operator of the Trans Mountain Pipeline), Trans Mountain Pipeline ULC (the regulated entity and general partner of the pipeline), Trans Mountain Canada Inc. (the employer and service entity) and Trans Mountain Puget Inc. (which owns the US branch of the system) as shown in the Appendix A-1 organization chart.

CDEV is working closely with the government and TMC to drive value creation in the asset and continually assesses strategic options for TMC, including reviews of the capital structure and which may include consideration of monetization options at an appropriate time when the asset is suitably de-risked and is operating effectively, with the TMEP in service.

CDEV will continue to work with the government to advance the next steps of Indigenous economic participation in TMC, including providing legal and financial advisory to the government.

CHHC

CHHC was established in March 1993, for the sole purpose of holding, managing, administering and operating an 8.5% working interest in the Hibernia project. CHHC's primary goal is to commercially manage its ownership in the Hibernia project to maintain the asset in a state of readiness should Canada elect to divest of the asset. An expert management team based in Calgary performs these functions along with a technical advisor to prepare technical and economic reserve evaluation reports (See Appendix C).

CEI

CEI, through Cameco, the manager and licensee of the Beaverlodge mine site, continues to manage the properties for which it has been granted a license. CEI's goal is to transfer the remaining properties to the Institutional Control ("IC") program of the Government of Saskatchewan by 2025.

CEEFC

CEEFC was established in May 2020 to assist in the recovery of businesses and industries of Canada from the economic impact of the COVID-19 emergency, by administering LEEFF. CEEFC's original mandate was to provide financing to large Canadian firms that are otherwise unable to secure incremental financing in the financial markets due to the heightened credit risk environment. Effective in July 2022, CEEFC was directed by the Minister of Finance to no longer accept or process new LEEFF loan applications. CEEFC is now focused on managing its existing loan portfolio. (See Appendix D for CEEFC's Corporate Plan).

CEEFC has a portfolio made up of four borrowers, all Canadian airlines. We note that given the requirements under IFRS, CEEFC's financial results are not consolidated into CDEV and hence the attached financial schedules do not include CEEFC. The CEEFC financial projections are provided in Appendix D – CEEFC Corporate Plan.

CGF

A dedicated team of investment professionals seconded by PSP Investments started reviewing potential investment opportunities on behalf of CGF starting in June 2023 under an interim arrangement between PSP Investments, CGF and CDEV.

In March 2024, PSP Investments, CGFIM and CDEV entered into an IMA pursuant to which CGFIM was appointed as the Investment Manager of CGF.

Preferred shares were issued and the first investment made in Q4 2023. As of Q4 2023 CDEV will not consolidate CGF. The financial projections of CGF are not consolidated in the CDEV corporate plan. CDEV undertook an analysis under IFRS and concluded that CDEV is not considered to be a controlling investee and thus not required to consolidate CGF under IFRS 10.

CDEV is responsible for appointing the CGF Board in consultation with the Minister of Finance, which will include CDEV directors. CDEV Management also interacts with the CGF team, CGFIM and PSP employees.

Canada Innovation Corporation (“CIC”)

CIC was incorporated on February 8, 2023, to maximize business investment in R&D across all regions and sectors of the economy to promote innovation driven economic growth. Business investment in R&D is needed to translate knowledge into new goods and services or produce existing goods more efficiently. Canadian firms do not invest in R&D to the same degree as their global peers – a persistent trend that harms Canadian productivity and global competitiveness. To address this challenge, CIC will work in partnership with the private sector, employ technical and business experts, and embrace a willingness and ability to continuously experiment with, and measure the impact of, different approaches to address low business investment in R&D. To build a large-scale platform of business R&D support, the National Research Council’s Industrial Research Assistance Program (IRAP) will join CIC. CIC is not yet operational and is expected to launch before 2026-27, with the transfer or IRAP to take place in 2026-27 or thereafter.

NPI receipts from Hibernia Project Owners

CDEV has direct responsibility pursuant to the Hibernia Development Project NPI and Hibernia Development Project INPI pursuant to an executed Memorandum of Understanding (“MOU”). The NPI allows the government, and now CDEV, to be paid approximately 10% of all profits from the production of oil from the main Hibernia field (i.e., the NPI) as well as 10% of fees from Hibernia’s incidental activities (i.e., the INPI), such as the Hibernia South Extension. The INPI ceased in 2023 after its contracted twenty years since reaching a minimum oil production in 2003. Net profit is defined as specific revenues minus certain operating expenses and cash capital expenditures incurred by owners, minus royalty payments.

Additional Mandates

CDEV is positioned as the entity of choice for the federal government to undertake critical financial operations and commercial transactions in the best interest of Canada.

3.2 Corporate Governance and Operating Environment

CDEV is managed by a substantially Toronto-based team led by a Governor-in-Council appointed President and Chief Executive Officer. Management works closely with management of its subsidiaries, legal counsel, consultants, and its Board of Directors to ensure the effective functioning of the Company and its subsidiaries. CDEV currently has sixteen full-time employees.

The Company reports to Parliament through the Minister of Finance. CDEV's Board of Directors supervises and oversees the conduct of the business and affairs of CDEV. See Appendix A-1 for the Company's organization chart and current listing of CDEV's directors and officers as well as committees of the CDEV Board and each subsidiary. The CDEV Board receives regular reports from the management of its key subsidiaries.

CDEV's Nominating and Governance Committee is responsible for corporate governance matters.

The Human Resources and Compensation Committee is responsible for compensation practices as well as relevant policies.

External financial, legal and other required advisors are hired through a competitive process in accordance with CDEV's procurement policy approved by the Board.

CDEV fulfills its supervisory role as owner of TMC through an MOU which lays out areas of responsibility and accountability. Specifically, the CDEV Board approves the appointment and salary of the CEO of TMC, and is responsible for appointing the TMC Board.

CDEV also has an MOU with CEEFC outlining similar responsibilities and accountability. The officers of CEEFC are all CDEV officers. CEEFC also retains a large consulting firm which helps develop processes and provide support to manage its loan portfolio.

CDEV negotiated and executed an IMA between CGF, PSP and CGFIM – a new subsidiary of PSP – under which CGFIM has the responsibility to make investments and manage CGF's investments. The CGF Board currently includes two CDEV directors including the CDEV President and CEO to help oversee and provide governance support to CGF.

4.0 CORPORATE PERFORMANCE

4.1 Assessment of 2023 Results

Our actual performance in 2023 as compared to the objectives outlined in our 2023-2027 Corporate Plan is as follows:

2023 Objectives	**2023 Results**
Oversee, monitor and provide strategic support of TMC	Continued strong working relationship with TMC management; participated in strategic planning for TMC with TMEP under operation, and review sessions to establish a new cost estimate and schedule. CDEV management and Chair attended TMC board and committee meetings. TMC Adjusted EBITDA in 2023 actuals at $189 million compared to 2023 plan of $180 million.
Maintain readiness to divest TMC or support access to alternative sources of financing of TMC	Hired financial advisors to provide CDEV and the government advice for a successful IEP transaction; Assisted TMC in gaining approvals required to increase TMC's syndicated credit facility.
Provide financing to TMC	The loan facilities of the Canada Account are now capped, except for any paid-in-kind interest which is added to loan principal. Working with government and TMC to identify refinancing opportunities for TMC's debt obligations due in 2024 and 2025. CER credit facility availability remains up to $700 million, but only $550 million is currently required.
Assist CEEFC in implementing LEEFF	CDEV employees provided all required management and operating functions of CEEFC.
Manage working interest in Hibernia through CHHC; keep asset ready for potential divestiture	No major developments at CHHC; CHHC earnings vary with global oil prices;

and maximize value where possible; help government satisfy its obligations regarding Hibernia income streams	Provided details on income streams related to Hibernia oil project to the government. Forecast 2023 CHHC Net Income of $75 million compared to budget of $89 million.
Manage CDEV's NPI/INPI responsibilities	Managed the receipt of NPI payments from Hibernia owners; managed the audit function responsibilities related to the receipt of the NPI agreement. Gross receipts in 2023 forecast at $205 million compared to $288 million in 2022.
Manage CDEV's operations efficiently	CDEV is reducing its use of external consultants given its increased team of senior management with skill sets that allow CDEV to undertake more analytical and strategic activities in-house, rather than by external consultants. Core operating costs excluding professional project costs is forecast at $6.8 million which is higher than 2022 costs of $4.3 million due to a $1.5 million increase in personnel costs given senior management and mid-level hires, and $0.6 million increase in occupancy costs due to CDEV's need to move offices in Toronto and have a satellite office in Ottawa. CDEV operates a lean and efficient team.
Assist the government in standing up new companies	CGF was set up to make investments under an interim Framework Agreement with PSP and its management team under secondment agreements; Negotiated and executed an IMA with PSP and CGFIM to fully manage CGF's investments and manage operations of CGF.
Implement government mandated initiatives	CDEV issued its inaugural (2022) TCFD report in July 2023.

TMC

From the time TMC was acquired, through to the end of 2023, TMC will have spent over $28 billion (excluding carrying costs) on the project. Our focus and that of the TMC Board and management is to complete the project safely at the lowest cost and as quickly as possible. The cost estimate (including financing costs) has increased from $30.9 billion to $34.2 billion since our last plan submission with the expected mechanical completion date extending from Q4 2023 to the middle of Q2 2024. By the end of 2023, only the last few kilometers of pipeline construction and receiving regulatory approval will be outstanding before the pipeline can come into service. TMC management is working diligently to solve all remaining issues.

Forecast loan payable balances at December 31, 2023 including PIK interest:

Acquisition Loan (Canada Account)	$4.7 billion
Construction Loan (Canada Account)	12.2
Syndicated Commercial loan (Guaranteed by government)	15.9
Total	$32.8

5.0 CDEV – OBJECTIVES AND STRATEGIES FOR THE PERIOD 2024 TO 2028

The main areas of focus for 2024 and beyond will continue to include the items below which address the priority corporate areas including strong subsidiary oversight, deepening CDEV's partnership with the Government of Canada and optimizing organizational effectiveness. CDEV also has an overarching objective to continue to manage Canada's corporate assets assigned to us in a commercial manner.

In May 2023, the Minister of Finance wrote to the CEO of CDEV to convey her expectation that enterprise Crown corporations are expected to phase in reductions to planned administrative expenses going forward, as part of a broader exercise to recognize billions in savings across government. CDEV has undertaken an exercise to reduce forecast costs over the 2024-2028 corporate plan horizon, while continuing to effectively oversee its various business activities.

Specific areas of focus include:

- Oversee, monitor, and provide strategic support of the Trans Mountain Corporation. As per TMC's Corporate Plan (Appendix B) TMC's main objectives for 2024 are to:
    - Continue to operate the existing Trans Mountain Pipeline System and Puget systems safely and efficiently;
    - Put TMEP into service and implement new tolling system; and
    - Finish final TMEP project work including final right of way clean up.
- Prepare TMC for divestment at the appropriate time.
- Work with TMC to identify and implement alternative sources of financing for TMC, taking into account the optimal timing and structuring of a divestiture relative to financing requirements and market conditions.
- Assist TMC in accessing the required financial resources to complete the TMEP and bring it into service.
- Assist CEEFC with the management of its loan portfolio through support of CDEV employees to CEEFC. This includes monitoring of loans, dealing with any challenges faced by borrowers, sales of equity instruments and managing loan repayments and cash flow.
- Manage the working interest in the Hibernia oil field through our subsidiary CHHC in a commercially prudent manner. Work with government officials to help the government satisfy its obligations related to Hibernia's income streams managed by CDEV.
- Continue to keep CHHC in a state of preparedness for a potential sale.
- Manage CDEV's NPI/INPI responsibilities including any audit functions and receipt of any NPI funds from Hibernia owners.

- Oversee the operations and maintain oversight of CGF through the appointment of the CGF Board and interactions between CDEV senior management and CGFIM as Investment Manager and ensuring compliance with the Statement of Investment Principles and Investment Management Agreement.
- Oversee, monitor, and support the full implementation of CIC by 2026-27.
- Manage our operations to maintain our ability to perform all tasks allocated to us in an efficient manner. This involves keeping employees and management trained and engaged in relevant issues including the provision of appropriate IT infrastructure to allow for a hybrid work environment, maintaining contacts with potential advisors, and maintaining suitable levels of cash to fund contingencies and new projects. CDEV management will work to reduce costs in response to a letter from the Minister, focusing on reducing its core mandate costs and where possible reducing costs on its strategic project work requested by the government, while still providing the government effective advice and support on any projects.

5.1 Trans Mountain Corporation

Please see the attached Appendix B for detailed information on the performance, objectives and strategies of TMC. TMC's mandate is to own and operate the Trans Mountain Pipeline System and to complete the related expansion project in a timely and commercially viable manner. TMC management has begun implementing strategies intended to increase the likelihood of achieving the following key outcomes:

- Ensuring Line 2 and the facilities to support the transport of 890,000 barrels per day of Canadian oil is completed in-line with the capital budget included in this corporate plan submission;
- Ensuring just and reasonable tolls are in place at the commencement of service of the expanded pipeline system;
- Ensuring commercial opportunities are pursued to encourage full utilization of the pipeline system for the foreseeable future;
- Working in collaboration with government to identify pathways for ensuring the capital structure supports sustainable operations over the life of the assets.
- Ensuring that all arrangements allow for a successful transition of TMC to the private sector.

TMC is focused on efficiently and profitably operating its pipeline in a manner that supports its Environmental, Health and Safety program.

TMEP Cost Estimate

Below is a comparison of project cost estimates since the last Corporate Plan submission.

$ Billion	**2023 Plan (January 2023)**	**Final Forecast at Completion (October 2023)**	**Variance**
Project Construction Costs (net of cost credits of $0.6m)	$25.8	$29.7	$3.3
Contingencies and Risk Reserves *	$0.8	$0	$(0.8)
Project Costs including Contingencies	$26.6	$29.1	$2.5
Financing (debt and equity) **	$4.3	$5.1	$0.8
Total Installed Cost***	**$30.9**	**$34.2**	**$3.3**
Cash Financing Costs *****	*$2.8*	*$3.1*	*$0.3*
Mechanical Completion	Q4 2023	Q2 2024	
In-service date (revenue generating)	Q1 2024	Q2 2024	
Construction Costs in 2023	$7.2	$8.3	$1.1
Construction Costs in 2024	$0.5	$1.9	$1.4

* CDEV is requesting additional capital expenditure authority to fund unexpected costs related to unforeseen delays and challenges.
** The financing costs above are based on TMC's regulatory cost of capital which is calculated as approximately 45% Equity at 9.5% and 55% Debt at 4.5% netting 6.75%. These costs are based on regulatory assumptions rather than cash payments.
*** Key drivers of the $3.3-billion project cost uplift are set out in the TMC Corporate Plan Summary appendix and include $2.5 billion of actual build cost increases plus $0.8 billion of incremental AFUDC.
**** TMP consolidated Capitalized Interest

5.2 Canada TMP Finance Ltd. and Financing of TMC

Canada TMP Finance Ltd. ("TMP Finance" or "TMP") no longer finances TMC capital expenditures. All interest charged by the Canada Account is paid in kind and is added to the loan balance each June and December. Similarly, TMP Finance adds any interest owed by TMC to its loan balance to TMC.

TMP Finance is the owner of all TMC equity. TMP's forecast investment enterprise book value for TMC's equity plus TMC's external debt ($20.5 billion) as of December 2024 is $38.5 billion. The total debt outstanding forecast for TMC and TMP as of December 2024 is approximately $38 billion.

5.3 Canada Hibernia Holding Corporation

Please see the attached Appendix C for detailed information on the objectives and strategies of CHHC. Planned CHHC 2024 sales volume is 2.16 million bbl compared to the 2023 forecast of 1.91 million bbl. Crude oil prices are expected to decrease in 2024 to US$78/bbl compared to the 2023 forecast of US $85/bbl (Dated Brent benchmark price).

In the CHHC 2024 Plan, net income is $80 million, higher than the 2023 forecast net income of $75 million. Net crude oil revenue in 2024 is forecast at $157 million compared to 2023 forecast $147 million. Dividends from CHHC are expected to be $71 million in 2024 compared to $71 million forecast in 2023. The corporate plan for CHHC assumes a status quo ownership and operation in the plan period. In the Plan financial projections, the NPI payments made by CHHC and NPI receipts from CHHC to CDEV are shown gross, but on the consolidated financial statements these are netted against each other.

5.4 NPI receipts from Hibernia Project Owners

In the plan period we have estimated the receipts based on the payments forecast by CHHC and applying a factor based on its proportion of the field production. The NPI is payable on the main Hibernia license areas but not the Hibernia South Extension of which CHHC owns about 5.6%.

5.5 CEI

CEI has mine site restoration liabilities related to a decommissioned uranium mine of Eldorado Nuclear in northern Saskatchewan and costs related to post-employment benefits of former employees. CEI is also a defendant in a dormant class action lawsuit going back several years in the Deloro township of Ontario.

CEI will continue to pay Cameco to undertake mine site restoration activities, pay regulatory fees and pay benefits to retired employees. The 2024 projected costs are $1 million and $3 million for the entire plan period 2024 to 2025. CEI has $10 million in assets to pay for these expected costs.

Status of Overall Project and Outstanding Issues

The CNSC approved a two-year license renewal for the Beaverlodge properties to 2025 when it is expected that all remaining properties will be transferred to the Institutional Control ("IC") program of the Government of Saskatchewan. The IC program is intended to manage and monitor former mining properties relieving companies of the ongoing responsibility to monitor the sites where no further remedial work needs to be done. An upfront payment is made to provide for monitoring by the province, but ultimate environmental and financial liability for the properties remains the responsibility of the transferring company, CEI.

The CNSC hearing in 2022 resulted in the approval to transfer 18 properties in early 2023 but this will likely happen only in late 2023 after provincial administrative delays. The remaining properties are expected to be transferred in 2025.

5.6 CEEFC

The financial projections provided in the Plan reflect the government announcement that LEEFF will no longer accept applications from new borrowers. It is expected that the existing portfolio will run off through 2028 when the last airline voucher loan matures. The assumptions in the financial projection reflect repayment timing based on loan contracts. CEEFC has estimated loan losses at the time of repayment based on the type of loan (secured or unsecured) and type of borrower, using banking industry norms. The loan losses are not based on current loan conditions. We note that currently no loans are in default and no loan losses have been incurred. The accounting framework only recognizes loan losses on an incurred basis when defaults and other factors occur.

Please see Appendix D for more details. Note that the financial results of CEEFC are not consolidated in the financial schedules in Appendix A-2.

5.7 Canada Growth Fund

CDEV will monitor the performance of CGF and its Investment Manager.

All investments and related investment activities of CGF shall be carried out in accordance with the statement of investment principles (the “SIP”).

During the interim period before CGFIM is appointed as the Investment Manager, an Interim Investment Committee oversees approval of investments and ensures compliance with the SIP on a portfolio basis.

Pursuant to the IMA, the Manager has full discretionary investment authority to make investments in accordance with the SIP. The CGF Board of Directors is responsible for overseeing the Manager’s performance in compliance with the IMA and the SIP and is also responsible for monitoring how CGF’s portfolio of investments is performing pursuant to the performance criteria established in the IMA.

CGF will focus its investment activities in three key sectors: Projects that use less mature technologies and process to reduce emissions across the Canadian economy, clean technology companies, and low-carbon supply chains. Investments are meant to be made alongside private sector investors.

As outlined in Section 5 of Appendix E, it is anticipated that CGF will make approximately $14.5 billion in total commitments over the 2024-2028 period as follows: 2024 – commitments of $2.9 billion; 2025 commitments of $2.9 billion; 2026 commitments of $2.9 billion; 2027 commitments of $2.9 billion; and 2028 commitments of $2.8 billion.

Please see Appendix E for further details on CGF’s operations. Note that the financial results of CGF are not consolidated in the financial schedules of Appendix A-2.

5.8 Canada Innovation Corporation

It is expected CIC will eventually become a parent Crown corporation and will submit its own Corporate Plan at that time. CDEV continually works to structure its operations in an efficient way to be able to fulfill its mandate and to take on any projects assigned to it.

As articulated earlier, an objective for the Plan period is to oversee, monitor, and support the full implementation of CIC by 2026-27.

5.9 Other Mandates, Projects and Operational Efficiency

Review of Government Assets

We remain available and prepared to commence reviews of Crown corporations or other federal assets as and when requested by the government.

Federal Indigenous Loan Guarantee Program

In the context of the 2023 Fall Economic Statement, CDEV has been requested to assist in the development of a potential Federal Indigenous loan guarantee program (“ILGP”), that may be announced in Budget 2024.

5.10 Risks and Risk Mitigation Summary

We and our subsidiaries are subject to several risks. Those risks related to TMC, CHHC, CEEFC, and CGF are detailed in their respective Corporate Plans (see Appendices B, C, D and E). The main risks for CDEV (non-consolidated) are principally reputational in nature, plus impairment risk on the value of assets / investments held by CDEV.

TMC is subject to risks which could result in changes to its negotiated tolls, additional costs, impacts to operations, delays in construction execution and/or reputational damage. Financial risks include TMEP cost overrun, schedule delay, changes in market conditions, commodity prices, tolls and interest rates, and economic conditions in Canada and globally. Until the TMEP comes into service, non-financial risks remain regarding the timely completion of TMEP. These include contractor productivity and labour availability, technically challenging construction areas and execution productivity, archaeology and environmental constraints, and safety adherence (all of which will impact the construction completion schedule), and more. TMC manages these risks through a combination of policies and procedures, operational monitoring and maintenance activities, insurance and other contractual arrangements, and consultation with internal and external experts. After Mechanical Completion in Q2 2024, these risks will have been reduced or eliminated. The remaining operation risk will be to ensure an efficient start-up in operations and generation of revenues.

Now that TMP Finance and EDC no longer provide financing to TMC, TMC has significant financing and re-financing risks. The existing $18.5 billion government guarantee limit restricts TMC’s ability to borrow funds to complete the project but it is now expected that further financing is necessary to complete the project, given there has been a delay to the in-service date. TMC is exploring options available to obtain non-guaranteed financing to fund capital expenditures and loan interest owed to commercial lenders.

CHHC's key risks as described in Appendix C include financial risks such as oil price volatility, the USD/CAD exchange rate, counter-party credit risk with crude oil buyers and financial institutions, and unknown costs of its abandonment fund. Non-financial risks are typical for an offshore oil operation including complex drilling and production, safety and environmental risks, regulatory risks and other operational risks such as cyber security and loss of key personnel given the small management team.

CEI is subject to liabilities with no ability to raise additional funds. We rely on the expertise of Cameco to manage and budget for the site restoration activities. A significant mitigant for future risks is the transfer of properties to Institutional Control where monitoring costs are reduced significantly. However, these transfers do not fully remove CEI liability for future environmental impacts and related financial costs.

CEEFC's management team developed a risk assessment and reporting framework used for managing risks and board reporting. In the context of this framework, CEEFC and its Board of Directors identified portfolio credit risk as the primary risk. See Appendix D for details.

CGF's investments are to be managed through the IMA by a professional team of seasoned investment managers who have comprehensive risk management and investment frameworks.

CDEV's management team has been augmented in the past year to reduce operational risks related to one or more key executives departing. The stronger management team allows CDEV to use seasoned team members with institutional knowledge to manage CDEV.

6.0 FINANCIAL SECTION

6.1 Financial Overview for 2023

Without including the financial results of CEEFC, CGF or CIC, CDEV's consolidated net income is forecast for 2023 at $678 million which is primarily comprised of CHHC's income of $75 million, and TMC's net income of $189 million less interest costs of TMP and costs to operate CDEV, and eliminating net intercompany interest, detailed in Schedules 4 and 5. Dividends paid (please see Schedules 2 or 3 below) are forecast in 2023 at $170 million from the NPI Reserve and nil from shareholders' deficit, compared to 2022 dividends of $262 million and $144 million respectively. CGF had approximately $11 million in expenditures in 2023, some of which were incurred by CDEV. These costs were recovered from CGF in late 2023. CIC has approximately $4 million in operating expenses which CDEV will recover upon its spin-out from CDEV.

See the Appendix for the pro-forma financial projections (December year-end) (On the following Schedules, numbers may not add due to rounding):

Schedule 1 – Consolidated Statements of Financial Position
Schedule 2 – Consolidated Statements of Cash Flows
Schedule 3 – Consolidated Statements of Changes in Shareholder's Equity
Schedule 4 – Consolidated Statements of Comprehensive Income

CEEFC and CGF Financial Results and Projections

The results of CEEFC are provided in Appendix D – and CGF results are included in Appendix E.

CEEFC is not making new investments and will be managing its asset portfolio through the plan period through loan repayments and asset sales with surplus funds returned to the government.

Key assumptions for the above schedules are outlined below in Section 6.3.

6.2 Quarterly Financial Reporting

We issue Quarterly Financial Statements, which we post in both English and French on our website (www.cdev.gc.ca) within 60 days of a quarter end. CEEFC also posts its Quarterly and Annual Financial statements in both English and French on its website (www.ceefc-cfuec.ca). CGF will issue its first stand-alone 2023 financial statements for December 31, 2023. For the periods through to September 30, 2023, the operating results of CGF were consolidated within CDEV.

6.3 Commentary, Highlights and Key Assumptions in Financial Projections

Condensed operations and cash flow of CDEV (2023 – 2028) not including CEEFC, CGF or CIC:

$ Million (per IFRS)	**2023 F**	**2024 P**	**2025 P**	**2026 P**	**2027 P**	**2028 P**
CHHC Oil Sales (M bbl)	1.91	2.16	2.52	2.79	3.14	3.29
Price per bbl (C$)	*115.21*	*103.74*	*103.74*	*103.74*	*103.74*	*103.74*
Net Crude Revenue	147	157	180	200	225	235
CHHC Operating Cash Flow	86	103	118	121	137	144
CHHC Capital Expenditures	28	32	28	31	32	33
Abandonment Funding	0	8	7	7	7	7
CHHC Dividends to CDEV	71	71	89	88	103	109
NPI Receipts (incl CHHC)	205	185	215	239	268	281
TMP Finance interest costs before capitalized interest	766	803	842	862	872	882
TMC Interest and Guarantee fees before capitalized interest	1,175	1,602	1,575	1,514	1,444	1,365
TMC EBITDA (IFRS)	366	1,666	2,555	2,630	2,701	2,769
TMC Continued Operations – Capital Expenditure	112	103	62	76	57	58
TMEP Cash Capital Expenditures	8,310	1,900	0	0	0	0
CHHC Dividends to be paid to CDEV	75	80	88	98	112	118
Dividends to be paid from the NPI reserve (ex. CHHC)	173	169	196	218	245	257

CHHC earnings and NPI Receipt Projections

CHHC earnings and NPI receipts influence dividends to the government and are driven by Hibernia’s oil production, crude oil prices and capital expenditures which neither CHHC, nor CDEV have any direct control over. Crude oil prices will vary but there are no reliable means to predict oil prices in the long term as the forward market is not fluid.

Loans Payable to Canada Account and to Commercial Banks

As of April 2022, TMP Finance is no longer able to make cash draws on its Construction Loan Facility and any interest is paid in kind. The forecast outstanding at year end 2023 are $4.7 billion on the Acquisition Facility and $12.9 billion on the Construction Facility. The limit on the Construction Facility including PIK interest is $13.5 billion.

By the end of 2024 TMC is expected to borrow up to $17.9 billion in total from commercial banks, guaranteed by the Canada Account, plus a combination of guaranteed / non-guaranteed credit facilities per the authorization request in TMC's Corporate Plan Summary.

6.3.2 Assumptions for the Plan Period

This Corporate Plan is based on the following assumptions:

Canada Development Investment Corporation (non-consolidated)

1) Operating Costs - Financial projections assume management and the Board continue to closely manage costs. Core mandate costs (salary, benefits, operational professional fees and occupancy costs) average $8 million annually throughout the planning period, which is higher than previous years primarily due to new office space and increased head count.

2) Dividends - See section 5.2 or Appendix C for explanation of changes in projected dividends from CHHC.

3) Foreign Exchange Rate

   CAD$ 1.33 per USD for CDEV and its subsidiaries.

4) NPI Receipts

   NPI receipt estimates are based on the NPI payments forecast by CHHC adjusted for CHHC's ownership percentage (8.5%). See section 5.4 above.

CHHC

5) Operating Revenues and Costs – CHHC’s revenues and costs are discussed in detail in Appendix C.

CEI

6) Site restoration costs in the plan period total $3 million.

Canada TMP Finance Ltd.

7) The loans negotiated with EDC have an interest rate of 4.7% per annum. Given the freeze in cash draws, commitment fees are nil going forward. Interest is paid in kind and added to the principal. Any interest received from TMC will be used to pay interest to EDC. Loans receivable from TMC earn interest at 5.0% and is also paid in kind to TMP Finance. The commitment fee on the CER facility is 0.30% which is cash paid.

TMC

8) Revenues and Operating costs for TMC are expected to both increase in 2024 due to the in-service commencement of TMEP. EBITDA (USGAAP) in 2024 will grow to approximately $1.5 billion assuming an in-service date in Q2 2024. To ensure that TMC has comparative financial information to its prior operation and to its peer group, TMC prepares its financial statements under USGAAP regulated entities framework. CDEV prepares its financial information under IFRS. Therefore, it converts TMC’s financial information into IFRS for consolidation. We present the income statement components in both USGAAP and IFRS below with the adjusting entries.

Canada Enterprise Emergency Funding Corporation

9) As noted above CEEFC financial results have not been consolidated into CDEV. The financial projections for CEEFC are included in Appendix D.

$MM	2024	2025	2026	2027	2028
Loans receivable	2,397	2,341	1,736	1,736	-
Revenues	86	80	35	21	5
Provision for Credit Loss	35	-	151	-	179

Canada Growth Fund

10) CGF plans commitments in 2024 of $2.9 billion and deployments of $1.2 billion. CGFIM as investment manager of CGF estimates operating costs of approximately $35 million in 2024.

6.4 Capital Budget

CEEFC, TMP Finance and CEI are not involved in capital intensive activities and do not require any capital funding of equipment or other acquisitions for the 2023 fiscal year. CDEV entered one office lease in Toronto and one in Ottawa for seven years for a total commitment of $3 million.

CHHC self-funds its capital expenditures and has limited ability to influence the capital commitments it must make as an 8.5% owner of the Hibernia oil project. Projects are undertaken on a commercial return basis as decided by a majority of owner interests.

CGF plans for $2.9 billion in commitments in 2024. The financial results of CGF are not consolidated into CDEV, however, we do include the capital expenditures in the CDEV Corporate Plan below.

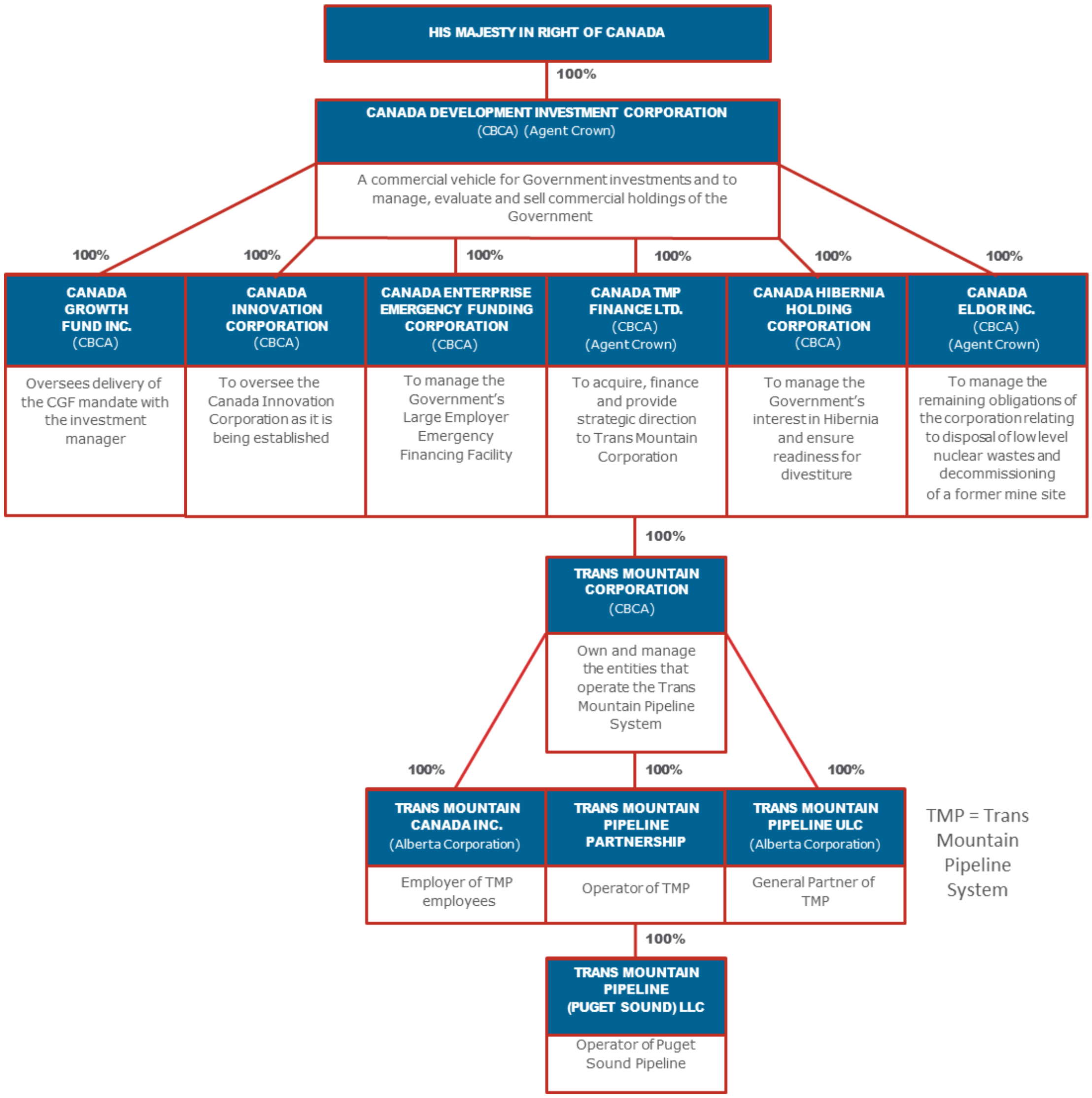
Given the expectation that CIC will not be transferred from CDEV in 2024, we have included an additional $300 thousand in CIC start-up costs to be incurred in 2024. This will be funded by an inter-company loan from CDEV. Any funds advanced to CIC will be repaid by CIC to CDEV once CIC receives its government funding.

The total capital budget for 2024 including capitalized interest, is $6.3 billion.

Summary of Capital Expenditures

$ million	**2024**	**2025**	**2026**	**2027**	**2028**
TMC – TMEP construction costs	1,900	0	0	0	0
TMC – Cost Contingency	1,000				
TMC/TMP - Capitalized Interest (IFRS)	400				
TMC – maintenance capex	103	62	76	57	58
CHHC	32	28	31	32	33
CIC	0.3				
CEEFC (not consolidated in attached schedules)	-	-	-	-	-
CGF (not consolidated in attached schedules)	2,900	2,900	2,900	2,900	2,830
Total (CDEV consolidated with CEEFC and CGF)	**6,335**	**2,990**	**3,007**	**2,989**	**2,921**

APPENDIX A-1 – ORGANIZATION CHART AND BOARD OF DIRECTORS CANADA DEVELOPMENT INVESTMENT CORPORATION



Effective communication with the Crown and the public is conducted through various publications, such as the board-approved Corporate Plan, Corporate Plan Summary, interim financial reports, the Annual Report, and the Climate-related Financial Disclosure report, as well as through the corporate website, LinkedIn, and an annual public meeting. As well, meetings are held as required with the Minister of Finance and officials of the Government of Canada.

Board of Directors

Stephen Swaffield, MBA Chair of CDEV President CarbEx Consulting Inc. Whistler, British Columbia	**Dwight Ball** (3) Director Deer Lake, Newfoundland and Labrador
Alicia Damley, CFA, CPA, CA (1) (2) Director University of Toronto Manhattan Graphics Center CIO & Portfolio Manager, Aarya Capital New York, New York	**Jennifer Reynolds, MBA** (3) CEO Women Corporate Directors Foundation Toronto, Ontario
Sandra Rosch, MBA (1) (2) Executive Vice President and Director Labrador Iron Ore Royalty Corporation Toronto, Ontario	**Sean Strickland, BA** (1) (2) (3) Executive Director Canada's Building Trades Unions Waterloo, Ontario
Elizabeth Wademan, CFA, ICD.D Director, President & CEO of CDEV Toronto, Ontario	

CDEV has three committees of the Board: (1) Audit Committee chaired by A. Damley, (2) Nominating and Governance Committee chaired by S. Rosch and (3) Human Resources Committee chaired by J. Reynolds.

Name of Director	Original Date of Appointment	End of Term
Dwight Ball	February 14, 2023	February 13, 2027
Jennifer Reynolds	July 1, 2015	June 30, 2026
Sandra Rosch	July 1, 2015	August 22, 2026
Stephen Swaffield	December 14, 2017	March 24, 2027
Alicia Damley	December 15, 2023	December 14, 2027
Sean Strickland	December 16, 2022	December 15, 2026

CDEV Executive Team

Elizabeth Wademan President and Chief Executive Officer	
Al Hamdani Executive Vice President and Chief Business Officer	**Carlos Gallardo** Chief Financial Officer
Tess Lofsky General Counsel and Corporate Secretary	**Zoltan Ambrus** Vice President, and seconded 100% to CEEFC as President and Chief Executive Officer of CEEFC
Thomas Chanzy Vice President & Head of Communications and Public Affairs	**Russ Wenman** Vice President & Head of Execution and Advisory

Director memberships of CDEV, its subsidiaries and its committees

	CDEV				CHHC			CHHC Oil Ltd.	CEEFC		TMP Finance	Canada Eldor	CGF	CIC
Members	Board of Directors	Audit Committee	Human Resources and Compensation Committee	Nominating and Governance Committee	Board of Directors	Audit Committee	Human Resources & Compensation Committee	Board of Directors	Board of Directors	Audit Committee	Board of Directors	Board of Directors	Board of Directors	Board of Directors
Steve Swaffield	Chair												x	x
Sandra Rosch	x	x		Chair					Chair	x				
Jennifer Reynolds	x		Chair		x	x	Chair		x					
Alicia Damley	x	Chair		x	x	Chair								
Sean Strickland	x	x	x	x	x	x								
Dwight Ball	x		x		Chair	x	x							
Elizabeth Wademan	x										x	x	x	x
Jim McArdle									x					
Nathalie Bernier									x	Chair				
Barry Pollock									x	x				
Zoltan Ambrus									x					
Carlos Gallardo											x	x		
Al Hamdani									x		x	x		
Anita Tonn					x			x						

	Trans Mountain Corporation				
Members	Board of Directors	Audit and Finance Committee	Environmental, Health, Oversight and Indigenous Relations Committee	Human Resources, Compensation, Nominating and Governance Committee	Capital Project Oversight Committee
Bill Downe (Ex Officio - Board Chair)	Chair	x	x	x	x
Dawn Farrell	x				
Harold Calla	x	x			
Brian Ferguson	x	Chair	x		x
Carol Anne Hilton	x			x	x
Patricia Koval	x	x		x	
Stanley Marshall	x				Chair
Marie-Jose Nadeau	x			Chair	
Chris Forbes (Ex Officio - DM Finance)	x	x			
Sandra Stash	x		Chair		x
Steve Swaffield	x	x	x		x
Elizabeth Wademan	x			x	

From the Board Committee Charters we note the following:

Statement of Purpose – CDEV Audit Committee

The purpose of the Audit Committee of the Board of Directors (the “Audit Committee”) of the Company is to assist the Board of Directors in fulfilling its oversight responsibilities in relation to the integrity of the Company's financial statements, the Company's compliance with all applicable legal and regulatory requirements, the qualifications, independence and performance of the Company's external auditor(s), the Company's internal controls, the Company's standards of integrity and behavior, and to perform the additional duties set out in this Charter or otherwise delegated to the Audit Committee by the Board of Directors.

Statement of Purpose – CDEV Nominating and Governance Committee

The purpose of the Nominating and Governance Committee (the "Committee") of the board of directors (the "Board") of the Company is to assist the Board by (a) recommending governance policy, guidelines and procedures, making recommendations to facility the Board's effectiveness, (b) recommending the composition and structure of the committees of the Board and of the boards of directors of the Company's subsidiaries, and (c) to perform the additional duties set out in its Charter or otherwise delegated to the Committee by the Board. The Committee shall provide assistance to the boards of directors of subsidiaries of the Company on similar matters if requested by such boards.

Statement of Purpose – CDEV Human Resources Committee

The purpose of the Human Resources Committee (the "Committee") of the board of directors (the "Board") of the Company is to assist the Board by (a) monitoring the application of the Code(s) of Conduct of the Company and related guidelines and rules, (b) advising with respect to the succession of the Chair of the Board, directors and the President and Chief Executive Officer ("President & CEO") and senior management, (c) advising with respect to the human resources strategy, policies and practices of the Company , and (d) to perform the additional duties set out in its Charter or otherwise delegated to the Committee by the Board. The Committee shall provide assistance to the boards of directors of subsidiaries of the Company on similar matters if requested by such boards.

Meetings

There are four main CDEV board meetings during the year when directors meet for board and committee meetings of CDEV and CHHC. CDEV also holds three board meetings to approve quarterly financial statements. Other meetings may be held on an ad hoc basis as required. Attendance at meetings is extremely high with only handful of absences due to alternate commitments. TMC holds separate board meetings and has four committees. The directors of TMC are elected for one-year terms but there is no limit on their re-election. CEEFC holds board meetings in support of CDEV’s meeting schedule and also holds ad hoc meetings to discuss issues related to its portfolio.

Risk Management

Each of the boards of CDEV and its subsidiaries is responsible for managing its enterprise risk management. On an annual basis, and as required based on a change in risks, management reports to each Board on the risks of each company and any mitigating actions taken to reduce risk impacts. The CDEV board receives risk report summaries for each subsidiary.

Subsidiary Board composition

The board of CHHC is composed exclusively of CDEV directors. TMP Finance and CEI are composed exclusively of CDEV management. The chair is appointed by the respective boards. The directors of TMC are appointed by the CDEV Board. Although not mandatory, CDEV will consult with the government on the composition of the TMC board. CDEV does have the right to appoint other directors and typically would consult with the TMC chair. The CEEFC Board is made up of two CDEV directors, three independent directors, the CDEV President and CEO, and the CEEFC President and CEO. The Board of CGF is currently made up of the Chair of CDEV and the President and CEO of CDEV.

APPENDIX A-2 – CDEV CONSOLIDATED PRO-FORMA FINANCIAL STATEMENTS 2022 – 2028

Schedule 1 - Proforma Consolidated Statements of Financial Position

$ millions (Dec 31)

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Assets								
Currents assets:								
Cash and cash equivalents	309.9	303.9	305.5	405.2	279.2	324.5	386.8	453.9
Short-term investments	31.6	-	31.6	31.6	31.6	31.6	31.6	31.6
Trade and other receivables	160.5	104.1	190.3	197.6	277.6	283.3	291.0	299.2
Other current assets	29.1	30.7	25.8	27.0	27.0	29.2	32.5	35.8
	531.2	438.7	553.3	661.4	615.5	668.7	741.8	820.5
Non current assets:								
Property, plant and equipment (note 1)	23,904.2	32,590.8	34,434.1	35,616.9	34,816.3	34,029.6	33,230.7	32,429.4
Goodwill	1,015.9	1,015.9	-	-	-	-	-	-
Investments held for future obligations	149.9	152.2	155.6	162.7	172.0	177.0	184.2	191.8
Restricted cash	87.2	87.2	15.5	15.5	15.5	15.5	15.5	15.5
Restricted investments	90.5	105.6	105.4	131.5	158.4	186.2	214.3	243.2
Other assets	325.7	258.6	292.0	278.9	239.2	199.4	159.7	119.9
	25,573.3	34,210.3	35,002.6	36,205.5	35,401.5	34,607.7	33,804.4	32,999.7
	26,104.5	**34,648.9**	**35,555.9**	**36,866.9**	**36,016.9**	**35,276.4**	**34,546.2**	**33,820.2**
Liabilities and Shareholder's Equity								
Current liabilities								
Trade and other payables	1,144.2	826.3	976.9	440.7	68.0	73.5	71.0	78.3
Current portion of loans payable	7,199.2	15,200.0	16,130.3	18,521.9	17,630.2	16,627.6	15,487.8	14,202.1
Income tax payable	-	1.3	-	-	-	-	-	-
Other current liabilities	128.6	148.3	79.7	6.7	(59.7)	4.8	4.8	4.7
	8,472.0	16,175.9	17,186.8	18,969.3	17,638.5	16,705.9	15,563.6	14,285.1
Non-current liabilities								
Loans payable to affiliates	16,127.6	16,957.6	16,956.7	17,697.0	18,614.5	18,614.5	18,614.5	18,614.5
Long term interest payable	36.8	-	-	105.9	-	364.4	803.3	1,252.0
Deferred income taxes	624.2	685.3	695.0	675.0	698.7	760.6	857.5	990.8
Provision for decommissioning obligation	502.8	507.2	641.2	651.6	662.4	673.4	684.8	696.4
Provision for site restoration	2.8	1.6	1.9	0.0	-	-	-	-
Defined benefit obligation	51.5	51.9	58.3	58.3	58.2	58.2	58.2	58.0
Other non-current liabilities (note 1)	111.3	128.0	124.8	152.4	176.6	200.4	234.8	260.0
	17,457.0	18,331.6	18,477.8	19,340.3	20,210.4	20,671.5	21,253.0	21,871.6
Shareholder's equity								
Share capital	-	-	-	-	-	-	-	-
Contributed surplus	603.3	603.3	603.3	603.3	603.3	603.3	603.3	603.3
NPI reserve	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Accumulated deficit	(483.0)	(517.1)	(765.8)	(2,098.4)	(2,486.4)	(2,754.0)	(2,922.1)	(2,987.1)
Accumulated other comprehensive income	49.7	49.7	48.4	47.0	45.7	44.3	43.0	41.8
	175.5	141.4	(108.7)	(1,442.6)	(1,832.0)	(2,100.9)	(2,270.4)	(2,336.5)
	26,104.5	**34,648.9**	**35,555.9**	**36,867.0**	**36,016.9**	**35,276.3**	**34,546.2**	**33,820.2**

Note 1 - Right to use assets and capitalized interest are included in PP& E; and lease liabilities are included in other liabilities

Note 2 - see Appendices B and C for TMC and CHHC Financial Statement.

Schedule 2 - Proforma Consolidated Statements of Cashflow

$ millions (Dec 31)

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Cash provided by (used in):								
Operating activities:								
Net income (loss)	**210.7**	**16.9**	**(282.8)**	**(1,261.6)**	**(339.0)**	**(184.6)**	**(70.1)**	**39.0**
Adjustments for:								
Depletion and depreciation	129.4	138.4	140.1	636.3	911.5	915.3	920.0	922.7
Loss on derecognition	1.3	-	-	-	-	-	-	-
Insurance proceeds	(27.2)	-	-	-	-	-	-	-
Income tax expense	114.4	31.5	104.4	28.5	38.0	41.0	49.3	48.7
Interest income	(22.7)	(9.3)	(11.7)	(11.4)	(9.5)	(8.4)	(8.7)	(8.9)
Non-capitalized unpaid interest	56.5	229.4	(0.6)	-	-	-	-	-
Goodwill impairment	-	-	1,015.9	-	-	-	-	-
Unwind of discount on provisions	15.0	9.7	16.7	11.6	11.9	12.2	12.5	12.8
Net change in defined benefits	5.5	-	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)
Change in provision for site restoration	(0.6)	-	-	-	-	-	-	-
Deferred income taxes	-	61.5	-	(20.1)	23.5	61.8	96.8	133.1
Interest on CRF (abandonment)	-	-		-	-	-	-	-
Payment of lease liabilities	-	(4.8)	(2.5)	(5.2)	-	-	-	-
Decommissioning activities incurred	-	-	-	-	(3.1)	(3.1)	(3.4)	(4.6)
Interest received	22.7	9.2	12.1	11.5	9.6	8.5	8.8	9.0
Provisions settled	(2.7)	(1.2)	(1.3)	(1.0)	(2.0)	0.0	-	-
Income taxes paid	(44.4)	(30.9)	(28.7)	(28.8)	(39.9)	(43.3)	(52.6)	(52.1)
	458.0	450.4	961.6	(640.1)	601.0	799.4	952.5	1,099.8
Change in non-cash working capital	39.3	(66.6)	54.2	(574.0)	(100.5)	472.7	476.2	493.2
	497.3	**383.8**	**1,015.8**	**(1,214.1)**	**500.5**	**1,272.1**	**1,428.7**	**1,593.0**
Financing activities:								
Proceeds from 3rd party loan issuance	9,944.0	8,397.5	8,890.0	2,849.6	-	-	-	-
Repayment of debt	(1,595.0)	-		-	(448.1)	(1,001.7)	(1,139.8)	(1,286.7)
Debt issuance costs	(2.6)	-	(12.8)	-	-	-	-	-
Dividends paid	(414.0)	(51.0)	-	(71.0)	(49.0)	(83.0)	(98.0)	(104.0)
NPI Received	261.9	181.4	172.6	166.3	194.9	215.8	244.2	257.1
NPI Dividend	-	(181.4)	(172.6)	(166.3)	(194.9)	(215.8)	(244.2)	(257.1)
NPI refund paid	(5.9)	-	(5.0)	-	-	-	-	-
Payment of lease liabilities	(60.0)	(3.5)	(3.9)	(4.2)	(4.2)	(4.2)	(4.2)	(4.2)
	8,128.4	**8,343.0**	**8,868.4**	**2,774.4**	**(501.3)**	**(1,088.9)**	**(1,242.0)**	**(1,395.0)**
Investing activities:								
Withdrawal from CRF	-	-	3.0	-	-	2.0	-	-
Purchase of property, plant and equipment	(8,605.3)	(8,714.2)	(9,832.0)	(1,426.6)	(91.2)	(108.7)	(90.3)	(92.9)
Insurance proceeds	24.5	-	-	-	-	-	-	-
Purchase of restricted investment	(16.2)	(15.2)	(9.0)	(26.3)	(26.9)	(27.5)	(28.2)	(28.8)
Other changes	(20.3)	(3.4)	(50.6)	(7.6)	(7.1)	(4.7)	(6.9)	(7.1)
	(8,617.3)	**(8,732.8)**	**(9,888.5)**	**(1,460.5)**	**(125.3)**	**(138.9)**	**(125.4)**	**(128.9)**
Effects of FX translation on cash	2.0	-	-	-	-	-	-	-
Increase (decrease) in cash & cash equivalents	10.4	(6.0)	(4.4)	99.7	(126.0)	44.3	61.3	69.1
Cash and cash equivalents, beginning of year	299.5	309.9	309.9	305.5	405.3	279.2	323.5	384.8
Cash and cash equivalents, end of year	**309.9**	**303.9**	**305.5**	**405.3**	**279.2**	**323.5**	**384.8**	**453.9**

Schedule 3 - Proforma Consolidated Statements of Changes in Shareholder's Equity

$ millions (Dec 31)

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Share Capital								
Balance, beginning and end of year	-	-	-	-	-	-	-	-
Contributed Surplus								
Balance, beginning and end of year	603.3	603.3	603.3	603.3	603.3	603.3	603.3	603.3
NPI Reserve								
Balance, beginning of year	19.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Provision	(5.9)	-	-	-	-	-	-	-
NPI receipts	261.9	180.2	172.6	168.9	196.9	218.3	245.3	257.1
Dividends paid	(270.0)	(180.2)	(172.6)	(168.9)	(196.9)	(218.3)	(245.3)	(257.1)
Balance, end of year	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Accumulated deficit								
Balance, beginning of year	(549.7)	(483.0)	(483.0)	(765.8)	(2,098.4)	(2,486.4)	(2,754.0)	(2,922.1)
Net income (loss)	210.7	16.9	(282.8)	(1,261.6)	(339.0)	(184.6)	(70.1)	39.0
Dividends paid	(144.0)	(51.0)	-	(71.0)	(49.0)	(83.0)	(98.0)	(104.0)
Balance, end of year	(483.0)	(517.1)	(765.8)	(2,098.4)	(2,486.4)	(2,754.0)	(2,922.1)	(2,987.1)
Accumulated other comprehensive income								
Balance, beginning of year	2.9	49.7	49.7	48.4	47.0	45.7	44.3	43.0
Other comprehensive income	46.9	-	(1.3)	(1.3)	(1.3)	(1.3)	(1.3)	(1.1)
Balance, end of year	49.7	49.7	48.4	47.0	45.7	44.3	43.0	41.8
Total shareholder's equity	**175.5**	**141.4**	**(108.7)**	**(1,442.6)**	**(1,832.0)**	**(2,100.9)**	**(2,270.4)**	**(2,336.5)**

Schedule 4 - Proforma Consolidated Statements of Comprehensive Income

$ millions (Dec 31)

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Revenue:								
Transportation revenue	605.4	611.8	667.9	2,135.9	3,215.4	3,283.8	3,376.4	3,475.2
Net crude oil revenue	223.4	190.8	162.8	172.9	198.6	220.2	247.5	259.3
Lease revenue	67.1	70.3	71.3	61.8	57.4	56.9	56.3	55.7
Other revenue	45.9	4.8	4.8	4.8	4.0	3.9	3.6	3.3
	941.7	877.7	906.8	2,374.5	3,474.6	3,563.9	3,683.0	3,792.7
Expenses:								
Depletion and depreciation	129.4	138.4	140.1	636.3	911.5	915.3	920.0	922.7
Pipeline operating expenses	193.1	168.6	170.1	324.0	378.9	382.5	400.1	418.8
Crude oil operating, transportation and marketing	29.2	26.7	26.0	28.7	28.8	31.0	29.4	32.7
Goodwill impairment			1,015.9					
Salaries and benefits	97.1	106.9	115.3	173.2	173.8	174.4	175.1	178.9
Professional fees	17.4	32.1	24.3	33.4	54.9	7.9	7.8	7.8
Loss on derecognition	1.3	-	-	-	-	-	-	-
Other expenses	1.9	48.6	40.5	129.5	132.6	136.3	134.9	138.6
	469.2	521.2	1,532.1	1,325.2	1,680.5	1,647.5	1,667.2	1,699.4
Finance expenses:								
Interest expense	155.1	254.8	(417.9)	2,310.8	2,076.5	2,000.5	1,942.1	1,874.7
Interest income	(22.7)	(18.0)	(20.2)	(19.9)	(16.8)	(14.2)	(14.8)	(15.1)
Unwind of discounts	15.0	9.8	(14.2)	11.7	12.0	11.9	12.5	12.8
	147.4	246.6	(452.3)	2,302.5	2,071.6	1,998.3	1,939.9	1,872.4
Net income (loss) before income taxes	**325.1**	**109.9**	**(173.0)**	**(1,253.2)**	**(277.5)**	**(81.9)**	**76.0**	**220.9**
Income taxes:								
Current	41.5	31.5	29.2	28.5	38.0	41.0	49.3	48.7
Deferred	72.9	61.5	80.5	(20.1)	23.5	61.8	96.8	133.1
	114.4	93.0	109.8	8.4	61.5	102.8	146.1	181.9
Net income (loss)	**210.7**	**16.9**	**(282.8)**	**(1,261.6)**	**(339.0)**	**(184.6)**	**(70.1)**	**39.0**
Other comprehensive income (loss):								
Currency translation adjustment	15.8	-	-	-	-	-	-	-
Remeasurement of defined benefit obligations	31.1	-	(1.3)	(1.3)	(1.3)	(1.3)	(1.3)	(1.1)
Total other comprehensive income	**46.9**	**-**	**(1.3)**	**(1.3)**	**(1.3)**	**(1.3)**	**(1.3)**	**(1.1)**
			-					
Comprehensive income (loss)	**257.6**	**16.9**	**(284.2)**	**(1,262.9)**	**(340.3)**	**(186.0)**	**(71.5)**	**37.9**

APPENDIX A-3 – PLANNED RESULTS FOR 2024 AND BEYOND

Expected Outcomes	Performance Indicators	Target(s)	2023 (prior year) Results
Short-term outcomes (Timeframe in the next 2 years)			
Support CEEFC in its various activities including loan administration and monitoring of existing loans and funding loan draws.	Administration of CEEFC, and managing loan repayments. Collect interest as contracted.	To be monitored	CDEV employees performed functions for CEEFC within all required timelines.
CHHC to continue to manage its operations in an efficient way.	CHHC will actively participate in executive meetings of HMDC and promote development ideas, sell crude oil at market prices and fund capital expenditures.	CHHC plan Net Income for 2024 of $80 million	2023 Forecast Net Income = $ 75 million
TMC will operate the Trans Mountain Pipeline System in an efficient manner.	Will evaluate performance based on operating revenue and expenses as per their planned financial performance.	2024 EBITDA of $1,665 million	Forecast 2023 EBITDA $ 179 million (USGAAP)
CDEV Management to participate in discussions regarding strategic decisions of TMC	Participation in all TMC board and committee meetings by relevant CDEV members and continue close working relationship between senior management of TMC and CDEV. CDEV to manage activities of TMEP assurance professionals and other advisors.	Attendance at all Board meetings and at least monthly discussions with TMC management.	Attendance of CDEV Chair and CEO has been 100%. Three senior CDEV executives attended management meetings, Steering Committee meetings and Board meetings of TMC.
Manage the NPI	Prepare audit redeterminations as necessary and manage disagreements with owners through negotiation or arbitration if necessary. Work with Finance officials to calculate “net NPI/INPI revenues” to be paid to NL	Issue 2017 and 2018 Audit Findings and 2015 Redeterminations.	2017 and 2018 audits completed as scheduled in 2023.
CEEFC continue to administer LEEFF as part of Canada’s COVID-19 Economic Response plan.	LEEFF effectively protects Canadian jobs, helps Canadian businesses weather the economic downturn, and helps avoid bankruptcies of	Monitoring of loan portfolio including repayments and collection of interest on time and correct	Reporting of loan portfolio is done quarterly for the Board with semi-quarterly updates;

	otherwise viable companies, where possible.	repayment calculations	Focus is now on managing the portfolio, loan repayments and negotiations.
Oversee the delivery of CGF	Ensuring that CGF and its investment manager CGFIM act in accordance with the Investment Management Agreement and Statement of Investment Principles	To be monitored	Negotiated and executed an IMA with PSP and CGFIM including governance processes and administration and accounting processes. Assisted CGF in establishing stand-alone accounting and administration. Advanced $6 million to help fund build-out of CGF. First investment announced October 2023 for $90 million. Establishing CGF Board of Directors
Stand up CIC	Plan for the launch of programs, governance structures and policies, appointing of senior leadership and hiring of staff. This corporate plan does not seek the authority for the subsidiary to deliver funding or advisory services to businesses.	To be monitored	Subsidiary incorporated in February 2023. Assisted CIC in establishing stand-alone accounting and administration. Lent up to $5 million in 2023 to help fund build-out of CIC.
Medium-term outcomes (Timeframe between 2 – 5 years)			
CDEV will manage financing requirements of TMC's through subsidiary Canada TMP Finance Ltd.	TMP Finance to negotiate funding agreements to allow for TMC to complete TMEP project in planned timelines and budget within budgeted contingencies.	TMP Finance or other sources as approved by the government provide TMC funds to satisfy its obligations.	CDEV helped negotiate a TMC guaranteed loan facility with commercial banks; Identified alternative sources of non-guaranteed financing.
TMC to implement TMEP construction plan as approved by the TMC Board.	TMC to build project as per Project Execution plan schedule and costing.	Installed cost of $34.2 billion	2023 Plan cost estimate $30.9 billion; 2024 Plan forecast at $34.2 billion with in-service in Q2 2024.

Building constructive relationships with Indigenous peoples potentially impacted by the Trans Mountain Expansion Project.	Work with the government to allow for Indigenous ownership or other participation in TMC.	TMC to comply with government requests regarding Indigenous economic participation; TMC to abide by the Mutual Benefit Agreements (MBAs) executed.	CDEV has played an integral part in developing potential options for an IEP framework including hiring a financial advisor and legal advisors to analyse potential structures.
Successful completion of the construction of the Trans Mountain Expansion Project.	The Pipeline Expansion project is completed with an excellent safety track record effective and meaningful relations with Indigenous communities.	Project completed by plan in-service date; Safety incidents below industry average;	Construction is expected to be substantially complete by Dec- 2023 with mechanical completion and in-service in Q2 2024; At 13-Jan-2024, over 98% of construction was complete. No significant safety incidents in 2023.
Beaverlodge Properties transferred to IC	Prepare for next round of property transfers likely in 2022 and 2025.	18 properties transferred in 2023; 27 properties by 2025	Transfer of 18 Properties delayed due to regulator delays; Await regulatory approval.
Continued management of NPI	Completion of yearly audits on a timely basis.	Complete audits within 4 years of filing	Progressing – two audits per year for 2023, 2024 and 2025
Long-term outcomes (Timeframe beyond 5 years)			
CDEV continues to fulfill its mandate to effectively evaluate, manage, and divest commercial assets on behalf of the Government of Canada.	CDEV is the primary resource for the evaluation, management, and divestiture of commercial assets. CDEV provides excellent business judgment and commercial practices.	To be monitored	Being monitored; In 2022 CDEV assisted government in establishing two new programs/subsidiaries. Building internal capabilities to provide advice to government on a more cost efficient basis.

APPENDIX A-4 – GOVERNMENT PRIORITIES AND COMPLIANCE WITH LEGISLATIVE AND POLICY REQUIREMENTS

Government Priorities

Environmental, Social and Governance “ESG” Reporting
Environment

In CDEV’s 2020 Annual Report, the company published its inaugural summary report of its ESG practices and continued in years after. Consistent with the government’s direction in Budget 2021 for Crown corporations to demonstrate climate leadership, in 2023 CDEV published its inaugural climate-related financial risk report aligned with the Task Force on Climate-Related Financial Disclosures (“TCFD”) recommendations starting with calendar year 2022. That report is a start of phased climate risk reporting in the areas of governance, risk management, strategy and metrics and targets. CDEV’s report incorporated its key subsidiaries including TMC, which published its own inaugural ESG Reports.

For CEEFC, as part of LEEFF’s requirements, borrowers were required to commit to publishing annual climate-related disclosure reports consistent with the TCFD, including how their future operations will support environmental sustainability and national climate goals. In June 2023, the LEEFF borrowers published their third annual climate report which aligned to the TCFD’s recommendations for Phase I reports. This same format is required for each of the first four climate disclosure reports. The fifth report will be in the form of a Phase II report as specified in the Expert Panel’s recommendations which will include an analysis of various scenarios on their respective businesses. CEEFC now has two borrowers requiring such reporting.

CGF has a mandate to make investments that will help Canada and Canadian companies to reach Canada’s climate impact goals. Please see the CGF corporate plan for more detail.

Social

Accessibility

As required through recent government announcements, CDEV and its subsidiaries approved and publicly posted its plan to making its operations accessible to the Canadian public and CDEV employees. The plan will then be implemented over the next few years. A professional firm was retained to assist. An update to accessibility objectives was undertaken tin 2023.

Gender Diversity & Inclusion

In terms of gender-based analysis, CDEV's staff volume is too low for a statistically significant analysis of any of its employment parameters. Of CDEV's executive leadership team, there is gender diversity with one-third of the team identifying as female. The current composition of the Board indicates a gender balance of three women and three men. To foster inclusion, CDEV's hiring process ensures that all suitable candidates are considered based on merit and without prejudice. TMC and the other subsidiaries have similar processes. TMC's operations provide limited services to the public but strive to accommodate all needs.

Each year TMC's Diversity, Equity and Inclusion (DEI) plan continues to mature as it progresses to creating a workplace that is impactful, accessible, and sustainable. The goal is an inclusive environment reflective of the communities where TMC operates. Various elements comprise the annual plan ranging from required training to ensure workers understand compliance with the principles of Diversity and Inclusion, to engaging leaders and executives in closing gaps by accommodating differences and ensuring inclusive hiring and selection processes. A wide range of awareness activities are planned annually to engage the workforce in learning about mental heath, black history, lesbian, gay, bisexual, transgender and queer (LGBTQ) history, Indigenous history, and Truth and Reconciliation awareness as some examples.

Anti-Harassment

CDEV is committed to a healthy, harassment-free, and violence-free environment for all of its employees. CDEV has developed a company-wide policy intended to:

a) prevent and respond to workplace harassment and violence of any type; and
b) effectively address any incident that might occur.

Transparency and Open Government

With the use of communications tools, CDEV is well positioned to deliver its mandate in a fully open and transparent manner. Within the required timeframes, CDEV openly publishes its public reports such as annual and quarterly reports, corporate plan summaries, TCFD reports, reports on the special examination, executive and director travel and hospitality expenses and *Access to Information Act* inquiries. It posted its annual public meeting materials in December 2022. CDEV aims to respond in a timely manner to all information requests as well as reasonably address their associated concerns when feasible. In 2023, CDEV updated and relaunched its website.

Governance

CDEV has always had a strong focus on governance which is led by the CDEV Board and the board of its subsidiaries.

The Board is responsible for the stewardship of the company with overall responsibility to oversee and supervise the management and business activities, while exercising their independent judgment to strengthen management and accountability.

Compliance

In addition to complying with the FAA through its reporting and operating processes, CDEV has procedures to ensure compliance with all relevant laws. The most relevant are discussed below.

The most relevant compliance issues for CDEV, including TMC were:

IT Processes and Security

CDEV retains a third-party service provider to manage its IT requirements and specifically computer functionality, file server management and our e-mail system. The service provider manages CDEV’s computers and ensures antivirus, security patching and managed detection and response tolls are monitored and updated as required. The corporate network is protected by active and monitored password policies implemented and controlled centrally on all PC’s and laptops as well as security protocols for mobile phones. The file server is housed in a Toronto Data Center with redundant power back up. The server is backed every hour by a Business Continuity & Disaster Recovery system that will allow CDEV to restore its entire infrastructure using advanced virtualization tools in the event of failure and or ransomware attack.

The server has an annual back up for posterity. The email system uses Microsoft Office 365 services which include real time back up. CDEV also makes copies of our emails for back up purposes and these are stored in a secure location. Office 365 Platform is protected by corporate user multifactor authentication process. CDEV instructed its service provider install new security measures as these become available in the market.

CDEV provides the required IT services to its subsidiaries CEEFC, TMP Finance and CEI. CDEV has an IT policy and user guidelines that governs its IT environment.

Pay Equity Act and Accessibility Act

At TMC pay decisions are based on job performance, review of internal equity and a market analysis of employee salaries in similar jobs. We are assessing gaps with the Pay Equity Act and working with external consultants to determine next steps including developing a pay equity plan and developing a pay equity committee. We will file statements and update our pay equity plan in accordance with the Pay Equity Act.

Other CDEV subsidiaries monitor the legislation and will adhere to all regulations relevant to their size.

Access to Information Act

CDEV has an individual who acts as a part-time Access to Information and Privacy (“ATIP”) coordinator who is supported by a part-time ATIP Analyst. Training sessions and sessions with other ATIP offices are attended. As well, we retain the services of a professional with extensive ATIP expertise to provide strategic and other advice regarding complex requests to ensure that CDEV remains in compliance with the act. TMC has also retained an employee to manage ATIP requests and reporting requirements. As requests increase, we will resource accordingly. Given the commercial nature of TMC’s and CEEFC’s businesses, it is difficult to release many documents without extensive redactions.

Conflict of Interests Act

CDEV (including CHHC, CEEFC, TMP Finance and CEI) have a code of conduct for their employees and directors. TMC developed a new code that is relevant to its size and operation. One key component of the codes is to be in compliance with its conflict-of-interest conditions which reflect the Act.

Official Languages Act

All CDEV and TMC public posting of information is made in both official languages. TMC has also updated its processes to ensure improved access to information in French on its website and elsewhere.

CDEV's switchboard can receive messages in both official languages, and we have bilingual staff that can respond and converse in both official languages as appropriate.

Directive on Travel Hospitality, Conference and Event Expenditures

CDEV's Travel Policy is in compliance. Its small size allows a few key individuals to observe continued diligence. In line with the new ATIP legislation, expenses are posted monthly.

Other requirements

Senior CHHC management participate in regular meetings with the operator of Hibernia, the C-NLOPB regulator, other JV owners and industry participants. This allows CHHC to be aware of changes in compliance requirements.
Cameco, which has large organizational support, is able to monitor relevant requirements to remain in compliance with laws and the requirements of the regulator CNSC.

TMC is a regulated pipeline operator and is required by the Canada Energy Regulator to be in compliance in many matters. TMC has several individuals dedicated to CER compliance issues. See the TMC Plan for more details.

CEEFC receives private information from LEEFF borrowers and has discussed the required measures to ensure it is in compliance with the Privacy Act.

CDEV's legal counsel firm has extensive expertise in Crown and private enterprise compliance requirements. As well, our corporate secretary and CFO attend Crown corporation working peer groups where compliance issues and upcoming issues are discussed with suggested implementation. Also, given CDEV's small size, it retains firms and individuals from many areas of expertise to help keep it in compliance.

At regular Board and Committee meetings, the board has the opportunity to observe and probe senior management on its compliance with laws and at least annually certification for senior management is provided on compliance matters.

Appendix B

The Canada Development Investment Corporation (CDEV) 2024 - 2028 Corporate Plan was approved by the Treasury Board. The TMC Corporate Plan was included in this Plan. The following Summary of the 2024 - 2028 Corporate Plan of TMC was prepared in accordance with section 125 of the Financial Administration Act (FAA), in order to provide information on the business activities and decisions of Crown corporations. Summaries of TMC Plan have been submitted in order to accurately reflect the corporate plan that was approved by the Treasury Board. Information that may be commercially detrimental to CDEV's or TMC's operations have not been included within this Summary, pursuant to section 153(1) of the FAA.

TRANS MOUNTAIN CORPORATION

A wholly owned subsidiary of

Canada Development Investment Corporation

2024 to 2028 CORPORATE PLAN SUMMARY

Contents

Corporate Mandate

Vision and Mission:

Be a leader in delivering safe, reliable and clean Canadian energy to the world in partnership with Indigenous communities.

Mandate: Trans Mountain Corporation's mandate is to operate, optimize and grow the Trans Mountain and Puget Sound Pipelines and to complete the Trans Mountain Expansion Project in a timely and commercially viable manner. We will operate our pipeline system and be a leader in sustainable development practices in partnership with Indigenous communities and our customers.

TMC does not have a direct public policy role, other than to operate in compliance with applicable laws, rules and regulations and to ensure the business is managed in a commercial manner in accordance with environmental standards and expectations. TMC will complete the TMEP in alignment with the Government's energy policy and priority to provide international market access for Canadian petroleum producers.

In fulfilling its mandate, TMC is committed to:

- Operating our assets safely to protect the public, our employees and the environment.
- Operating our assets in compliance with all applicable legal requirements.
- Employing sustainable business practices.
- Conducting our business ethically, honestly, responsibly and with integrity.
- Cooperating with the communities we operate in and building and sustaining productive relationships based on mutual respect and trust.
- Providing a respectful and rewarding work environment for our employees and contractors.
- Constructing in compliance with all regulatory requirements, permit conditions, and commitments.
- To advance economic reconciliation with Indigenous communities by working with Indigenous communities to ensure we achieve our commitments, manage impacts of our business on traditional territories and provide economic opportunities.

Strategic Plan

TMC Management has begun implementing strategies intended to increase the likelihood of achieving the following key outcomes:

- Ensuring the expanded pipeline system is completed in-line with the timing and capital budget included in this corporate plan submission;
- Ensuring just and reasonable tolls are in place at the commencement of service of the expanded pipeline system;
- Ensuring commercial opportunities are pursued to encourage full utilization of the pipeline system for the foreseeable future;
- Working in collaboration with government to identify pathways for Indigenous ownership.
- Working in collaboration with government to identify pathways for ensuring the capital structure supports an enterprise value for TMC that will recover Canada's investment in the pipeline and sustainable operations over the life of the assets;
- Ensuring that all arrangements allow for a successful transition of TMC to the private sector.

Performance Goals and Objectives

TMC's performance goals for the next five years include:

- Maintain safe, compliant, and commercially viable operation of the Trans Mountain Pipeline System.
- Completion of the expansion project in a safe, compliant, and commercially viable manner.
- Place the expanded pipeline system assets into service on schedule and within the cost provided for in this Plan.
- Generate earnings before interest, taxes and depreciation of $2.4 billion in the first full year of operation of the expanded pipeline system.
- Investigate potential expansion opportunities to increase the value of the Trans Mountain Pipeline System.
- Execute a business readiness plan for the orderly transition and integration of the expansion assets into the ongoing operation of the Trans Mountain Pipeline System.
- Maintain an ethical, respectful reputation and comply with relevant requirements of a Crown Corporation.
- Implement a plan to achieve net-zero scope one and scope two emissions by 2050 in alignment with the *Canadian Net-Zero Emissions Accountability Act*.
- Advance Economic Reconciliation with Indigenous communities and create more opportunities for long term benefits through employment, contracting, and the potential to partner with Indigenous communities on future projects.
- Operate the pipeline system during a time of change, immense activity, and assuring continuity of operations under any future ownership structure.
- Maintain an inclusive, diverse and accessible workplace.

Financial Update

TMC prepares its financial statements in accordance with United States Generally Accepted Accounting Principles (US GAAP) and incorporates the requirements of *Accounting Standards Codification Topic 980 – Regulated Operations (*ASC 980*)*. As such, TMC recognizes certain revenues, expenses, regulatory assets and liabilities to reflect the economic effects of rate regulation. Recognition of these items may differ from that otherwise expected under US GAAP applicable to non-regulated businesses. TMC is taxable under a regulation of the *Income Tax Act*.

We note that in the CDEV Plan all financial results are converted to International Financial Reporting Standards (IFRS) which is the framework under which CDEV reports to the government. In the CDEV Plan, the TMC financial figures have been converted to IFRS.

2023 Actual

TMC's existing pipeline operations are performing in-line with expectations for 2023. Financial and operating results for 2023 are in line or exceed the 2023-2027 Corporate Plan (2023 Plan). Key performance measures such as average daily deliveries on the TMP LP and Puget pipeline systems exceeded targets. Safety and environmental performance measures outperformed targets.

Adjusted earnings before interest, taxes and depreciation (EBITDA) of approximately $189 million exceeded the budget of $181 million mainly due to higher than anticipated throughput performance. The combination of strong demand for capacity on TMPL, CER regulation of the pipeline transportation business and long-term lease contracts makes TMP LP's operating earnings stable and predictable.

During the reporting period ended September 30, 2023, a goodwill impairment loss of $888.1 million was recognized for the full carrying value of goodwill related to the August 31, 2018, acquisition of the Trans Mountain Pipeline System and Puget Pipeline.

Non-TMEP capital spending for 2023 of approximately $123 million. The non-TMEP capital spending is for natural hazard remediation projects, technology related projects, business readiness projects and projects to maintain the pipeline system in a safe and reliable operating condition. TMEP spending for 2023 was $8.3 billion, which excludes financial carrying costs (AFUDC) of $2.0 billion.

By the end of 2023, the Project was 98% complete. Mechanical completion, pipeline hydrostatic pressure testing, regulatory authority to begin operations, and pipeline line-filling activities will occur in the first four months of 2024 with commencement of service anticipated in the second quarter. Final reclamation work on rights of ways, roads, and communications infrastructure will take place during 2024. This work does not impact the start-up of the new system. The capital cost of the overall expansion project will be finalized at the end of 2024.

2024 Annual Plan

2024 is a transitional year for Trans Mountain. In the first quarter of 2024, the TMPL system is expected to move approximately 311,000 bpd, with approximately 196,000 bpd moving on the Puget system into Washington State. The TMPL system throughput will ramp up from 707,500 bpd to over 740,000 bpd for the remainder of 2024.

TMC operating income before depreciation (EBITDA) is expected to be approximately $15 million per month for the period up to the commencement date jumping to $180 million per month after the commencement of service for an annual EBITDA of $1.5 billion. The capital cost of TMEP included in this Plan is $34.2 billion including financial carrying costs. Tolls for transporting crude oil and refined products included in the revenue projections are based on the $34.2 billion capital cost. The resulting tolls are approximately $0.28/bbl higher on a per barrel basis compared to the preliminary interim tolls approved by the Canada Energy Regulator (CER).

Non-TMEP capital spending in 2024 is expected to total approximately $103 million, including completion of a contiguous fiber optic network for the pipeline system as well as natural hazard mitigation; metering facilities, business readiness activities for post TMEP in-service; technology infrastructure and applications; pipeline system efficiency and reliability; growth and connectivity; and safety, security, and emergency response related projects.

On TMEP, 2024 spending of approximately $1.9 billion, excluding $0.8 billion of AFUDC, is expected to support the remaining project construction activities. In 2024 remaining construction activities will be focused on completion of the Mountain 3 micro tunnel and preparation for linefill. The balance of TMEP spending in 2024 will be restoring lands and rights of way post-construction and other activities associated with TMEP's completion. This Corporate Plan reflects the commencement of service on the expanded pipeline system in the second quarter.

All capital expenditures of TMEP are financed using debt. As a result, common financial measures such as debt to capitalization, debt to EBITDA and other measures have atypical results from other pipeline companies. The business is significantly debt financed which is unusual for major construction projects. TMC's owner has significant flexibility in setting the capital structure given its cost of capital and financing capabilities. Once TMEP operations begin, excess cash flow of the expanded system must be used to pay down debt.

No re-capitalization of the entity is assumed in the 2024 Corporate Plan, no sale of TMC is assumed, and Indigenous participation in the form of ownership or other means is not reflected in the 2024 Corporate Plan. Each of these matters are expected to be reflected in future corporate plans or amendments of the 2024 Corporate Plan. As such, ongoing financing of TMC assumes existing financing facilities are extended for the Plan's duration.

2025 through 2028

Transportation revenue will increase as a result of pipeline capacity increasing to 890,000 barrels/day and the toll structure related to the Transportation Services Agreements that have been negotiated with shippers in connection with the TMEP. TMC estimates annual EBITDA for the first full year of operation of the expanded pipeline system of more than $2.4 billion.

TMC continues to look for opportunities to leverage, optimize and expand which may include enhancements to Puget system deliverability, leveraging our pipeline system rights-of-way and communication systems, and construction related greenhouse gas offsetting efforts, however, the financial impact of these opportunities is not reflected in this corporate plan.

Appendix 2 provides the Proforma Financial Statements for the 2024 – 2028 Corporate Plan.

Risks

TMC is subject to risks which could result in additional costs, impacts to operations, delays in construction execution and/or reputational damage including but not limited to:

- Unfavorable regulatory decisions involving rates for service on the expanded pipeline system.
- Changes in market conditions, commodity prices, the political environment, widespread epidemics or pandemics, and economic conditions in Canada and globally.
- Major incident that impacts the safety of the public, employees and the protection of the environment resulting from construction execution, operations or third party damage.
- Natural hazards and environmental events that have impacts on construction execution and/or operations.
- Demonstrations or protests that result in impacts to construction execution and/or operations.
- Timely receipt of permits and access to lands that results in impacts to construction execution.
- Regulatory and legal decisions and outcomes, and potential changes in laws and regulations that result in impacts to construction execution and/or ongoing operations.
- Insufficient borrowing capacity to complete the expansion project.
- Failure of controls for contractor oversight that result in impacts to construction execution and/or operations.
- Failure of controls that result in violations of law, fraud or increased cost.
- Attracting and retaining a suitably skilled workforce.
- Performance and credit risk of our counterparties.
- Cyber security and/or confidentiality breach that results in impacts to operations or reputational damage.

TMC manages these risks through a combination of policies and procedures, operational monitoring and maintenance activities, insurance and other contractual arrangements, and consultation with internal and external experts.

Management maintains a comprehensive risk register for TMEP to help plan work and mitigate construction challenges. A risk register is a tool that tracks risks as they are identified. Risks are then managed through a variety of techniques that can include the application of additional resources, a change in construction methodology or approach, resequencing work, or other strategies. Risks are ranked based on their potential impact to the Project.

Risks are generally categorized as reasonable probability-understood consequences, or low probability-high consequence risks. In a Project budget risks that have reasonable potential to be realized will be identified, probability weighted, and a provision may be provided in the project budget. Low Probability-High consequence risks will be identified as well, however, capital expenditures are generally not included in the capital budget for a project for this type of event. In 2024 the following risks have been identified as having the most potential to impact cost and schedule for completion of the project:

- Failure of Mountain 3 micro-tunnel and related mitigation;
- Linefill not completed in accordance with plan due to supply disruption or system failure;
- Demobilization of construction resources slower than expected;
- Regulatory authorizations for the commencement of service not obtained in time.

However, funding sources to cover the potential risk will be identified and provided in borrowing or financing plan.

Borrowing Plan

In 2018, TMC borrowed $2.5 billion to finance the acquisition of Trans Mountain. The associated acquisition facility is fully drawn and remains outstanding.

Until Q1 2022, TMP Finance funded TMEP with a government construction facility provided by EDC Canada Account. As of April 2022, TMC had borrowed $10.3 billion, net of repayment of $1.6 billion, through a funding agreement with Canada TMP Finance Ltd. Funding was provided under this agreement as 55% debt funding and 45% equity funding. In 2022, amendments were made to the funding agreement whereby unpaid interest and commitment fees are to be added to the principal amount of the debt on a semi-annual basis. Debt outstanding to TMP Finance under the construction facility will remain outstanding and matures August 2025.

The TMP Finance facilities (acquisition and construction) incur interest at a rate of 5%.

On April 29, 2022, TMC entered into a one-year senior unsecured revolving facility for $10.0 billion with a syndicate of lenders (the “Syndicated Facility”). The Syndicated Facility contains a six-month extension option, and includes a guarantee provided by the Government of Canada. There are no other required payments on the borrowings under the Credit Agreement until maturity.

On March 24, 2023, the Corporation amended and restated the Syndicated Credit Agreement to include a letter of credit facility (“LC Facility”) for $100 million and to amend the Syndicated Facility. The Syndicated Facility was amended to a two year senior unsecured Equator Principles 4 (“EP4”) compliant revolving facility and the available credit was increased to $10.9 billion. EP4 is a risk management framework adopted by financial institutions for identifying, assessing, and managing environmental and social risks for large infrastructure projects. The facilities under the Syndicated Credit Agreement mature March 24, 2025, with the ability for TMC to request certain extension terms up to August 31, 2025.

On May 2, 2023, the combined available credit under the two facilities was increased to $13.0 billion of which $12.9 billion relates to the Syndicated Facility and $0.1 billion to the LC Facility. On July 20, 2023, the combined available credit under the two facilities was increased to $16.0 billion of which $15.9 billion relates to the Syndicated Facility and $0.1 billion to the LC Facility. On November 30, 2023, the combined available credit under the two facilities was increased to $18 billion of which $17.9 billion relates to the Syndicated Facility and $0.1 billion to the LC Facility. On December 31, 2023, $16.1 billion was drawn against this facility.

The Government of Canada has provided TMC with a guarantee in relation to its Syndicated Facility. In exchange for this guarantee, TMC pays a fee of 0.25% on the amount drawn against the facility.

Additionally, TMC is seeking authorization from government to enter into a mix of guaranteed/non-guaranteed credit facilities at either TMC or TMPLP for up to $2 billion to provide standby liquidity in the event it is required for the completion of the expansion and/or during the initial months of operation. This additional financial capacity is needed to prudently manage the risks inherent in finishing construction and commencing operations of a project of this size.

After the commencement of commercial service of TMEP, TMC has assumed surplus cash flow will be used to repay debt. Alternative re-financing opportunities that may expedite debt repayment and/or lower the overall cost of capital in anticipation of a change in ownership have not been considered in this Plan.

Appendix 3 provides the 2024 to 2028 Borrowing Plan Tables

Market Analysis

Trans Mountain's perspectives on Global and regional crude oil markets are informed by studies prepared by recognized third-party experts, including Canadian centered sources such as the CER, international banks, and the Canadian Association of Petroleum Producers (CAPP). Recognized third-party experts are also engaged to evaluate Trans Mountain's competitive position in its markets.

Over the long-term, TMC expects that reductions in Canadian domestic petroleum demand will increase the need for export of Canadian crude oil to global markets. Historically the US has been the primary customer for oil exports from Canada. As the US transitions its own economy, demands from the US are likely to decline and this will result in greater demand for export to non-US markets through either the Trans Mountain Pipeline System or competing pipelines with access to the US Gulf Coast ports. Asian markets are expected to be a key destination in the future for Canadian crude oil. Export via our Westridge facility is expected to be logistically attractive and lower cost than the other options for Canadian producers seeking to access the markets of the Pacific Rim via export facilities in the US Gulf Coast.

While new markets may open up in the long-term, Keystone and Flanagan South, both large diameter crude lines with access to the Gulf Coast, remain key competitors for Trans Mountain. One competing pipeline has contracted volumes expiring in 2024, with further volumes set to expire in 2030. It is important to note that contracted volumes typically contain 5-year extension clauses, and in the absence of extensions, a new open season could be used to back-fill expired capacity at new rates. In the case that contracted volumes are not renewed, Trans Mountain could benefit from increased spot volumes.

Trans Mountain may be impacted by climate change policies and decreases in oil demand resulting from refinery closures, although minimally as Trans Mountain is the only Canadian pipeline that provides Canadian crude oil producers with access to the growing and higher-priced Asia Pacific market. In addition, the TMEP includes a significant increase in the capacity of the Westridge Marine Terminal which allows Canadian energy to reach emerging markets in the Pacific Rim where demand is forecasted to rise providing greater options for Canadian oil producers to receive world prices for their product. Using a crude oil price forecast that is reflective of current and expected pricing relationships and emerging environmental policies that are responsive to climate change, the Trans Mountain Pipeline System is projected to be highly utilized for the foreseeable future.

Business Overview

The Trans Mountain Pipeline System is comprised of the Trans Mountain Pipeline being the portion of the pipeline system located in Canada, and the Puget Sound Pipeline being the portion of the pipeline system located in the United States.

Customers

The Trans Mountain Pipeline System offers both contract and uncommitted transportation services to our shippers. Trans Mountain shippers, who are a mix of integrated oil companies and oil producers, refiners and marketers, nominate refined petroleum products and a variety of heavy and light crude petroleum products all originating from Edmonton to delivery points in Washington State and British Columbia. The Puget Sound Pipeline serves four connected Washington State refineries; two at Anacortes and two at Ferndale.

Trans Mountain Pipeline

TMP ULC is the general partner of TMP LP and holder of the Certificates of Public Convenience and Necessity issued for the operation of the Trans Mountain Pipeline. TMP LP owns the assets that comprise the Trans Mountain Pipeline. In operation since 1953, the Trans Mountain Pipeline ("TMPL") is approximately 1,150 kilometers long, beginning in metro Edmonton, Alberta and terminating in Burnaby, British Columbia. Twenty-three active electrically powered pump stations and four terminals located in Edmonton, Kamloops, Sumas and Burnaby, along with the Westridge Marine Terminal, facilitate movements on the system. The system includes tanks with a total capacity of nearly 11 million barrels, mainly at Edmonton (8 million barrels) and Burnaby (1.7 million barrels). The remaining capacity is at Kamloops, Sumas, and the Westridge Marine Terminal. The 8 million barrels at Edmonton is made up of 35 tanks, 20 of which (2.9 million barrels) are currently used to serve TMPL's pipeline transportation service, and 13 of which are leased to a third party. Under certain conditions, Trans Mountain has the ability to recall these tanks for use in its regulated pipeline transportation service.

The nominal 300,000 bpd capacity of the pipeline is determined based on a throughput mix of 20% heavy and 80% light commodities. Actual delivery capacity on the TMPL mainline is based on the type of commodities transported.

TMPL regularly ships multiple products, including refined petroleum, synthetic crude oil, light crude oil, and heavy crude oil, and is the only pipeline in North America that carries both refined products and crude oil together in the same line. This process, known as "batching," means that a series of products can follow one another through the pipeline in a "batch train." A typical batch train in the mainline is made up of a variety of materials being transported for different shippers. The transit time for a barrel between Edmonton and Burnaby is approximately 10 days.

TMPL is a common carrier pipeline. Trans Mountain must accept all products offered to it for transportation. When the demand for transportation services exceeds the available pipeline capacity, Trans Mountain prorates (or apportions) the capacity to accommodate shippers. Given the scarcity of oil pipeline capacity to the West Coast, there is a steady demand for space on the pipeline, and shippers are subject to a CER approved process for apportionment of available space each month. Transportation service on the pipeline is governed by a tariff, and rules and regulations for service, as approved by the CER. Tolls for service on the pipeline are determined using a utility industry like cost of service approach designed to recover operating costs and provide a return on invested capital (rate base). Historically, TMPL has operated under a series of multi-year Incentive Toll Settlement (ITS) agreements with its customers, which lay out the framework for the calculation of tolls by specifying how operating costs are recovered and detailing returns on equity and debt components of rate base to calculate an annual revenue requirement. Once agreed to by TMPL and shippers and approved by the CER, the ITS governs the methodology for calculating annual revenue requirements and tolls for the duration of the settlement.

TMPL generates revenue through the collection of tolls for pipeline transportation service pursuant to a CER approved Tariff. The Tariff rates charged are adjusted annually based on the determination of an annual revenue requirement and the application of an approved toll design. The parameters for the revenue requirement are negotiated with shippers and are laid out in a negotiated toll settlement agreement which has historically been based on a cost-of-service approach. The term for each toll settlement agreement has varied between one year and five years with the current 2022 – 2023 Incentive Toll Settlement Agreement being a two-year term. An extension of the 2022- 2023 ITS to bridge to the commencement of service of the expanded pipeline system is in process.

As a rate-regulated entity applying the rate-regulated accounting provisions of US GAAP, TMP LP may capitalize certain items that a non-rate regulated entity cannot. Of note, AFUDC is an amount recognized by rate-regulated entities to reflect a return on the equity and debt components of capital invested in construction work in progress. AFUDC is calculated using regulator approved rates of return for debt and equity and capitalized to relevant construction projects (added to rate base), with an offsetting amount recognized in earnings. Costs related to these amounts are recovered through future tolls once the relevant assets are fully constructed and put into service. AFUDC is applied to all TMP LP capital projects meeting certain cost and duration criteria and is not a concept that is exclusive to TMEP. However, given the magnitude of costs incurred to date in relation to the TMEP, the duration of the project, and the cumulative nature of AFUDC, the related AFUDC represents a material item in the TMC financial statements.

Tank Leases

In 2024, TMP LP will lease 13 tanks at Edmonton to a third party. The lease terms are designed to provide TMP LP with a return on invested capital and a recovery on operating costs. In anticipation of increased tank requirements to support the expanded pipeline operation TMP LP recalled two tanks from the lease arrangement.

TMP LP also leases tanks at Westridge Marine Terminal to a third party. These tanks are used to store jet fuel that is offloaded at the Westridge Marine Terminal. The lease for these tanks expires at the end of 2024.

Puget Sound Pipeline

In operation since 1954, the Puget Sound Pipeline (Puget) transports crude oil from the Canada-US border near the Sumas Terminal to Washington State refineries in Anacortes and Ferndale.

Puget is approximately 111 kilometers long, with one pump station and two tanks to facilitate movements on the pipeline system. The pipeline has total throughput capacity of approximately 240,000 bpd when transporting primarily light oil. The transit time for a barrel on Puget is approximately one day.

Puget is also a common carrier pipeline and is regulated by the Federal Energy Regulatory Commission (FERC) for financial matters, and by the United States Department of Transportation (USDOT) for the safety and integrity of its assets.

Trans Mountain Canada Inc.

Incorporated in 2002, TMCI employs the personnel that operate and maintain TMPL and provide certain support services and oversight to Puget. TMCI is headquartered in Calgary, Alberta.

Trans Mountain Expansion Project

The TMEP is completing a twinning of the existing pipeline between Strathcona County (near Edmonton), Alberta and Burnaby, BC. TMEP, once complete, will create a pipeline system with nominal capacity of 890,000 barrels per day, a significant increase from the 300,000 barrel per day existing capacity. The scope of TMEP includes:

- Approximately 860 km of new 36-inch pipeline, 120 km of new 42-inch pipeline, and 193 km of reactivated 24-inch pipeline, and 3 new 30-inch, 3.6 km parallel delivery lines from the Burnaby Terminal to the Westridge Marine Terminal.
- Construction of 12 new pump stations.
- Installation of 72 new mainline block valves to complement existing mainline block valves. These valves work to limit the volume of, and consequences associated with pipeline leaks or ruptures.
- Construction of 19 new tanks in Burnaby (14), Sumas (1) and Edmonton (4). Demolition of one tank in Burnaby and recall of two tanks in Edmonton from merchant service to regulated service.
- Construction of three new berths at the Westridge Marine Terminal in Burnaby, as well as a utility dock for tugs and emergency response equipment, followed by the deactivation and demolition of the existing berth. Post-expansion, it is anticipated that the Westridge Marine Terminal would be capable of serving up to 34 Aframax class vessels per month.
- Approximately 73 per cent of the route will use the existing Trans Mountain right-of-way, 16 per cent will follow other linear infrastructure such as telecommunications, electric transmission lines or highways, and 11 per cent will be new right-of-way.
- Once in service, the predominantly 24-inch “line 1” would carry refined products, synthetic crude oils, and light crude oils, with the capability for heavy crude oils, and the

predominantly 36-inch “line 2” would carry heavier crude, with the capability for transporting light crude oils.

TMEP Contract Service Toll Structure

Under TMEP there is a fundamental shift in the revenue model and toll design for transportation services on the expanded pipeline system whereby the first-year toll is established based on the requirements set out in the Transportation Service Agreements (TSA) with contracted shippers. The TSAs set out each shippers’ commitment based on the transportation service requirements agreed to which include the monthly volume commitment, the delivery destination and the crude type (light or heavy).

TMEP Tolls

The toll is made up of two components, the fixed component and the variable component. The fixed component of the toll is the amount that a contracted shipper must pay based on their respective monthly volume commitment. The variable component of the toll is comprised of costs, such as power, that are collected from shippers based on use of the pipeline. The power costs are recovered in the variable component of the toll whereas nearly all other operating costs are captured in the fixed component of the toll. Approximately 80% of the 890,000 barrel per day capacity has been contracted with shippers with 93% for a 20-year period. Most shippers have investment grade or near investment grade credit ratings. Shippers receive discounts when they commit to the 20-year contract period (10% toll discount) and/or larger volumes (7.5% toll discount).

The fixed toll component will be adjusted at the TMEP’s in-service based on changes in certain uncapped costs (i.e., passed on to the shipper) at a rate of $0.07 per barrel /$100 of uncapped costs. The uncapped cost categories include:

1) Land and right of way acquisition costs for spread 7 (Lower Mainland BC).
2) Acquisition of pipe material.
3) Pipeline construction of Spread 5B (mountainous terrain).
4) Pipeline construction of Spread 7 (lower mainland) including the tunnel through Burnaby Mountain.
5) Indigenous accommodation costs payable up to and including the in-service date.
6) Community investment agreements.

The remaining project costs fall in the capped cost category and these costs are recovered through the base toll agreed to in 2017. The fixed component of the tolls that are set for the first year of transportation service on the expanded system are escalated annually by 2.5% over the terms of the contracts without any link to broad economic inflation measures.

As part of the commercial negotiations for the Project it was agreed that 50% of the spot revenue generated by volumes transported in excess of 85% of pipeline capacity would be shared with shippers. The shippers sharing amount will be returned to shippers as a credit to the variable component of the toll. In addition, Trans Mountain also negotiated an agreement with the Province of British Columbia that Trans Mountain will share a minimum of $0.5 billion to a maximum of $1.0 billion, depending on spot volume, over 20 years with the Province. The sharing mechanism is part of the terms of the shipper contracts and the contract with BC both of which were executed well before the acquisition of Trans Mountain by the Government of Canada.

The variable component of the toll includes flow through cost items which will be reconciled annually. The costs to be passed through in the variable toll include:

- Power costs.
- Pipeline abandonment costs.
- Shipper share of uncommitted spot revenue, if applicable.
- Indigenous accommodations cost payable after the commencement of service.
- Greenhouse gas emission – TMEP construction related offsets.
- Other costs as allowed in the contract.

As of December 31, 2023, construction of the TMEP is approximately 98% complete, with $27.2 billion in construction capital spending incurred plus $4.3 billion in financial carrying costs capitalized since the inception of the project. Commercial service of the TMEP anticipated to occur in the second quarter of 2024.

All permits required for construction have been obtained.

On June 1, 2023, Trans Mountain filed an application for Interim Commencement Date Tolls with the CER. In August 2023, the CER announced a bifurcation of the regulatory process for consideration of the applied for tolls into a Phase 1 and Phase 2 to (1) ensure that Trans Mountain has (in advance of Commencement Date) a CER approved toll that it can charge to shippers for transportation service and (ii) provide for further examination of the applied for tolls. The Phase 1 process included one set of information requests from the CER; submissions from interested parties on Trans Mountain's responses; and Trans Mountain's reply to comments from interested parties. On November 30, 2023, Trans Mountain received a decision from the CER on Phase 1 that approved the Interim Commencement Date Tolls. The Phase 2 process is more extensive than phase 1 including the submission of additional written evidence, 2 rounds of information requests and will conclude with oral examination in October 2024. The CER released their first information request to TMC in mid-February 2024. The final tolls for the expanded pipeline system will conclude after the interim toll decision.

Environment, Social and Governance

We published our annual Environment, Social and Governance (ESG) report in June 2023 sharing our ESG performance for 2022 and describing the practices below in more detail.

Environment

We have a robust and proactive asset integrity program that includes inline inspections, periodic aerial patrol, integrity digs and a control centre that monitors pipeline operations 24/7. For the expanded pipeline, we are installing new technology that places a fibre optic cable along the pipe and can help pinpoint the location of a suspected leak. We continue to advance the installation of conduit along the pipeline to support the future installation of fibre optic cable. A unique benefit of the project is that it has the potential to bring broadband internet services to communities along the route where none was previously. In case of an incident, we use the internationally recognized Incident Command System to manage our emergency response. We have emergency response plans and an inventory of emergency response equipment, covering the pipeline, pump stations and the Westridge Marine Terminal.

For the execution of the TMEP, we use a variety of leading-edge environmental practices and technologies. We have evaluated and sought to minimize the impacts on land, water and air of construction activities, including considerations of Indigenous traditional knowledge and heritage resources in order to protect areas of cultural significance. Construction of TMEP will generate emissions principally from vehicle and equipment movements. As part of our regulatory approvals, we have committed to offset these construction-related emissions. In 2022, TMC published a Scope 1 and Scope 2 emissions reduction plan. We have evaluated climate-related physical and transition risks and opportunities (i.e., risks related to the transition to a low carbon economy) and will continue to refine our work as new information becomes available.

Social

In alignment with the mandate to operate in a manner consistent with Canada's commitment to advance economic reconciliation with Indigenous peoples, we endeavor to identify areas where we can maximize opportunities and participation for Indigenous communities within our area of operation. We also strive to leave a positive legacy that endures beyond the Expansion Project; that Indigenous communities are in a more sustainable position than when the TMEP was launched. We seek to meaningfully engage with Indigenous communities, tailoring our engagement to respect each community's diverse needs, governance principles and protocols. We have built and maintained relationships with landowners along the existing pipeline route. We value these continued interactions and know that every day the safe operation of our pipeline is dependent on these relationships. Our key objective is to treat each landowner fairly and equitably. In addition, we invest in the communities where we operate to foster economic and social wellbeing with our aim being to leave positive legacy impacts in surrounding communities.

We strive for an inclusive and diverse workplace that is supportive of all employees and contractors. We believe that diverse viewpoints and cultural knowledge enrich our organization's collective cultural understanding, build trust, reduce turnover, improve innovation, and create positive environment where our people can thrive. As a federally regulated company, we comply with the *Employment Equity Act* and engage in proactive employment practices to increase the representation of designated groups.

Annually, our employment equity report provides analysis on representation of the four designated groups (women, visible minorities, Indigenous peoples and persons with disabilities) and provides insights into rate of hiring (or attrition) and promotion of individuals who have self-identified. From this analysis, we can examine the extent to which progress is being made to increase diversity across Trans Mountain. Additionally, we report on the qualitative measures that are critical to increasing awareness, removing barriers, and improving workplace practices to be more equitable and inclusive. Our Diversity and Inclusion Committee (comprised of designated group members from across the organization) provides an important means to bring forward concerns, issues and ideas. This Committee provides support and input on various diversity activities which occur over the course of the year.

We care about the safety and wellbeing of our people, not only for their safety, but for the safety of others in the community and for the environment. This is why we have stringent safety regulations and practices, high expectations of our contractors, and are always working to improve our safety practices.

Governance

Good corporate governance is critical to help us achieve sustained success and in creating lasting benefits for all our stakeholders.

TMC is managed by a Calgary-based team of experienced executives, led by the President and CEO, who reports to the Board of Directors. The Board of Directors is appointed by CDEV and is composed of 12 members, 9 of whom are considered independent including the Chair. The Board has broad authority for corporate governance, strategy, and nominates several committees to oversee specific specialized areas. These include the Human Resources, Compensation, Nominating and Governance Committee, which monitors and approves executive compensation; the Audit Committee, which appoints the joint external auditors and has oversight over financial reporting and accounting matters; the Environmental, Health and Safety Committee (EHS); which maintains oversight over environmental protection and health and safety matters; and the Expansion Project Oversight Committee which has oversight over the TMEP. In 2020, a special committee of the Board was established to oversee TMC's response to the Covid-19 pandemic. This Committee's duties have since folded back into the EHS Committee. In 2021, we created an ESG Executive Steering Committee to provide executive leadership on ESG and climate-related issues. The ESG Executive Steering Committee supports the Board of Directors and coordinates efforts of the Sustainability Work Group which is a cross company group of leaders with responsibilities to implement ESG objectives.

Communication with CDEV is conducted through the Corporate Plan and Corporate Plan summary, annual and quarterly reporting, and ad hoc meetings as required. Senior management of CDEV work closely with the senior management of TMC on most strategic matters in support of the board of directors of TMC. CDEV in turn reports to Parliament through the Minister of Finance.

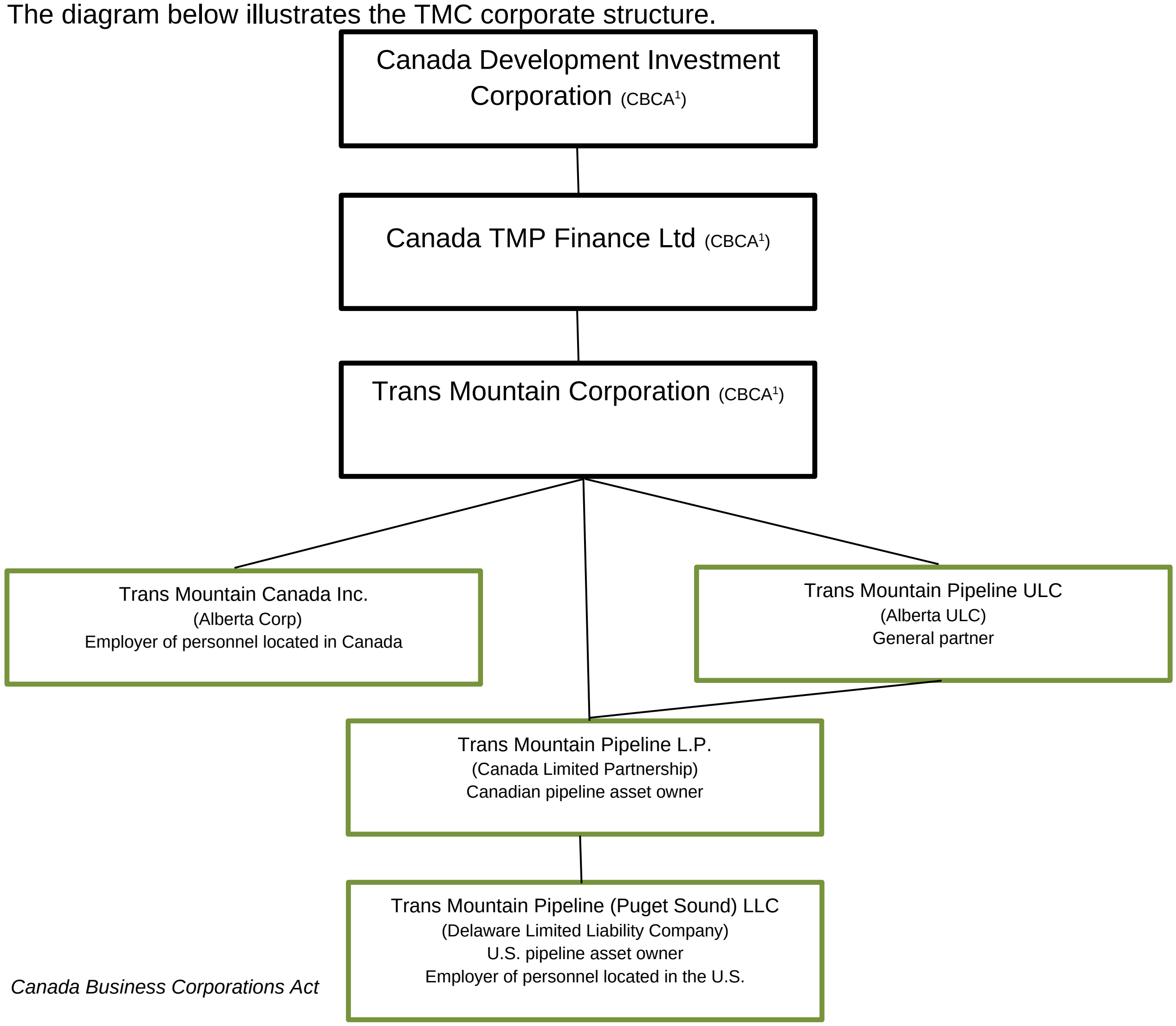
TCFD

At Trans Mountain, we are taking a phased approach to identifying and managing climate-related risks. We are focusing on understanding risks and opportunities, developing plans, building internal capacity, and contributing to climate resiliency of communities along the pipeline corridor. We reviewed our governance structure in 2022 to support improved governance over our most relevant ESG topics at the Board committee level, including climate. In 2022, TMC published a Scope 1 and Scope 2 emissions reduction plan. We also formally classified climate-related risks and opportunities and enhanced our climate-related risk analysis within our Enterprise Risk Management program. We enhanced our climate-related transition and physical risk analysis including quantitative assessments and we will develop an Expansion Project construction-related emissions offset plan. Two important transition-related risks for us are carbon tax and oil demand reduction. Carbon tax can have an indirect impact on us since it can make Canadian oil and gas production more costly while changes in oil demand can potentially have more direct impacts. However, we have several long-term “take-or-pay” contract commitments in place with our shippers, ranging from 15 to 20 years, which makes us more resilient to those impacts. In the second quarter of this year, we completed a physical risk assessment of our assets and operations to identify the current risk exposure of our pipeline infrastructure to relevant chronic and acute physical risks as defined in the TCFD, and how the risk profile will evolve in the future under different emissions scenarios. The results from this assessment enable us to adhere to the Equator Principles (EP4) by demonstrating the steps we have taken to ensure resilience of TMC’s business to the impacts of climate change.

Appendix 1: Corporate Profile and Governance

Trans Mountain Corporation ("TMC") was created as a subsidiary of Canada TMP Finance Ltd ("TMP Finance"). TMP Finance is a subsidiary of Canada Development Investment Corporation ("CDEV"). On August 31, 2018, in accordance with the Share and Unit Purchase Agreement between the Government of Canada and Kinder Morgan, TMC purchased four entities: Trans Mountain Pipeline Limited Partnership ("TMP LP") and its wholly owned subsidiary Trans Mountain Pipeline (Puget Sound) LLC ("Puget"), Trans Mountain Pipeline ULC ("TMP ULC"), and Trans Mountain Canada Inc. ("TMCI"). Together these four entities are "Trans Mountain". These entities own and manage the Trans Mountain Pipeline System. As part of the purchase of Trans Mountain, TMC also acquired certain rights, designs and construction contracts related to the expansion of the system known as the Trans Mountain Expansion Project ("TMEP"). In April 2022, the Governor General in Council issued a proclamation that changed Trans Mountain Corporation's status to a non-agent Crown corporation, allowing Trans Mountain to borrow from parties other than the Government of Canada.

The diagram below illustrates the TMC corporate structure.



1. *Canada Business Corporations Act*

As of January 1, 2024 the composition of the TMC Board of Directors and Committees is as follows:

Board of Directors
William Downe (Chair)
Dawn Farrell (CEO)
Harold Calla
Brian Ferguson
Carol Anne Hilton
Patricia Koval
H. Stanley Marshall
Marie-José Nadeau
Chris Forbes
Sandra Stash
Stephen Swaffield
Elizabeth Wademan

Audit and Finance Committee
Brian Ferguson (Chair)
Harold Calla
Patricia Koval
Chris Forbes
Stephen Swaffield

Capital Project Oversight Committee (CPO)
Stanley Marshall (Chair)
Brian Ferguson
Carol Anne Hilton
Sandra Stash
Stephen Swaffield

Environmental, Health, Oversight and Indigenous Relations Committee (EHIR)

Sandra Stash (Chair)
Brian Ferguson
Stephen Swaffield
Patricia Koval

Human Resources, Compensation, Nominating and Governance (HRCNG)
Marie-José Nadeau (Chair)
Carol Anne Hilton
Patricia Koval
Elizabeth Wademan

The Chairman of the Board, W. Downe, serves *ex-officio* as a member on each of the committees.

The composition of the TMC Executive team is as follows:

Dawn Farrell	President & Chief Executive Officer
Michael Davies	Chief Operating Officer
Mark Maki	Chief Financial and Strategy Officer
Rob Van Walleghem	Executive Vice President Indigenous Affairs & Chief Legal Officer
Maureen Neufeldt	Chief People & Technology Officer
Corey Goulet	Chief Project Execution Officer
Paul Huddleston	Senior Vice President Engineering and Operations
Heather Mark	Senior Vice President Finance and Treasury
Leigh Kelln	Senior Vice President Business Integration and Analytics
Kevin Thrasher	Vice President Legal
Dorothy Golosinski	Vice President Regulatory
Deanne Carson	Vice President Communications and External Relations

Appendix 2: Financial Statements

Trans Mountain Corporation
Proforma Consolidated Statements of Financial Position
December 31, 2023 to 2028
Cdn$ thousands

	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Assets		May1				
Current Assets						
Cash and cash equivalents	109,508	239,918	128,165	174,114	237,660	307,048
Restricted cash	-	-	-	-	-	-
Accounts receivable	149,122	176,799	272,877	278,531	286,209	294,393
Other current assets	26,516	26,516	26,516	26,516	26,516	26,516
	285,146	**443,232**	**427,558**	**479,161**	**550,385**	**627,956**
Property, plant and equipment	34,427,826	36,603,042	35,792,001	34,994,029	34,176,137	33,358,300
Right-of-use asset	54,347	54,347	54,347	54,347	54,347	54,347
Regulatory assets	194,171	181,126	141,374	101,622	61,870	22,118
Goodwill	-	-	-	-	-	-
Restricted investments	105,428	131,724	158,632	186,167	214,344	243,177
Restricted cash	6,731	6,731	6,731	6,731	6,731	6,731
Deferred amounts and other assets	100,998	100,998	100,998	100,998	100,998	100,998
Total Assets	**35,174,647**	**37,521,200**	**36,681,641**	**35,923,054**	**35,164,813**	**34,413,627**
Liabilities and Equity						
Current Liabilities						
Accounts payable	963,360	435,800	66,720	69,727	67,984	70,377
Regulatory liabilities	73,198	-	-	-	-	-
Short term debt	16,090,000	18,521,889	17,629,244	16,627,590	15,487,804	14,202,078
Interest payable	40,282	-	-	-	-	-
Other current liabilities	28,255	28,255	28,255	28,255	28,255	28,255
	17,195,095	**18,985,944**	**17,724,219**	**16,725,571**	**15,584,043**	**14,300,711**
Long term debt	8,250,314	8,667,986	9,112,498	9,112,498	9,112,498	9,112,498
Interest payable	62,671	105,936	-	-	-	-
Deferred income taxes	1,127,098	1,143,908	1,157,823	1,209,998	1,297,177	1,420,741
Regulatory liabilities	111,962	138,258	165,166	192,701	220,878	249,711
Pension and post-employment benefits	57,959	57,959	57,959	57,959	57,959	57,959
Lease liability	49,321	49,321	49,321	49,321	49,321	49,321
Other deferred credits	10,688	10,688	10,688	10,688	10,688	10,688
Total Liabilities	**26,865,108**	**29,159,999**	**28,277,675**	**27,358,736**	**26,332,564**	**25,201,629**
Equity	8,309,539	8,361,201	8,403,966	8,564,317	8,832,248	9,211,998
Total Liabilities and Equity	**35,174,647**	**37,521,200**	**36,681,641**	**35,923,054**	**35,164,812**	**34,413,627**

Trans Mountain Corporation
Proforma Consolidated Statements of Income and Comprehensive Income
For the years ended December 31, 2023 to 2028
Cdn$ thousands

	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
		May1				
Revenues						
Transportation revenue	447,980	2,057,329	3,215,424	3,283,769	3,376,437	3,475,177
Lease revenue	71,331	61,801	57,405	56,871	56,314	55,738
Other revenue	2,492	2,456	1,693	1,727	1,761	1,796
	521,803	**2,121,585**	**3,274,522**	**3,342,367**	**3,434,513**	**3,532,711**
Expenses						
Pipeline operating costs	172,380	323,950	378,938	382,541	400,054	418,840
Depreciation and amortization	109,274	590,467	872,621	873,698	874,811	876,113
Salaries and benefits	108,168	166,117	166,522	166,983	167,502	171,082
Taxes, other than income taxes	38,174	81,448	81,935	84,333	86,803	89,347
Administration	13,878	47,464	50,088	51,405	47,611	48,703
Goodwill impairment	888,098	-	-	-	-	-
	1,329,972	**1,209,447**	**1,550,105**	**1,558,960**	**1,576,781**	**1,604,085**
Operating income	**(808,169)**	**912,138**	**1,724,418**	**1,783,407**	**1,857,732**	**1,928,626**
Equity AFUDC	1,165,361	460,378	-	-	-	-
Interest expense, net of capitalized	(343,538)	(1,304,301)	(1,667,993)	(1,571,136)	(1,502,878)	(1,425,568)
Other, net	1,435	256	256	256	256	256
Foreign exchange (loss) gain	(260)	-	-	-	-	-
Tax recovery (expense)	(223,242)	(16,810)	(13,915)	(52,175)	(87,179)	(123,564)
Net income	**(208,413)**	**51,662**	**42,765**	**160,351**	**267,930**	**379,750**
Other comprehensive (loss) income						
Currency translation adjustment	(6,931)	-	-	-	-	-
Benefit plans	(14,159)	-	-	-	-	-
Comprehensive income	(229,503)	51,662	42,765	160,351	267,930	379,750
Operating Income	(808,169)	912,138	1,724,418	1,783,407	1,857,732	1,928,626
Add: Depreciation and amortization	997,372	590,467	872,621	873,698	874,811	876,113
Adjusted EBITDA	189,203	1,502,606	2,597,039	2,657,105	2,732,543	2,804,738

Trans Mountain Corporation
Proforma Consolidated Statements of Cash Flow
For the years ended December 31, 2023 to 2028
Cdn$ thousands

	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
		May1				
Operating activities						
Net income (loss) for the year	(208,413)	51,662	42,765	160,351	267,930	379,750
Items not affecting cash						
Depreciation and amortization	109,274	590,467	872,621	873,698	874,811	876,113
Accretion						
Equity allowance for funds used during construction	(1,165,361)	(460,378)	-	-	-	-
Deferred income taxes	217,831	16,810	13,915	52,175	87,179	123,564
Goodwill impairment	888,098	-	-	-	-	-
Changes in non-cash working capital items	62,999	(586,111)	(504,433)	64,639	58,508	62,795
	(95,573)	(387,550)	424,869	1,150,864	1,288,428	1,442,222
Investing activities						
Acquisition, net of cash acquired	-	-	-	-	-	-
Capital expenditures	(8,879,813)	(2,305,305)	(61,581)	(75,725)	(56,920)	(58,275)
Internal use software expenditures	(16,158)	-	-	-	-	-
Purchase Restricted Investments	(8,955)	(26,296)	(26,908)	(27,535)	(28,177)	(28,833)
Working capital settlement on acquisition	-	-	-	-	-	-
	(8,904,926)	(2,331,601)	(88,489)	(103,260)	(85,097)	(87,108)
Financing activities						
Issuance (repayment) of loans	8,890,000	2,849,561	(448,133)	(1,001,654)	(1,139,786)	(1,285,725)
Capital contributions	-	-	-	-	-	-
Debt issuance costs	(12,758)	-	-	-	-	-
Dividends	-	-	-	-	-	-
	8,877,242	2,849,561	(448,133)	(1,001,654)	(1,139,786)	(1,285,725)
Effects of FX translation on cash balances	(1,507)	-	-	-	-	-
Net increase (decrease) in Cash and Restricted cash	(124,764)	130,410	(111,753)	45,949	63,546	69,388
Cash and Restricted cash, beginning of period	241,003	116,239	246,649	134,896	180,845	244,391
Cash and Restricted cash, end of period	116,239	246,649	134,896	180,845	244,391	313,779
Cash, beginning of period	162,489	109,508	239,918	128,165	174,114	237,660
Restricted cash, beginning of period	78,514	6,731	6,731	6,731	6,731	6,731
Cash and Restricted cash, beginning of period	241,003	116,239	246,649	134,896	180,845	244,391
Cash, end of period	109,508	239,918	128,165	174,114	237,660	307,048
Restricted cash, end of period	6,731	6,731	6,731	6,731	6,731	6,731
Cash and Restricted cash, end of period	116,239	246,649	134,896	180,845	244,391	313,779

Appendix 3: Borrowing Plan

Debt Funding

Trans Mountain Corporation
Proforma Supporting Schedules
Financial Funding Plan

		2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
TMP Finance Debt Funding							
Construction Facility							
Opening balance		5,346,418	5,743,964	6,161,636	6,606,148	6,606,148	6,606,148
Draw	*55%*	-	-	-	-	-	-
Repayment		-	-	-	-	-	-
Paid in kind interest		397,546	417,672	444,512			
Closing balance		5,743,964	6,161,636	6,606,148	6,606,148	6,606,148	6,606,148
Acquisition Facility							
Opening balance		2,506,350	2,506,350	2,506,350	2,506,350	2,506,350	2,506,350
Draw (repayment)		-	-	-	-	-	-
Closing balance		2,506,350	2,506,350	2,506,350	2,506,350	2,506,350	2,506,350
Government Guaranteed Bank Facility							
Opening balance		7,200,000	16,090,000	17,900,000	17,629,244	16,627,590	15,487,804
Draw (repayment)		8,890,000	1,810,000	(270,756)	(1,001,654)	(1,139,786)	(1,285,725)
Closing balance		16,090,000	17,900,000	17,629,244	16,627,590	15,487,804	14,202,078
Government Guaranteed Bank Facility Limit		17,900,000	17,900,000	17,900,000	17,900,000	17,900,000	17,900,000
3rd Party Secured Facility							
Opening balance		-	-	621,889	-	-	-
Draw (repayment)		-	621,889	(621,889)	-	-	-
Closing balance		-	621,889	-	-	-	-
3rd Party Secured Facility		-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Debt Funding		24,340,314	26,567,986	26,741,742	25,740,088	24,600,302	23,314,576

An undrawn $550 million facility exists to satisfy financial requirements of the CER. A commitment fee of 0.30% is paid on the facility for undrawn amounts. It is not expected that this new facility will have any draws in the normal course of business.

TMC is seeking authority to enter into a $0.9 billion to $2.0 billion non-guaranteed credit facility (or other source of funding as discussed herein) to provide incremental liquidity to complete TMEP and for the initial operating period after the commencement of service. TMC is seeking maintenance of financing flexibility provided in previous plan to potentially issue Bonds, Notes, Commercial paper and/or other debt instruments.

Leases

In prior years, TMC committed to leases that will continue through 2024 and, in some cases, TMC may exercise extensions/amendments of these leases to align with the planned completion of TMEP. The estimated amount of these extensions/amendments for 2024 is approximately $20 million.

TMC is seeking authority to enter new leases in 2024 with annual payments up to approximately $5.0 million for new vehicles and equipment required to support the growing workforce. The financial commitments of rental/lease agreements in respect of TMEP are included in the borrowing requirements for TMEP.

Year:	2024 Plan	2024 (at Dec 31) Projected	2025 (at Dec 31) Projected	2026 (at Dec 31) Projected	2027 (at Dec 31) Projected	2028 (at Dec 31) Projected	Outer Years
Right-of-use asset class: Land (Workspace, warehouse, laydown space, pumping stations)							
Space to receive, store, and work on materials and equipment along the pipeline							
Liability - New contracts ($ million)	1,000,000	800,000	600,000	400,000	200,000	-	-
Liability - Extensions/Amendments ($ million)	14,583,000	343,000	-	-	-	-	-
Total liability ($ million)	**15,583,000**	**1,143,000**	**600,000**	**400,000**	**200,000**	**-**	**-**
Expected number of years remaining	**5.00**	**0.33**	**0.08**	**0.04**	**-**	**-**	**-**
Right-of-use asset class: Buildings (Office space etc.)							
Primarily Office space - Various Locations							
Liability - New contracts ($ million)	-	-	-	-	-	-	-
Liability - Extensions/Amendments ($ million)	1,826,000	97,000	-	-	-	-	-
Total liability ($ million)	**1,826,000**	**97,000**	**-**	**-**	**-**	**-**	
Expected number of years remaining	**2.00**	**0.05**	**-**	**-**	**-**	**-**	**-**
Right-of-use asset class: Equipment (Fleet Lease, camps, office equipment etc.)							
Various equipment including Vehicles leased in Canada and the USA, Office equipment such as printers and equipment related to pipeline construction							
Liability - New contracts ($ million)	4,057,000	3,651,000	2,840,000	2,029,000	1,218,000	407,000	-
Liability - Extensions/Amendments ($ million)	3,397,000	-	-	-	-	-	-
Total liability ($ million)	**7,454,000**	**3,651,000**	**2,840,000**	**2,029,000**	**1,218,000**	**407,000**	**-**
Expected number of years remaining	**5.00**	**2.45**	**1.90**	**1.36**	**0.82**	**0.27**	**-**

Commercial Agreements

<u>Community Agreements</u>

TMC has committed to commercial agreements and may enter new commercial agreements in respect of accommodation and/or community investments for TMEP. These agreements financially commit TMC to provide funds to municipal and Indigenous communities which may have payment terms greater than one year.

CHHC

CANADA HIBERNIA HOLDING CORPORATION

A wholly owned subsidiary of

Canada Development Investment Corporation

CORPORATE PLAN SUMMARY of the 2024 Corporate Plan

FOR THE YEARS 2024 – 2028

December 6, 2023

Table of Contents

1.0 Introduction

Canada Hibernia Holding Corporation (CHHC) is a wholly owned subsidiary of Canada Development Investment Corporation (CDEV) and was formed in 1993 for the purpose of holding and managing the Government of Canada ("Government")'s ownership interests in the Hibernia Project, which is an oil development and production project located 315 km offshore the Province of Newfoundland and Labrador (the "Province").

The Hibernia Project is jointly owned and is operated by Hibernia Management and Development Company Ltd. ("HMDC"), with the management, administrative and technical staff provided under contract from ExxonMobil Corporation. While the day-to-day operations of the project are managed by ExxonMobil, all owners play an active role in decision making processes. CHHC holds an 8.5% ownership, or "working interest" ("WI") in the Hibernia Main Field and a current 5.67% WI in the Hibernia Southern Extension Unit ("HSE Unit"). CHHC's WI in the HSE Unit (along with all other HSE Unit Owners) is subject to future adjustment anticipated in 2030 according to the HSE Unit Agreement.

As a single asset company, CHHC's initial funding was obtained through appropriations from the Government of Canada. Hibernia oil production commenced in November 1997, and CHHC became cash flow positive in 1998. By 2002, CHHC had repaid all appropriations, and began paying dividends to CDEV in 2003. CHHC has been self-funded from internally generated cash flow since 1998. CHHC is responsible for paying federal and provincial income taxes, royalties, and net profits interest (NPI) on the same basis as private sector companies.

CHHC derives its cash flow solely from the Hibernia assets which include its share of Hibernia crude oil production and a small portion of incidental revenue from the Hibernia drilling and production facilities. Cash flow primarily fluctuates depending on Hibernia production volumes, the price of crude oil, royalty and NPI payments, operating costs, income taxes, and major capital expenditures. Cash flow in excess of business needs is returned to the shareholder (CDEV) by way of dividends, declared at the discretion of CHHC's Board of Directors. Dividend payments commenced in 2003 after CHHC had returned $431 million[1] in appropriations to the Government for CHHC's share of the project's capital costs. By the end of 2023, CHHC forecasts to have paid cumulative dividends of $2.57 billion, $352 million in federal NPI and $772 million in federal income tax.

2.0 Mandate

CHHC's primary mandate is to manage the Government's ownership interests in the Hibernia Project. In performing its primary mandate, CHHC is committed to ensuring that the health and safety of workers and protection of the environment are paramount in all Hibernia decisions, that the operations are in legal and regulatory compliance, that the Government's ownership interests are protected and the value is maximized, and that decisions are made in a commercially prudent manner.

A secondary CHHC mandate is to keep the Hibernia asset in a ready state for evaluation and sale should the Government elect to divest of the asset. CHHC performs this mandate by maintaining

[1] All financial data is in Canadian dollars unless otherwise noted.

an estimate of remaining oil reserves by an independent reservoir engineering firm, and by maintaining a robust economic model which facilitates valuing the asset for a range of assumptions and variables.

As a commercially oriented corporation, CHHC does not have a public policy role.

3.0 Objectives for 2024

CHHC's major business objectives for 2024 are to deliver operating and financial performance in accordance with the Corporate Plan forecasts, continue to develop climate-related disclosures compliant with the Task Force on Climate-Related Financial Disclosures (TCFD) framework and support GHG reduction opportunities at Hibernia, actively participate in all committees overseeing the Hibernia Project's strategic direction, support the operator in upcoming facility debottlenecking, platform drill rig upgrades, asset life extension activities, operating cost reduction opportunities and future resource development, and through CHHC's enterprise risk management system, continue to monitor emerging and higher focus risks and implement appropriate mitigation strategies.

4.0 Marketing and Transportation

CHHC typically sells cargos of Hibernia crude at the Dated Brent benchmark oil price, in U.S. dollars, plus or minus a price differential that is reflective of market conditions. CHHC uses a marketing agent and participates in the joint marketing of cargos.

CHHC participates in the Basin Wide Transportation and Transshipment System (BWTTS), which provides cost savings and efficiencies for all BWTTS participants. Under this system, the BWTTS participants (comprising of 8 producer companies operating in East Coast Canada) share in the use of shuttle tankers to transport oil to the Newfoundland Transshipment Ltd. (NTL) terminal. The oil stored at NTL is then transferred to “second leg” tankers which transport the oil to market.

5.0 Organization

Since its inception in 1993, CHHC has been staffed by a small team of experienced energy industry professionals. At year-end 2023, CHHC forecasts to have 8 total employee positions (6.1 full-time equivalent or FTE) plus two part-time contractors. CHHC anticipates a contraction to 7 total employee positions (6.0 FTE) at year-end 2024, plus the same two part-time contractors.

6.0 Risks

Key financial risks include: volatility in oil prices; volatility in the USD/CAD exchange rate; and credit risk from counterparties to CHHC's oil sales.

Key non-financial risks include: operational and technical risks associated with an offshore oil operation (such as physical platform damage from fire or explosion, marine transportation risks, drilling complexities, and production risks); safety, health and environmental risks (such as safety incidents and oil spills); climate change risks; information technology and cyber security risks; availability of insurance related to the aforementioned risks; and loss of key personnel.

7.0 Financial Section

Refer to the proforma financial statements in Appendix 4 for full financial results	**2022 Actual**	**2023 Forecast**	**2024 Plan**	**2025 Plan**	**2026 Plan**	**2027 Plan**	**2028 Plan**
Volumes *(units as noted)*							
Average Daily Production - Gross Hibernia (bopd) *% HSE Unit*	74,905 *32%*	68,100 *25%*	76,800 *27%*	88,700 *25%*	97,400 *23%*	106,700 *16%*	110,200 *11%*
Average Daily Production - Net CHHC share (bopd)	5,751	5,312	5,930	6,902	7,653	8,599	9,010
Sales Volume (MBO/yr.)	2.31	1.91	2.16	2.52	2.79	3.14	3.29
Prices *(units as noted)*							
Dated Brent (US$/bbl)	101.20	84.77	78.00	78.00	78.00	78.00	78.00
Realized Price (US$/bbl)	105.69	85.58	78.00	78.00	78.00	78.00	78.00
Realized Price (Cdn$/bbl)	136.32	115.21	103.74	103.74	103.74	103.74	103.74
Exchange Rate (USD/CAD)	1.30	1.35	1.33	1.33	1.33	1.33	1.33
Financial, CHHC WI *(Cdn$ millions)*							
Crude Oil Sales Revenue	315	219	225	261	290	326	341
Royalty and NPI Expenses	119	72	67	81	90	101	106
Effective royalty + NPI rate	*38%*	*33%*	*30%*	*31%*	*31%*	*31%*	*31%*
Operating, Transportation and Marketing Expenses	29	26	29	29	31	29	33
Administrative Expenses	2	3	3	3	3	3	3
Income Tax Expenses	42	29	29	38	41	49	49
Capital Expenditures	12	28	32	28	31	32	33
Dividends	**107**	**71**	**71**	**89**	**88**	**103**	**109**

Notes:
- bopd is barrels oil per day and MBO is millions of barrels of oil.
- Forecast results for 2023 are based on eight months of actual results and four months of forecast results. Accordingly, actual full year results may differ from this forecast. Notably, the actual timing of cargo deliveries can have a substantial effect on the actual year end numbers.

Major Assumptions

CHHC's cash flows are most sensitive to changes in crude oil prices, exchange rates (USD/CAD), and production volumes.

Forecast 2023

As shown in the table above, gross daily production volumes in 2023 are forecasted to decrease by 9% to 68,100 bopd from 74,905 bopd in 2022, due to natural production declines, higher unscheduled downtime, and drilling delays. These issues had a greater impact on HSE Unit production, which is forecast to represent 25% of total field production compared to 32% of total field production in 2022. CHHC's net share of production similarly decreases by 8%, to 5,312 bopd from 5,751 bopd in 2022. Sales volumes are forecast to decline by 17% to 1.91 MBO in

2023 from 2.31 MBO in 2022, due to the decrease in CHHC's production volumes combined with lifting and inventory variances.

CHHC typically sells its oil with reference to the Dated Brent benchmark price. CHHC is forecasting a 19% decrease in realized oil price in US dollars to $85.58 USD per bbl in 2023 from $105.69 USD per bbl in 2022. CHHC is forecasting a 15% decrease in realized oil price in Canadian dollars to $115.21 per bbl from $136.32 per bbl in 2022, which reflects an average USD/CAD exchange rate of 1.35 in 2023 compared to 1.30 in 2022. The weaker Canadian dollar in 2023 has a favorable impact on oil price realizations in Canadian dollars.

Crude oil sales revenue is forecast to decrease by 31% in 2023 over 2022, due to lower oil prices and sales volumes. Royalty and NPI payments are forecast to decrease by 39%, due to the decrease in crude oil sales revenue combined with higher capital cost deductions from revenue in the royalty and NPI calculations. The lower crude oil sales revenue also drives a decrease in taxable income and resulting income taxes.

Operating, transportation and marketing expenses are forecast to decrease by $3 million or 11% in 2023 compared to 2022 due mainly to lower repairs and maintenance costs, as there was a platform turnaround in 2022, not repeated in 2023. Platform turnarounds generally occur at 3-year or 4-year intervals.

Administrative expenses are forecast to increase to $2.83 million in 2023 from $2.35 million in 2022 due mainly to higher professional fees associated with the preparation of an independent engineering evaluation of CHHC's oil reserves, which generally occurs every 3 years.

Capital expenditures are forecast to increase to $28 million in 2023 from $12 million in 2022, due to a full year of drilling and completion activities associated with the restart of the drilling program in December 2022. There were no wells drilled in 2022. Facility expenditures were minimal and relatively unchanged in both years.

Dividends are forecast to be $71 million in 2023, which is a $36 million or 34% decrease from 2022. The decrease is due to lower cash flow from production operations and higher capital expenditures, partially offset by a $10 million drawdown of cash in the abandonment fund.

Plan 2024

Gross daily production volumes in 2024 are projected to increase by 13% to 76,800 bopd over the 2023 forecast, reflecting production gains from new drilling and lower downtime in the HSE Unit. CHHC's net share of production similarly increases by 12%, to 5,930 bopd in 2024. Sales volumes are projected to increase by 13% to 2.16 MBO in 2024.

CHHC is forecasting a realized oil price of $78.00 USD per bbl in 2024, which is 9% lower than the $85.58 USD per bbl realized oil price forecast in 2023. CHHC's forecasted realized oil price in Canadian dollars of $103.74 per bbl in 2024 is 10% lower than the $115.21 per bbl forecast in 2023, reflecting the change in USD realized price combined with a stronger Canadian dollar, projected to average (USD/CAD) 1.33 in 2024 compared to 1.35 in 2023. CHHC reviewed third party oil price and foreign exchange rate forecasts in developing its assumptions.

Crude oil sales revenue is forecast to increase by 3% in 2024 over the 2023 forecast due to the 13% increase in sales volume which more than offsets the 10% decline in realized CAD oil price. Royalty and NPI payments are forecast to decrease by 7% over the same period, due to the impact of higher capital and operating cost deductions from revenue in the royalty and NPI calculations. As a result, the combined effective royalty and NPI rate declines to 30% in 2024 from 33% in 2023.

Operating, transportation and marketing expenses are projected to increase by 10% over the 2023 forecast to $29 million in 2024, due to higher costs for well work, R&D, insurance, and tanker operations.

Administrative expenses are unchanged at $3 million in 2024 and 2023, as a reduction in professional fees is offset by modest cost increases in salaries and benefits, business travel, legal fees and information technology services.

There is no significant change in income taxes due to a similar level of taxable income in 2024 and 2023.

Capital expenditures are forecast to increase to $32 million in 2024 from $28 million in 2023 due to higher expenditures on drilling and 4D seismic. Approximately 74% of the 2023 capital budget is allocated to drilling capital with the remaining 26% allocated to facilities capital, project capital, and seismic.

Dividends are forecast to remain unchanged at $71 million in 2024, as higher cash flows from production operations in 2024 are offset by higher capital expenditures and no drawdown of cash in the abandonment fund.

Plan 2025-2028

Gross daily production volumes increase over the 2025-2028 Plan period, reflecting new wells brought onto production from a continuous drilling program during this period. CHHC's net share of production and resulting sales volumes likewise increase steadily over the 2025-2028 Plan period. The proportion of gross HSE Unit production to total field production declines from 25% in 2025 to 11% in 2028, which has a favorable impact on net CHHC production volumes as CHHC has a lower working interest ownership in the HSE Unit.

CHHC is assuming a Dated Brent benchmark oil price of $78.00 USD per bbl and a USD/CAD exchange rate of 1.33 in years 2025-2028. On a Canadian dollar basis, CHHC is forecasting a realized oil price $103.74 per bbl in years 2025-2028. CHHC reviewed third party oil price and foreign exchange rate forecasts in developing its assumptions.

Crude oil sales revenue increases each year during the 2025-2028 period due to increases in sales volumes, as the realized oil price remains flat. The combined effective royalty and NPI rate is expected to be consistent at 31% (of crude oil sales revenue). Income taxes generally increase consistent with increased taxable income driven by the higher crude oil sales revenue.

There are no significant year-over-year variances in operating, transportation, and marketing expenses during the 2025-2028 period, forecasted between $29 million and $33 million per year. Administrative expenses during this period are expected to be consistent at $3 million per year.

Capital expenditures are relatively consistent at between $28 million and $33 million per year during the 2025-2028 period. The majority (between 78% to 89%) of capital expenditures during this period are incurred on drilling capital and reflect a continuous drilling program of 4 to 6 wells per year. There are no major projects over the 2025-2028 Plan period; rather, the remaining capital expenditures are forecast to be incurred on a variety of facility and project costs including seismic, equipment and facility upgrades, and flowlines.

Dividends increase from $71 million in 2024 to $89 million in 2025 and thereafter generally increase over the Plan period with the increase in production volumes and resulting increase in crude oil sales revenue, as comparatively the company's cash expenditures are relatively flat.

Sensitivity Analysis

Key assumptions that are most likely to significantly impact CHHC's forecasts of cash flow and resulting dividends are oil prices and production rates. The table below shows the impact to cash flow available for dividends from changes to these variables, assuming all other factors remain equal (for example, the USD/CAD exchange rate):

		Change in cash flow available for dividends (after-tax)
Variable	**Change**	**2024 Plan ($millions)**
Dated Brent Oil Price	+/- US $1/bbl	+/- $2
Dated Brent Oil Price	+/- US $10/bbl	+/- $12
Average daily Hibernia production (bopd)	+/- 10%	+/- $12

8.0 Borrowing Intentions

CHHC participates in lease transactions. Per clause 10(b) of the *Crown Corporation General Regulations,* a lease is deemed to be a transaction to borrow money for purposes of Part X (Crown Corporations) of the *Financial Administration Act* if the borrowing (lease) exceeds the lesser of: (a) 5% of total assets of a Crown Corporation; and (b) $10 million. For CHHC, the lesser amount is (b), $10 million. At this time, CHHC does not expect any new lease in the 2024-2028 Plan period to exceed this threshold; accordingly, CHHC is not seeking approval to enter into any new threshold lease.

9.0 International Financial Reporting Standards and Financial Statements

CHHC prepares its financial statements in accordance with International Financial Reporting Standards (IFRS), as issued by the International Accounting Standards Board (IASB), with effect from January 1, 2010.

Following are Schedules I, II and III.

Canada Hibernia Holding Corporation

Schedule I

Proforma Statements of Financial Position
December 31, 2022 To 2028
Cdn$ millions

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Assets								
Current assets:								
Cash and short term investments	62.09	60.58	60.03	60.27	60.47	60.14	60.99	60.99
Accounts receivable	35.44	21.05	41.20	20.80	4.76	4.76	4.76	4.76
Prepaid expenses	0.30	0.29	0.30	0.30	0.30	0.30	0.30	0.30
Inventory	0.81	4.35	0.81	0.81	0.81	0.81	0.81	0.81
Total current assets	**98.64**	**86.27**	**102.34**	**82.18**	**66.34**	**66.01**	**66.86**	**66.86**
Property and equipment:								
Hibernia project facilities and wells at cost	561.28	590.72	601.11	637.91	668.99	703.39	738.58	776.18
Right-of-use lease assets	11.44	13.50	8.19	9.94	7.69	4.44	11.19	7.94
Less accumulated depletion and depreciation	(483.97)	(511.42)	(503.95)	(526.55)	(552.87)	(582.04)	(614.83)	(649.18)
Net property and equipment	**88.75**	**92.80**	**105.35**	**121.30**	**123.81**	**125.79**	**134.94**	**134.94**
Other assets:								
Deferred tax asset	-	-	-	-	-	-	-	-
Cash held in escrow	8.73	8.73	8.73	8.73	8.73	8.73	8.73	8.73
Abandonment and risk fund	176.39	181.85	174.42	182.10	189.27	196.00	202.98	210.21
Total other assets	**185.12**	**190.58**	**183.15**	**190.83**	**198.00**	**204.73**	**211.71**	**218.94**
	372.51	**369.65**	**390.84**	**394.31**	**388.15**	**396.53**	**413.51**	**420.74**
Liabilities and Shareholder's Equity								
Current liabilities:								
Accounts payable and accrued liabilities	26.16	14.66	29.89	19.02	14.21	14.21	14.21	14.21
Income taxes payable	(1.70)	1.26	(1.15)	(1.39)	(3.30)	(5.56)	(8.78)	(12.14)
Total current liabilities	**24.46**	**15.92**	**28.74**	**17.63**	**10.91**	**8.65**	**5.43**	**2.07**
Other liabilities:								
Lease liabilities	12.08	13.38	8.88	10.67	8.47	5.27	12.07	8.87
Deferred tax liability	-	-	-	-	-	-	-	-
Decommissioning liability	106.04	97.57	118.89	122.50	126.29	130.27	134.45	138.84
Total other liabilities	**118.12**	**110.95**	**127.77**	**133.17**	**134.76**	**135.54**	**146.52**	**147.71**
Shareholder's equity:								
Retained earnings	229.93	242.78	234.33	243.51	242.48	252.34	261.56	270.96
Total shareholder's equity	**229.93**	**242.78**	**234.33**	**243.51**	**242.48**	**252.34**	**261.56**	**270.96**
	372.51	**369.65**	**390.84**	**394.31**	**388.15**	**396.53**	**413.51**	**420.74**

Canada Hibernia Holding Corporation **Schedule II**

Proforma Statements Of Income And Retained Earnings

Years Ended December 31, 2022 To 2028

Cdn$ millions

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Revenue								
Crude oil sales	315.34	245.74	218.97	224.52	261.32	289.75	325.64	341.20
Royalty	(91.98)	(61.46)	(56.19)	(51.64)	(62.72)	(69.54)	(78.15)	(81.89)
Net profits interest	(26.83)	(18.46)	(16.03)	(15.69)	(18.29)	(20.28)	(22.79)	(23.88)
Net crude oil revenue	196.53	165.82	146.75	157.19	180.31	199.93	224.70	235.43
Interest income	5.61	9.21	12.13	11.48	9.57	8.53	8.78	9.03
Facility use and processing fee income	1.33	1.80	1.48	1.50	1.50	1.30	1.00	0.70
Total revenue	**203.47**	**176.83**	**160.36**	**170.17**	**191.38**	**209.76**	**234.48**	**245.16**
Expenses								
Field operating	24.25	20.76	20.54	22.86	22.34	24.64	23.00	26.03
Transportation and marketing	4.93	5.98	5.49	5.86	6.47	6.40	6.37	6.64
Administration	2.35	3.14	2.83	2.87	2.84	3.04	2.90	2.93
Depletion and depreciation	17.51	22.47	23.23	25.85	29.57	32.42	36.04	37.60
Accretion	3.11	3.57	3.44	3.61	3.79	3.98	4.18	4.39
Interest expense	0.24	0.24	0.43	0.43	0.43	0.43	0.43	0.43
Other	(2.56)	-	(0.24)	-	-	-	-	-
Total expenses	**49.83**	**56.16**	**55.72**	**61.48**	**65.44**	**70.91**	**72.92**	**78.02**
Net income before tax	**153.64**	**120.67**	**104.64**	**108.69**	**125.94**	**138.85**	**161.56**	**167.14**
Income taxes								
Deferred income tax	-	-	-	-	-	-	-	-
Current income tax	41.90	31.54	29.24	28.51	37.97	40.99	49.34	48.74
Total income taxes	41.90	31.54	29.24	28.51	37.97	40.99	49.34	48.74
Net income	**111.74**	**89.13**	**75.40**	**80.18**	**87.97**	**97.86**	**112.22**	**118.40**
Retained earnings:								
Beginning of year	225.19	224.65	229.93	234.33	243.51	242.48	252.34	261.56
Dividends	(107.00)	(71.00)	(71.00)	(71.00)	(89.00)	(88.00)	(103.00)	(109.00)
End of year	**229.93**	**242.78**	**234.33**	**243.51**	**242.48**	**252.34**	**261.56**	**270.96**

Canada Hibernia Holding Corporation
Proforma Statements Of Cash Flow
Years Ended December 31, 2022 To 2028
Cdn$ millions

Schedule III

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Operating activities:								
Net income for the year	111.74	89.13	75.40	80.18	87.97	97.86	112.22	118.40
Depletion and depreciation	17.51	22.47	23.23	25.85	29.57	32.42	36.04	37.60
Accretion	3.11	3.57	3.44	3.61	3.79	3.98	4.18	4.39
Interest (net)	(5.37)	(8.97)	(11.70)	(11.05)	(9.14)	(8.10)	(8.35)	(8.60)
Income tax expense	41.90	31.54	29.24	28.51	37.97	40.99	49.34	48.74
Abandonment activities	(1.26)	(4.76)	(2.50)	(5.16)	(3.05)	(3.07)	(3.40)	(4.59)
Income taxes paid	(44.88)	(30.92)	(28.69)	(28.75)	(39.88)	(43.25)	(52.56)	(52.10)
Changes in non-cash working capital	(4.95)	(1.68)	(2.03)	9.53	11.23	-	-	-
Cash from operating activites	**117.80**	**100.38**	**86.39**	**102.72**	**118.46**	**120.83**	**137.47**	**143.84**
Investing activities:								
Hibernia capital expenditures	(11.93)	(29.37)	(27.92)	(31.64)	(28.03)	(31.33)	(31.79)	(33.01)
Interest received	5.61	9.21	12.13	11.48	9.57	8.53	8.78	9.03
Cash held in escrow	(0.23)	-	-	-	-	-	-	-
Abandonment and risk fund	(3.32)	(6.11)	1.97	(7.68)	(7.17)	(6.73)	(6.98)	(7.23)
Changes in non-cash working capital	1.44	-	-	-	-	-	-	-
Cash used in investing activities	**(8.43)**	**(26.27)**	**(13.82)**	**(27.84)**	**(25.63)**	**(29.53)**	**(29.99)**	**(31.21)**
Financing activities:								
Payment of lease liabilities	(3.35)	(3.51)	(3.63)	(3.64)	(3.63)	(3.63)	(3.63)	(3.63)
Dividends paid to CDEV	(107.00)	(71.00)	(71.00)	(71.00)	(89.00)	(88.00)	(103.00)	(109.00)
Cash used in financing activities	**(110.35)**	**(74.51)**	**(74.63)**	**(74.64)**	**(92.63)**	**(91.63)**	**(106.63)**	**(112.63)**
Change in cash	**(0.98)**	**(0.40)**	**(2.06)**	**0.24**	**0.20**	**(0.33)**	**0.85**	**-**
Cash, beginning of year	**63.07**	**60.98**	**62.09**	**60.03**	**60.27**	**60.47**	**60.14**	**60.99**
Cash, end of year	**62.09**	**60.58**	**60.03**	**60.27**	**60.47**	**60.14**	**60.99**	**60.99**

APPENDIX D

Canada Enterprise
Emergency Funding Corporation

La Corporation de financement
d'urgence d'entreprises du Canada

CANADA ENTERPRISE EMERGENCY FUNDING CORPORATION

a subsidiary of

CANADA DEVELOPMENT INVESTMENT CORPORATION

2024 to 2028
CORPORATE PLAN SUMMARY

and

2024 CAPITAL BUDGET SUMMARY

November 2023

CEEFC CORPORATE PLAN
TABLE OF CONTENTS

1.0 EXECUTIVE SUMMARY AND CORPORATE PROFILE

Canada Enterprise Emergency Funding Corporation (CEEFC), a wholly-owned subsidiary of Canada Development Investment Corporation (CDEV), was incorporated in May of 2020 to implement the Large Employer Emergency Financing Facility (LEEFF) mandated by the Government of Canada ("the Government").

CEEFC's primary activities since its incorporation in 2020 have been the negotiation and issuance of loans to applicants and the administration of those loans once issued. LEEFF loans are made based on prescribed terms documented in term sheets authorized by the Minister of Finance. In 2024, CEEFC expects its primary focus to be loan administration as it no longer processes new LEEFF applications.

In 2021, CEEFC's mandate expanded to include LEEFF loans to airlines for reimbursement of cancelled flights (voucher loans) and LEEFF loans to large airlines under a specialized term sheet.

In July 2022, the Minister directed CEEFC to no longer accept or process new LEEFF loan applications.

CEEFC has made seven LEEFF liquidity loans, four voucher loans, and one "large airline" loan, with total commitments of $7.4 billion. A total of $3.1 billion has been drawn on these loans. $0.7 billion in loans have been repaid, and $4.2 billion in loan commitments have been cancelled or expired. CEEFC currently holds $2.4 billion in loans outstanding and Air Canada shares valued at $0.5 billion.

The financial projections provided in this plan assume no further loan agreements are signed and existing loans are repaid by 2028, with assumptions for loan losses depending on the characteristics of the loan and averaging 13% for the portfolio. The assumptions on size, timing and financial results in this document are only for planning purposes.

2.0 MANDATE AND BUSINESS OVERVIEW

2.1 Mandate

CEEFC is a federal non-agent Crown corporation, incorporated in May 2020 and wholly owned by its parent, CDEV. CEEFC is responsible for administering LEEFF. The objectives of LEEFF are to help protect Canadian jobs, help Canadian businesses weather the economic downturn brought on by the COVID-19 pandemic, and avoid bankruptcies of otherwise viable firms where possible. Pursuant to a directive issued to CEEFC on May 10, 2020 (order in council P.C. 2020-307, or "the Directive"), LEEFF loans are made in accordance with terms and conditions approved by the Minister of Finance.

The focus of the CEEFC board and management team has been to evaluate loan applications in accordance with the LEEFF terms and conditions approved by the Minister and to administer loans issued. Those terms can be periodically amended or supplemented by the Minister. Initial terms of LEEFF loans were provided by the Minister to CEEFC in May 2020. In April 2021, the Minister authorized two new sets of LEEFF terms applicable to borrowers that are air carriers. In February 2022, the Minister authorized amendments to CEEFC's loan agreements with mid-sized air carriers to mitigate the effects of the Omicron COVID-19 wave at that time.

In July 2022, the Minister directed that CEEFC accept no new applications after July 29, 2022. This decision was publicly announced on July 29. The focus of the CEEFC board and management is now to administer approved and issued loans.

The approval of loans under the May 2020 term sheet was based on an assessment of the eligibility and the cash needs of the applicant. If an applicant was able to meet the eligibility requirements and the prescribed terms, the applicant qualified for a LEEFF loan, provided that the loan formed part of projections indicating a return to financial stability.

2.2 Business Overview

Historically, CEEFC has been responsible for receiving LEEFF applications, assessing the requests against the eligibility criteria and terms approved by the Minister of Finance, negotiating and entering into transactions in accordance with such terms, and funding these transactions. After loans are funded, CEEFC is responsible for the administration of those loans (and the management of any related equity instruments obtained).

CEEFC has executed a funding agreement with His Majesty in Right of Canada as represented by the Minister of Finance that outlines how CEEFC is capitalized. CEEFC is funded through the issuance of preferred shares to the Government.

2.3 Loan Application and Approval Process

Applications to LEEFF opened on May 20, 2020. The basic elements of the process for approving a potential loan under the May 2020 term sheet were as follows:

1. CEEFC conducts an initial review of applications and refers qualifying applications to the Ministers of Finance and Innovation, Science, and Industry.
2. If determined to be acceptable by the Ministers, CEEFC conducts due diligence and enters into negotiations with the borrower. When an agreement is reached, the agreement is signed and the loan is funded and administered by CEEFC.

The May 2020 term sheet governs all LEEFF loans other than certain airline-related LEEFF loans described below. Canadian corporations were eligible under the term sheet if they satisfied specified eligibility criteria, including having over $300 million in revenue and requiring at least $60 million in loans. To compensate taxpayers, in addition to interest CEEFC has received warrants from public companies and fees from private companies.

In April 2021, the Minister of Finance directed that two new supplemental term sheets – one for large air carriers and the other for voucher reimbursements – be considered approved LEEFF terms for the purpose of the Directive.

As of July 29, 2022, by direction of the Minister of Finance, CEEFC no longer accepts new LEEFF applications. As there are no outstanding active applications, CEEFC does not expect to process or approve any further LEEFF applications unless further direction to that effect is received from the Minister.

2.4 Loan Administration

With the closing of LEEFF to new applications, CEEFC expects that its primary business activities will relate to the administration of existing loans – both ordinary course loan management and dealing with defaults and special situations presented by borrowers, if any.

2.5 Equity Holdings

CEEFC holds 21,570,942 common shares in Air Canada which were acquired for $500 million as part of Air Canada’s LEEFF loan arrangement. CEEFC does not regard itself as a long-term holder of Air Canada equity and intends to divest the shares when appropriate.

CEEFC also holds Air Transat warrants which were obtained as part of Air Transat’s LEEFF loan. These may be exercised at maturity or at an earlier date, divested at an appropriate time, or called by Air Transat.

3.0 CORPORATE GOVERNANCE AND OPERATING ENVIRONMENT

CEEFC's board of directors consists of three directors of CDEV (including the President and CEO of CDEV), three independent directors of CEEFC, and the President and CEO of CEEFC. In January 2021, Mr. Zoltan Ambrus, a Vice President of CDEV, was appointed by the CEEFC board to serve as President and CEO. Mr. Ambrus serves on a secondment from CDEV.

CEEFC shares staff, office space, and administrative resources with its parent, CDEV. A services agreement was agreed between CDEV and CEEFC outlining the services that CDEV shall provide to CEEFC to help it implement LEEFF.

A Memorandum of Understanding was developed between CDEV and CEEFC outlining the responsibilities of each party to help ensure that CEEFC is able to provide the appropriate level of governance and reporting to allow CDEV to meet its obligations as a parent Crown corporation.

An Organization Chart is provided in Appendix A-1.

3.1 Cash Management and Dividend Policy

As loans are repaid, CEEFC may accumulate surplus cash. CEEFC intends to retain sufficient funds to meet it expected obligations, with an additional cushion to allow for further funding of existing LEEFF borrowers if needed (e.g., in a restructuring). Funds above this amount will be returned to the government through the redemption of preferred shares.

3.2 COVID-19 Measures

CEEFC was established to implement LEEFF in response to COVID-19, and therefore its strategic direction is necessarily impacted by the pandemic. The Omicron wave of late 2021 and early 2022 adversely affected CEEFC's loans to airlines, and resulted in the amendments to those loans authorized by the Minister in February 2022.

If another COVID-19 resurgence were to cause greater than anticipated economic hardship on LEEFF borrowers, the financial results of CEEFC are likely to be impacted significantly through related loan losses and potentially through higher loan volumes if LEEFF were re-opened to new applications. However, COVID-19 is not expected to have an impact on CEEFC's operations, beyond the recovery on LEEFF loans and equity instruments.

4.0 CORPORATE PERFORMANCE

4.1 Assessment of 2023 Results to date

CEEFC's actual performance in 2023 as compared to the objectives outlined in the 2023-2027 Corporate Plan is as follows:

2023 Objectives	**2023 Results**
Evaluate and fund where appropriate loan advance requests from borrowers	No loan advance requests were received by borrowers in 2023
Consider requests for consents or amendments from LEEFF borrowers and execute where appropriate	CEEFC received numerous requests for consents and amendments in 2023. All requests were given due consideration and where appropriate, consents and amendments were given. In several instances CEEFC negotiated additional rights in exchange for consents.
Monitor loans and deal with borrower defaults if any occur	CEEFC continuously monitors its loans under its loan monitoring process. To date, no loans have defaulted, and CEEFC monitors for events that may increase the risk of default.
Contain costs at a reasonable level given level of activity of the corporation	CEEFC has enacted cost-containment measures for 2023, bringing in-house certain loan monitoring work that was previously performed by external consultants. Costs in 2023 are below 2022 and below the 2023 plan, due primarily to reduced advisor activity.
Evaluate the status of loans on a regular basis	In 2023, CEEFC followed its framework to assess the status of the loans in its portfolio.
Enforce compliance with legal and policy requirements of LEEFF loans where appropriate	All LEEFF loans have been compliant in 2023. No enforcement actions were needed.
Exercise rights associated with equity instruments as appropriate	CEEFC voted its Air Canada shares at the 2023 shareholder meeting.

Manage surplus cash within short-term investment policy	Cash balances were kept in accordance with CEEFC's cash management policy and invested in accordance with CEEFC's short-term investment policy.

The financial projections for 2023, which were prepared in Q4 2022, forecast that CEEFC would fund $0.4 billion in loans by the end of 2022, and CEEFC did indeed fund that amount. Current estimates are that CEEFC's portfolio will consist of $2.4 billion in loans and $0.5 billion in equity at the end of 2023.

5.0 CEEFC - OBJECTIVES AND STRATEGIES FOR THE PERIOD 2024 TO 2028

CEEFC's overarching objective is to manage LEEFF. With the closing of LEEFF to new applications, CEEFC no longer has any objectives relating to new applications and loans. CEEFC does not expect to process any new loans or loan applications in 2024.

Since 2023, CEEFC's primary function has been managing existing loans and other assets. CEEFC seeks to ensure the prudent and responsible monitoring and administration of its loans in keeping with its stated approach (see 2.4 above). Objectives include:

- Consider requests for consents or amendments from LEEFF borrowers and execute where appropriate;
- Monitor loans and deal with borrower defaults if any occur;
- Contain costs at a reasonable level given level of activity of the corporation;
- Address restructuring and refinancing requests and needs of borrowers as appropriate;
- Evaluate the status of loans on a regular basis;
- Enforce compliance with legal and policy requirements of LEEFF loans where appropriate;
- Exercise rights associated with equity instruments as appropriate;
- Satisfy climate reporting requirements in accordance with adopted TCFD framework.

5.1 Risks and risk mitigation summary

CEEFC has developed a risk assessment and reporting framework used for managing risks and board reporting. In the context of this framework, CEEFC identified one primary risk that warrants the greatest attention given its impact on the company. Other risks continue to be evaluated and mitigated.

The primary and dominant risk faced by CEEFC is Portfolio Credit Risk, which is the risk to CEEFC of significant portfolio losses resulting from weak borrower credit profiles, general credit deterioration and CEEFC's unsecured collateral position.

CEEFC continuously monitors its portfolio and engages regularly with borrowers. CEEFC has undertaken planning and preparation for dealing with defaults and restructuring scenarios. Advisors are in place and high-level action plans have been reviewed with the CEEFC board.

6.0 FINANCIAL SECTION

6.1 Financial Overview for 2023

As at September 2023, CEEFC holds $2.4 billion in loans outstanding, and has no undrawn loan commitments. In 2023, $313 million in loan principal was repaid by September 2023, in addition to the $35 million repaid in 2022. Since inception of LEEFF, $4.2 billion in loan commitments have been repaid, cancelled or expired, with over $3 billion of that from Air Canada.

Of the loans outstanding, $640 million are regular LEEFF loans (secured and unsecured) issued under the May 2020 Term Sheet, as amended. $1.7 billion are voucher reimbursement loans with 7-year terms maturing in 2028.

For CEEFC's operations in 2023, forecast operating costs are estimated at $4 million. Forecast interest and fee revenues are estimated at $122 million. Cumulative loans issued in 2023 by December 31, 2023 are estimated to be nil (loan values will increase by approximately $31 million in 2023 due to paid-in-kind interest).

Revenue booked under Public Sector Accounting Standards (PSAS) will vary from billed interest and fees due to effective interest method accounting which factors in all loan fees and interest through the life of the loan and recognizes all revenue over the life of the loan. In the attached schedules, the expected cash interest and fees are calculated using the effective interest method and the expected loan losses are recognized at the expected time of impairment and write-off.

See Appendix A-2 for the pro forma financial projections (December year-end):

Schedule 1 - Statements of Financial Position
Schedule 2 - Statements of Cash Flows
Schedule 3 - Statements of Comprehensive Income
Schedule 4 - Statement of Remeasurement Gains and Losses

Key assumptions for the above schedules are outlined below in Section 6.3.

6.2 Financial and other reporting

In 2021, CEEFC's parent CDEV undertook an analysis to determine if CDEV controlled CEEFC under IFRS 10 criteria for accounting purposes and concluded that it does not. CEEFC then determined that it will prepare its financial statements under PSAS.

Since 2022, in accordance with Public Sector Accounting Standard PS3450, CEEFC fair values financial instruments. The resulting gain or loss is recognized for each period in CEEFC's financial statements.

6.3 Commentary, Highlights and Key Assumptions in Financial Projections

The financial projections attached are based on an assumption that no further LEEFF loans will be issued, such that the financials are driven by the existing loan portfolio.

Since inception, CEEFC granted loans to seven borrowers: Seven LEEFF liquidity loans, four voucher loans, and one “large airline” loan, with total commitments made of $7.4 billion. A total of $3.1 billion has been drawn on these loans, including $0.7 billion that has been repaid. In addition to the loans, CEEFC purchased $500 million in shares of Air Canada and was issued warrants in Air Canada (cancelled in January 2022) and Air Transat.

Repayments totalling $366 million (including fees and interest) were made on two LEEFF loans in 2023 (as at September 2023).

All voucher loan facilities are now closed and no further funds may be drawn. At September 2023, Air Canada owes $1.27 billion on its facility, Transat owes $353 million, Sunwing owes $100 million and Porter owes $10 million.

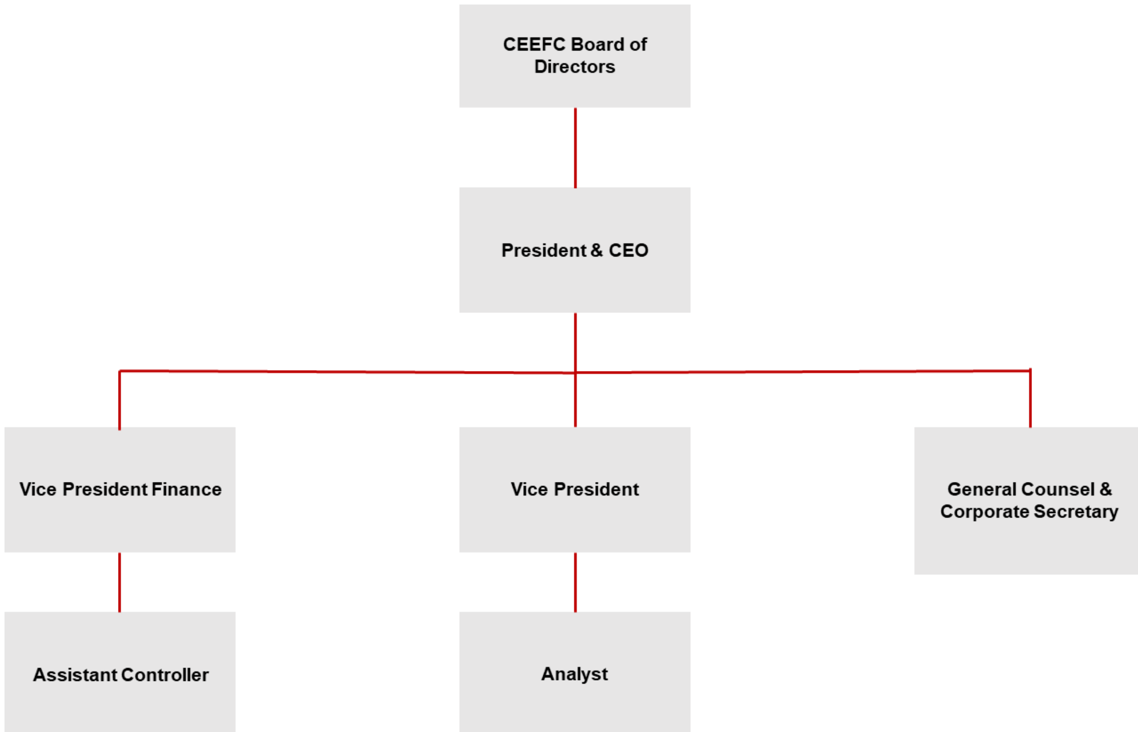
At 2023 year-end, it is expected that CEEFC will not have any undrawn commitments.

Based on an analysis of CEEFC’s existing portfolio of borrowers, the expected combined credit loss of the portfolio at maturity is 13%, but actual credit losses could be materially different. We note that currently no loans are in default and no loan losses have been incurred. The accounting framework only recognizes loan losses on an incurred basis when defaults or events of similar effect occur.

6.4 Capital Budget

CEEFC is not a capital-intensive business. Currently it has no plans for major capital investments or commitments.

Appendix A-1 – Organization Chart and Board of Directors



Directors	Current / Past Experience	Date of Appointment
Sandra Rosch	• Chair of CEEFC • EVP and Director, Labrador Iron Ore Royalty Corporation • Former President of Stonecrest Capital Inc. • CDEV Director	May 12, 2020
Jennifer Reynolds	• President & CEO of Women Corporate Directors Foundation • CDEV Director	May 12, 2020
Jim McArdle	• Former Senior Executive at Export Development Canada	May 18, 2020
Nathalie Bernier	• Former CFO and SVP Strategy for PSP Investments • Former Regional Managing Partner of KPMG - Quebec	June 25, 2020
Zoltan Ambrus	• President and CEO of CEEFC • Vice President of CDEV	January 11, 2021
Barry Pollock	• Former Global Head of Corporate Banking at BMO	March 11, 2021
Elizabeth Wademan	• President & CEO of CDEV • CDEV Director	March 28, 2022

Appendix A-2 – CEEFC Pro-Forma Financial Statements 2022 - 2028

CANADA ENTERPRISE EMERGENCY FUNDING CORPORATION **Schedule 1**
Proforma Statement of Financial Position **PSAS**
Years ended December 31, 2022 to 2028
Cdn$ '000

	2022 Actual	2023 Plan	2023 forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Financial Assets								
Current assets:								
Cash and short term investments	78,785	200,301	209,983	259,934	262,533	234,913	248,956	4,228
Total current assets	78,785	200,301	209,983	259,934	262,533	234,913	248,956	4,228
Other assets:								
Loans receivable	2,688,193	2,306,250	2,374,884	2,365,469	2,302,354	1,736,196	1,736,196	-
Equities	418,261	345,998	492,249	492,249	492,249	492,249	492,249	492,249
Warrants	20,946	26,597	32,030	32,030	32,030	32,030	32,030	32,030
Interest and Other receivables	1,472	-	-	-	-	-	-	-
Total other assets	3,128,872	2,678,845	2,899,163	2,889,748	2,826,633	2,260,475	2,260,475	524,279
Total Assets	**3,207,657**	**2,879,146**	**3,109,146**	**3,149,682**	**3,089,166**	**2,495,388**	**2,509,431**	**528,507**
Financial Liabilities								
Current liabilities:								
Accounts payable and accrued liabilities	910	-	-	-	-	-	-	-
Deferred Liability	7,068	-	-	-	-	-	-	-
Total current liabilities	7,978	-	-	-	-	-	-	-
Net Financial Assets and Accumulated Surplus	**3,199,679**	**2,879,146**	**3,109,146**	**3,149,682**	**3,089,166**	**2,495,388**	**2,509,431**	**528,507**
Accumulated surplus is comprised of								
Accumulated operation surplus	3,296,870	3,042,930	3,114,197	3,154,733	3,094,217	2,500,439	2,514,482	533,558
Accumulated remeasurement loss	(97,191)	(163,784)	(5,051)	(5,051)	(5,051)	(5,051)	(5,051)	(5,051)
	3,199,679	**2,879,146**	**3,109,146**	**3,149,682**	**3,089,166**	**2,495,388**	**2,509,431**	**528,507**

CANADA ENTERPRISE EMERGENCY FUNDING CORPORATION **Schedule 2**

Proforma Statement of Cash Flow **PSAS**

Years ended December 31, 2022 to 2028

Cdn$ '000

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Operating activities:								
Net operating profit/(loss)	117,708	(253,623)	(182,673)	40,536	(60,516)	(593,778)	14,043	(1,980,924)
Adj. for non-cash items	(75,854)	(40,642)	(29,223)	(54,085)	(6,385)	67,066	-	-
Loss on adjustment due to modifications of loans	75,521							
Provision for credit loss	-	34,977	-	35,000	-	141,342	-	179,347
Changes in non-cash working capital								
Due from Shareholder	(1,437)	-	-	-	-	-	-	-
Trade and Other Payables	(1,127)	-	563	-	-	-	-	-
Cash from operating activities	**114,811**	**(259,288)**	**(211,333)**	**21,451**	**(66,901)**	**(385,370)**	**14,043**	**(1,801,577)**
Investing activities:								
Loans issued, net of transaction fees	(403,536)	(50,000)	-	-	-	-	-	-
Repayment of Loans - received	34,582	480,096	342,532	28,500	69,500	357,750	-	1,556,849
Purchase of Air Canada stock	-	-	-	-	-	-	-	-
Cash from investing activities	**(368,954)**	**430,096**	**342,532**	**28,500**	**69,500**	**357,750**	**-**	**1,556,849**
Cash, beginning of year	332,928	209,983	78,785	209,983	259,934	262,533	234,913	248,956
Change in cash	(254,143)	170,808	131,199	49,951	2,599	(27,620)	14,043	(244,728)
Cash, end of year	78,785	380,791	209,983	259,934	262,533	234,913	248,956	4,228

CANADA ENTERPRISE EMERGENCY FUNDING CORPORATION **Schedule 3**
Proforma Statement of Operations **PSAS**
Years ended December 31, 2022 to 2028
Cdn$ '000

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Revenue								
Interest income	114,167	96,914	121,658	82,320	76,268	34,348	20,827	5,207
Gain from Sale of warrants	82,214	-	-	-	-	-	-	-
Gain on share sale	-	-	-	-	-	-	-	-
Total revenue	**196,381**	**96,914**	**121,658**	**82,320**	**76,268**	**34,348**	**20,827**	**5,207**
Operating expenses								
Professional fees [1]	2,228	4,000	2,875	5,000	5,000	5,000	5,000	5,000
Management fee	678	680	904	904	904	904	904	904
Salaries and benefits	222	200	211	200	200	200	200	200
Loss on adjustment due to modifications of loans	75,521	-	-	-	-	-	-	-
Other expenses	24	680	341	680	680	680	680	680
Total operating expenses	**78,673**	**5,560**	**4,331**	**6,784**	**6,784**	**6,784**	**6,784**	**6,784**
Provision for credit loss	-	(34,977)	-	(35,000)	-	(141,342)	-	(179,347)
Op. profit (loss) before government contribution	**117,708**	**56,377**	**117,327**	**40,536**	**69,484**	**(113,778)**	**14,043**	**(180,924)**
Government contribution[2]	-	-	-	-	-	-	-	-
Government repayment[2]	-	(310,000)	(300,000)	-	(130,000)	(480,000)	-	(1,800,000)
Net operating profit/(loss)	**117,708**	**(253,623)**	**(182,673)**	**40,536**	**(60,516)**	**(593,778)**	**14,043**	**(1,980,924)**
Accumulated surplus, beginning of period	3,179,162	3,296,553	3,296,870	3,114,197	3,154,733	3,094,217	2,500,439	2,514,482
Accumulated surplus, end of period	**3,296,870**	**3,042,930**	**3,114,197**	**3,154,733**	**3,094,217**	**2,500,439**	**2,514,482**	**533,558**

[1] Some of the fees have been recovered from borrowers but are shown as an expense in the year incurred. The recovery is recognized over the life of the loan.

2 Refer below for the continuity of the Government contribution/Repayment

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Preferred Shares								
Opening Preferred Shares	3,090,000	3,090,000	3,090,000	2,790,000	2,790,000	2,660,000	2,180,000	2,180,000
Preferred Shares Issued	-	-	-	-	-	-	-	-
Preferred Shares redeemed	-	(310,000)	(300,000)	-	(130,000)	(480,000)	-	(1,800,000)
Ending Preferred Shares	3,090,000	2,780,000	2,790,000	2,790,000	2,660,000	2,180,000	2,180,000	380,000

CANADA ENTERPRISE EMERGENCY FUNDING CORPORATION **Schedule 4**

Proforma Statement of Remeasurement Gains and Losses **PSAS**

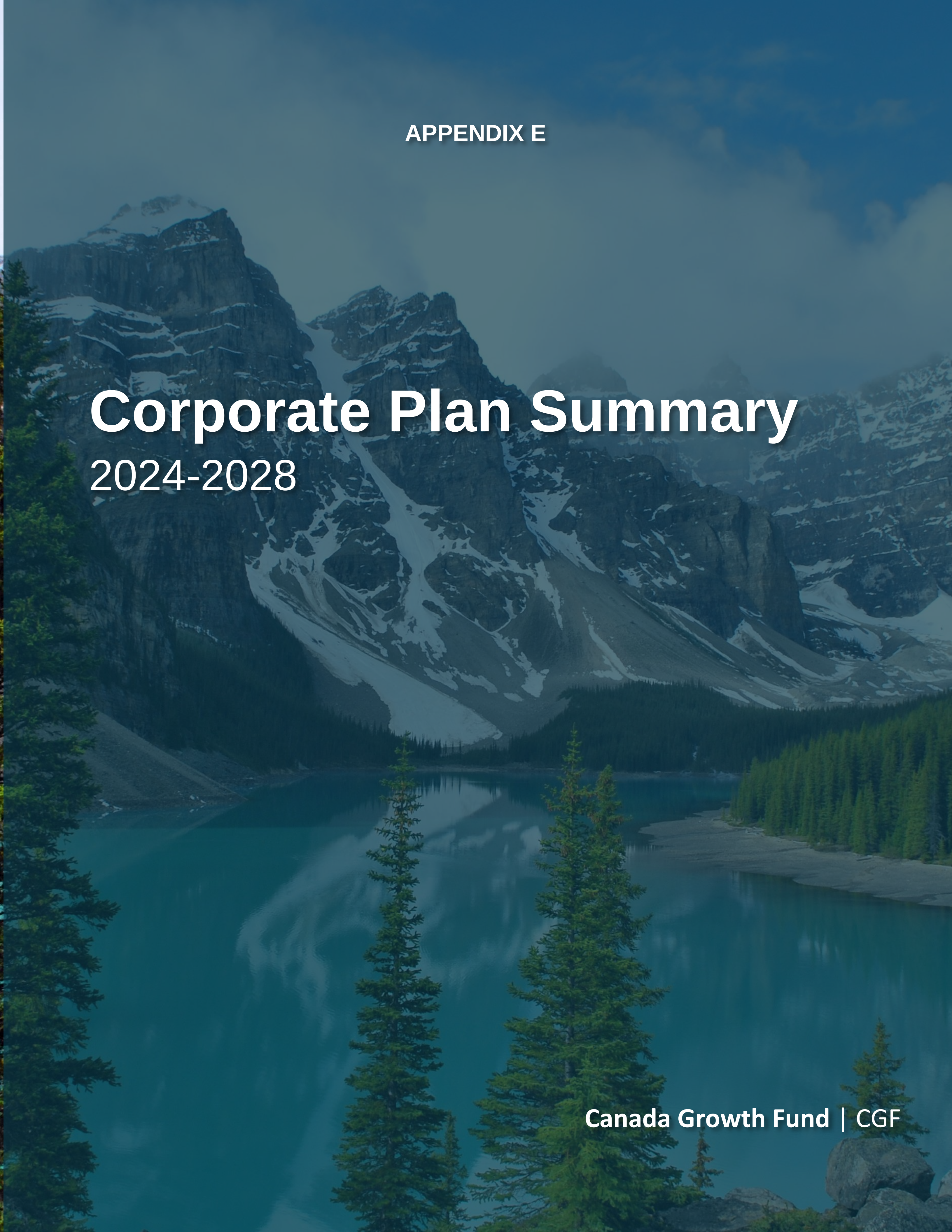
Years ended December 31, 2022 to 2028

Cdn$ '000

	2022 Actual	2023 Plan	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Accumulated remeasurement gains/(losses), beginning of period adjusted	24,770	(163,784)	(97,191)	(5,051)	(5,051)	(5,051)	(5,051)	(5,051)
Remeasurement gains arising during the period								
Unrealized gains/(losses) on equity	(37,533)		73,988	-	-	-	-	-
Unrealized gains/(losses) on warrants	(2,214)		23,266	-	-	-	-	-
Amount reclassified to the statement of operations and accumulated surplus								
Realized gains on Warrants	(82,214)		-	-	-	-	-	-
Cancelled warrants			(5,114)					
Net remeasurement gains/losses, for the period	(121,961)	-	92,140	-	-	-	-	-
	-		-	-	-	-	-	-
Accumulated remeasurement losses end of period	**(97,191)**	**(163,784)**	**(5,051)**	**(5,051)**	**(5,051)**	**(5,051)**	**(5,051)**	**(5,051)**

Appendix A-3 – Planned results for 2024

Expected Outcomes	Performance Indicators or Targets
Monitor all loans	Ensure quarterly reporting and regular evaluation of all loans is up to date.
Manage requests for consents and amendments on loans	Requests considered on a timely basis and accorded or rejected with results consistent with LEEFF objectives.
Manage loans to minimize losses, and mange defaults and restructurings where required	Indicators are LEEFF borrower survival, preservation of related jobs and avoidance of bankruptcy where possible, as well as maximization of recovery to CEEFC in conjunction with LEEFF objectives. Ensure CEEFC is aware of and prepared to handle any restructuring needs of borrowers or to deal with borrower defaults if any occur.
Contain costs	CEEFC Efficiency Ratio maintained below 10% and below that of lending Crown corporation peers. (Efficiency ratio is operating expenses as a percentage of revenue, excluding one-time gains and losses.)
Cash Management	Manage cash in compliance with CEEFC policy.



APPENDIX E

Corporate Plan Summary

2024-2028

Canada Growth Fund | CGF

Table of Contents

Section 1 – *Executive Summary*

Canada Growth Fund Inc. (“CGF”, or the “Fund”) is a $15 billion investment vehicle that was established to support the growth of Canada’s clean economy. As countries across the world deploy low-carbon and clean energy financing initiatives, Canada needs to remain competitive on the global stage to attract the capital needed to achieve its long term economic and climate policy goals. Therefore, CGF was given the mandate to make investments that catalyze substantial private sector investment in Canadian businesses and projects to help transform and grow Canada’s economy at speed and scale on the path to net-zero and deploy innovative funding structures that help mitigate certain risks and uncertainties inherent to investing in the low-carbon economy.

CGF was incorporated as a subsidiary of Canada Development Investment Corporation (“CDEV”) in December 2022. Following the incorporation of CGF, the Government of Canada announced, through the release of its 2023 Budget, that the Public Sector Pension Investment Board (“PSP Investments”) would act as the independent and exclusive investment manager of CGF. Starting in June 2023, investment professionals seconded by PSP Investments, including senior leaders, started providing investment management services to CGF under an interim arrangement. On March 11, 2024, PSP Investments, Canada Growth Fund Investment Management Inc. (“CGFIM”), a wholly owned subsidiary of PSP Investments, CGF and CDEV executed an Investment Management Agreement (the “IMA”), pursuant to which CGFIM is providing a full suite of investment management services to CGF. By partnering with a subsidiary of PSP Investments (i.e. CGFIM), CGF benefits from PSP Investments’ deep investment expertise and track record across a broad range of sectors and strategies, a mature and scalable operational ecosystem and a governance framework that is independent and at arm’s length from the Government of Canada, allowing CGF to rapidly and successfully deliver its mandate. CGFIM’s investment management activities are operationally distinct from PSP Investments’ pension investment mandate, and the assets and liabilities of CGF and of PSP Investments are not commingled. PSP Investments has also appointed key individuals to senior leadership positions within CGFIM.

CGF announced its inaugural investment in Eavor Technologies Inc. on October 25, 2023, via a direct commitment of $90M of Series B preferred equity. On December 20, 2023, CGF announced a $200M strategic investment in Entropy Inc. and a large-scale carbon credit offtake commitment, with CGF committing to purchase up to one million tonnes per annum of carbon credits for 15 years. CGF also announced a $50M cleantech fund commitment on March 25 in Idealist Climate Impact Fund.

Looking forward, CGFIM will continue to scale its team, build out its capabilities, and support the growth of Canada’s clean economy through its investment management activities. It is expected that CGF will invest across a variety of sectors and will deploy innovative financing structures, in accordance with the CGF Mandate, the IMA, the Statement of Investment Principles appended to the IMA (the “SIP”) and the Statement or Priorities and Accountabilities, as further described herein.

This 2024-2028 Corporate Plan (the “Plan”) provides an update on the progress made to date in establishing CGF, as well as its plan for the next five years. The Plan also provides an overview of CGF, its operating environment, its expected results and performance, as well as projected financials for its next five years of operations.

Section 2 – *Overview of the Canada Growth Fund*

Section 2.1 – Purpose and Rationale

CGF was established to support the growth of Canada's clean economy and to attract the private sector capital needed to achieve Canada's ambitious climate policy goals. In order to achieve net-zero emissions by 2050, which was enshrined into law in June 2021 through the *Canadian Net-Zero Emissions Accountability Act* ("CNZEAA"), it is estimated that Canada will require between $60 - $140 billion[1] of average annual investment in low-carbon projects, technologies, businesses, and supply chains. Today, annual investments in Canada's clean economy range between $15 - $25 billion[2], well below the estimated amount required to achieve its commitments under CNZEAA. To close this investment gap, Canada will need to attract and incentivize private sector investment into decarbonization projects and activities.

In order to attract and incentivize the private sector capital required to achieve net-zero emissions by 2050, Canada needs to remain competitive on the international stage. Many countries around the world have recently launched low-carbon and clean energy financing initiatives, such as the Inflation Reduction Act ("IRA") in the United States. Such initiatives provide significant investment incentives to the private sector by improving the economic and risk profiles of clean energy projects relative to other jurisdictions, which in turn may help countries draw an increasingly large share of the global investment capital to their own economies.

To support its efforts to remain competitive on the global stage and ensure that it continues to attract its share of private investment, Canada has established a wide range of policies, tax incentives, and investment supports, including CGF. By taking on a unique role in the investor ecosystem and deploying innovative financing structures, CGF aims to mitigate certain risks associated with investing in Canada's clean economy, such as demand and pricing uncertainty, execution risk, liquidity risk, as well as the uncertainties associated with a constantly evolving policy and regulatory landscape. By doing so, CGF aims to improve the risk profile of Canadian low-carbon investment opportunities and catalyze significant amounts of private capital to the sector.

In addition to playing a key role in mobilizing private sector investment in Canadian low-carbon projects, technologies, businesses, and supply chains, CGF also contributes to positioning Canada as a leading player in the global clean economy. By investing in and supporting the development of domestic expertise, knowledge, and technologies, CGF helps Canadian businesses emerge as leaders on the global stage, supporting Canada's long-term economic prosperity while also helping it achieve its climate policy goals.

[1] Government of Canada, "Budget 2023", March 2023.
[2] Government of Canada, "Budget 2022", April 2022.

Section 2.2 – CGF Mandate

CGF's mandate (the "Mandate") is to build a portfolio of investments (the "CGF Investments") that catalyze substantial private sector investment in Canadian businesses and projects to help transform and grow Canada's economy at speed and scale on the path to net-zero, and is intended to help Canada meet the following national economic and climate policy goals:

1. **Reduce emissions** and achieve Canada's Climate Targets.
2. Accelerate the **deployment of key technologies**, such as low-carbon hydrogen and carbon capture and storage ("CCS"), among others.
3. **Scale up companies** that will create jobs, drive productivity and clean growth across new and traditional sectors of Canada's industrial base.
4. Encourage the **retention of intellectual property** in Canada.
5. Capitalize on Canada's abundance of natural resources and **strengthen critical supply chains** to secure Canada's future economic and environmental well-being.

Section 2.3 – Scope of Investment Activities

To achieve its Mandate, CGF focuses its investing activities on three key areas:

1. **Projects:** projects that use less mature technologies and processes (proven in pilots but not yet widely adopted) to reduce emissions across the Canadian economy. This includes projects across a variety of sectors, including but not limited to, biofuels, CCS, electrification and the greening of electricity, as well as hydrogen.
2. **Clean technology:** clean technology companies, including small and medium enterprises ("SMEs"), which are scaling less mature technologies that are in the demonstration or commercialization stages of development.
3. **Low-carbon supply chains:** projects and companies (including SMEs) across low-carbon or climate technology value chains, including low-carbon natural resource development.

Section 2.4 – Additional Considerations Pertaining to the CGF Mandate

2.4.1 Balancing Returns, Risk Mitigation, and Concessionality

In seeking to create a portfolio of investments that fulfills the CGF Mandate, CGFIM considers and aims to balance three key elements with respect to any particular investment: (i) financial returns, (ii) risks mitigated, and (iii) concessionality.

1. **Financial Returns:** CGF will not generally invest where it does not have a reasonable expectation of a return of capital. Making individual investment decisions on this basis reflects CGF's aim to recover its invested capital on a portfolio basis, over a period of 15 years. Any distributions of capital in respect of CGF Investments are intended to be reinvested in additional investments, to the extent not used to pay expenses of CGF.
2. **Risk Mitigation:** CGF may use investment instruments that absorb certain risks to encourage private sector investment in low-carbon projects, technologies, businesses, and low-carbon supply chains. Each CGF Investment is expected to address one or more of the following key risk factors that create uncertainty in respect of an investment's long-term financial profile:

   (i) Demand risk associated with uncertainty around end-market demand and pricing;

(ii) Policy risk related to perceived uncertainty around climate regulations, such as a carbon price or clean fuel standards;

(iii) Regulatory risk with respect to project assessments and permitting approvals for construction projects;

(iv) Execution risk from building first-of-a-kind commercialized products and companies;

(v) Liquidity risk from investing in projects without abundant debt financing or visible secondary markets for equity; and

(vi) Other risks that limit investor interest.

3. **Concessionality:** It is expected that CGF's investments will generally have some level of concessionality. Such concessional investing may take different forms and is guided by the following principles:
   (i) Minimize the level of investment concessionality (i.e., discount rate and/or loss exposure relative to market) to the level necessary to attract private capital or otherwise make the project viable; and
   (ii) Participate, to the appropriate degree, alongside private sector investors in the downside risk and upside potential of an investment.

It is understood that the implementation of the CGF Mandate is likely to result in a concentrated portfolio of investments, especially during the ramp up period when the portfolio is being assembled. Notwithstanding the above and to the extent it is reasonably possible, CGFIM will aim to build a diversified portfolio of investments across various sectors, regions, as well as investment instruments.

2.4.2 Catalyzing Private Sector Investment

As it delivers the CGF Mandate, CGF will aim to attract significant amounts of private sector capital to Canadian low-carbon projects, technologies, businesses, and supply chains. Therefore, CGF Investments are intended to be made alongside one or more private sector investors, including through investments structured as direct investments, fund investments, as well as co-investments. It is acknowledged, however, that the participation of other private sector investors may not always be synchronous with CGF Investments, and that in some cases, CGF may be the only provider of fresh capital at the time of investment.

Section 3 – *Operating Environment*

Section 3.1 – Internal Environment

3.1.1 Progress to Date

2022

April: Government of Canada announces its intention of creating CGF in its 2022 Budget.

November: In its Fall Economic Statement, the Department of Finance announces the launch of CGF, and issues a Technical Backgrounder providing additional details on CGF's mandate, operations, and investment framework.

December: CGF incorporated as a subsidiary of CDEV and initial appointment of two directors to CGF's Board of Directors.

2023

March: Government of Canada announces that it has selected the PSP Investments to manage the assets of CGF and deliver its mandate as part of its 2023 Budget.

June: Dedicated team of investment professionals seconded by PSP Investments, including senior leaders, start reviewing potential investment opportunities on behalf of CGF, under an interim arrangement.

The Public Sector Pension Investment Board Act is amended to allow a subsidiary of PSP Investments to act as the investment manager of CGF.

August: Incorporation of CGFIM, a wholly owned subsidiary of PSP Investments providing investment management services to CGF.

October: CGF announces its inaugural investment in Eavor Technologies Inc., via a direct commitment of $90M of Series B preferred equity.

December: CGF announces a $200M strategic investment in Entropy Inc. and a large-scale carbon credit offtake commitment, with CGF committing to purchase up to one million tonnes per annum of carbon credits for 15 years.

2024

March: Execution of the IMA between PSP Investments, CGFIM, CGF and CDEV, formalizing the investment management services provided to CGF by CGFIM.

CGF announces a first cleantech fund commitment of $50M in Idealist Climate Impact Fund.

3.1.2 Looking Ahead

Going forward, CGFIM will continue to provide investment management services to CGF, while also working on finalizing its internal processes, formalizing its investment strategy, and growing its investment team and capabilities.

As CGFIM grows its team of world-class, seasoned investment professionals, it will aim to do so by drawing on a diverse pool of talent and perspectives from across Canada as well as on international best practices. This commitment to fostering diversity across the CGFIM organization will include efforts to broaden the range of voices and views within the governance and decision-making bodies of CGFIM, taking into consideration Canada's gender, linguistic, cultural and regional diversity, including the unique perspectives of Indigenous Peoples.

3.1.3 Staffing and Resources

CGFIM proactively manages its resources to ensure the successful delivery of the CGF Mandate. To do so, CGFIM closely monitors workloads and volume of activity across its organization and ensures that additional resources are hired as required to meet its current and future business needs. Going forward, CGFIM anticipates that the team will expand to support the build out of CGFIM's investment capabilities.

CGFIM recognizes the risks associated with attracting and retaining key personnel, especially in the context of the CGF Mandate, the execution of which requires specialized skills, knowledge, and expertise. CGFIM is leveraging PSP Investments' experience and human resources policies and processes to effectively attract and retain the talent required to successfully deliver the CGF Mandate.

3.1.4 Conflicts of Interest

PSP Investments has adopted a policy to address any real, potential, and perceived conflicts of interest between PSP Investments and/or CGFIM, on the one hand, and CGF, on the other hand, which may be found at this link.

Section 3.2 – External Environment

3.2.1 CGF Positioning on the Global Stage

As countries across the world roll-out initiatives to support and decarbonize their economies, global investors will be incentivized to deploy more capital in those countries, as investment opportunities in clean energy projects, technologies and companies become more attractive relative to other jurisdictions (in terms of risk profile or economics). As a result, countries deploying clean energy financing initiatives may begin to draw an increasingly large share of the global investment capital to their own economies.

Given this context, CGF plays a critical role in ensuring that Canada remains competitive on the global stage and continues to attract its share of private sector capital to support the growth of its own clean economy. By investing in Canadian low-carbon projects, technologies, businesses, and supply chains, CGF also contributes to the development of domestic expertise, technologies, and intellectual property, enabling Canada to participate in, and benefit from, the fast-growing global clean economy.

3.2.2 CGF Positioning Relative to Existing Federal Initiatives

CGF's Mandate complements the existing suite of federal government initiatives supporting Canada's clean economy, such as the Canadian Infrastructure Bank and the Strategic Innovation Fund, among others, while also distinguishing itself in a number of ways.

Target Investment Stage: CGF targets projects, technologies and companies at the scale-up stage of development. This distinguishes CGF from:

(i) Research and development, demonstration, and pilot projects, which are funded through grants and contributions programs;

(ii) Start-up companies, which are funded through venture capital funds; and

(iii) Mature companies and/or companies deploying mature technologies, which can typically attract private sector investment on their own and at market terms.

Financing Tools Offered: CGF has access to a broad range of financial tools allowing it to offer innovative forms of financing, including instruments where CGF may take on above-market risks to catalyze private sector investment. This distinguishes CGF from:

(i) Grants and contributions programs that provide funding to early-stage companies; and

(ii) Private sector investors that provide financing to companies at market terms.

Delivery Expertise: the CGF Mandate is delivered by a team of independent investment professionals with extensive experience across a range of sectors and strategies, as well as expertise in structuring and executing complex direct investments. The delivery of the CGF Mandate is done on an arm's length basis from the Government of Canada.

Project Types: CGF focuses on private projects and companies, rather than government owned projects.

For greater certainty, CGF generally does not focus on (i) research and development or demonstration projects, (ii) technology pilot projects, (iii) mature technologies or mature companies that can attract sufficient private sector investment, (iv) venture capital-style investments, (v) government owned projects, or (vi) other types of investments otherwise covered by other government policies and programs (including those funded through grants and contribution programs).

Existing Federal Initiatives Supporting Canada's Clean Economy[3]

Targeted Programming	Strategic Finance	Investment Tax Credits	Pollution Pricing & Regulatory Framework
• Strategic Innovation Fund • Smart Renewables & Electrification Pathways Program • Clean Fuels Fund • Low-Carbon Economy Fund	• Canada Infrastructure Bank • **Canada Growth Fund**	• Carbon Capture, Utilization and Storage • Clean Technology • Clean Hydrogen • Clean Technology Manufacturing • Clean Electricity	• Price on Pollution • Large-Emitter Pricing Systems • Contracts for Difference • Clean Fuel Regulations • Clean Electricity Regulations

3.2.3 Key Risks Mitigated by CGF

While companies and investors are aware of opportunities to commercialize and deploy emissions-reduction technologies, they are often restrained due to the risks associated with these investment opportunities. CGF is designed to invest its capital in a manner that helps mitigate these risks and unlocks the domestic and foreign capital that Canada will need to support the growth of its clean economy.

As outlined in the Investment Criteria (defined under Section 4.1.3), the primary risks CGF aims to mitigate include demand risk, policy risk, regulatory risk, execution risk, and liquidity risk. To do so, CGF may invest in a manner that reduces some or a portion of these risks, with the aim of bridging the private market funding gap and drawing in additional capital to low-carbon projects, technologies, businesses, and supply chains across Canada.

3.2.4 Overview of CGF's Focus Sectors

In order to successfully deliver the CGF Mandate, CGF's investment activities focus on the following sectors:

(i) Carbon capture and storage;
(ii) Hydrogen;
(iii) Biofuels;

[3] Government of Canada, "2023 Fall Economic Statement", November 2023.

(iv) Clean technology;
(v) Low-carbon supply chains; and
(vi) Electrification and greening of electricity.

Each of these sectors has a unique set of challenges and opportunities, which are considered when structuring and pursuing investments. It is also important to note that various risks exist with respect to these sectors, which may impact the availability as well as the financial viability of investment opportunities falling within the CGF Mandate. External factors such as, but not limited to, technology costs, demand and pricing uncertainty, supply chain constraints, as well as a constantly evolving regulatory landscape may impact the delivery of the CGF Mandate.

(i) Carbon Capture and Storage

Carbon capture and storage ("CCS") is the process of capturing CO_2 from carbon-intensive industrial processes and compressing it for transportation and storage in underground geological formations. CCS represents an attractive solution to decarbonize hard to abate sectors such as energy production, heavy manufacturing, and other industrial processes.

Capture is typically done by constructing a facility that processes flue gas streams. The primary capture methods for gas streams involve the use of solvents and sorbents, membranes, and cryogenics. CO_2 can be captured either before or after a combustion process, with pre-combustion capture projects being the most commercially viable today. A technologically promising alternative is to capture CO_2 using Direct Air Capture ("DAC") technology, which extracts CO_2 from ambient air.

Transportation of carbon involves compressing CO_2 at high pressures, and then liquifying it to reduce its volume for efficient transportation. CO_2 can be shipped via heavy vehicles, freight trains, as well as shipping vessels. CO_2can be transported via pipeline, which is more capital intensive but has greater benefits when implemented at scale (i.e., used across multiple CCS projects).

Storage of CO_2 involves using injection wells to pump compressed CO_2 into deep underground geological formations, including depleted oil & gas reservoirs or saline aquifers. The main activities of carbon storage operations include injection, monitoring, and decommissioning. Upon storage projects reaching the end of their useful life, storage site owners will be required to decommission all above ground facilities and infrastructure, including the sealing, and securing of injection wells before they can be abandoned. Storage site monitoring is likely to be required for several years after site decommissioning, to ensure that CO_2 remains safely secured underground.

Potential Role for CGF: CGF aims to provide investment solutions to CCS projects that will help minimize their cost of capital, while de-risking certain elements that have historically deterred private sector investment. CGF anticipates it will be able to do so by deploying innovative financing structures, using combinations of equity, debt, contracts for difference, carbon credit offtakes or other bespoke financial instruments.

(ii) Hydrogen

Hydrogen is a clean fuel alternative, emitting zero greenhouse gases ("GHGs") when combusted to produce energy. Due to its high energy density (hydrogen is the lightest molecule on earth and has the highest energy density of all fuels by mass), hydrogen is an alternative fuel source for many industrial applications, including steel and cement production, as it can be utilized to yield very high temperatures. In addition to industrial uses, hydrogen also has potential applications in industries such as heavy transport, building heating and power, as well as power generation and storage.

Approximately 95% of hydrogen used today is produced via steam methane reforming (“SMR”)[4], where natural gas is broken down using steam to create hydrogen, as well as CO_2 as a byproduct. The hydrogen produced via SMR is known as Grey Hydrogen because of the high CO_2 emissions associated with its production. Hydrogen can also be produced via alternative “clean” methods, such as Blue and Green Hydrogen. These clean methods of production aim to reduce the carbon intensity (“CI”) of the final product. However, only 0.07% of hydrogen produced globally utilizes clean methods of production[5] due to their high levelized cost compared to their carbon intensive alternatives. The most common methods of producing hydrogen are:

(i) Grey Hydrogen: producing hydrogen via SMR;
(ii) Blue Hydrogen: producing hydrogen via SMR, while also utilizing CCS to capture and reduce (but not fully eliminate) CO_2 emissions; and
(iii) Green Hydrogen: using electricity to break down H_2O molecules (via electrolysis), creating hydrogen and oxygen as the only byproduct (no emissions assuming renewable energy is used as source of electricity).

Potential Role for CGF: The development of commercially viable clean hydrogen facilities across Canada will require significant capital investment. Not only will new hydrogen production facilities need to be built, but more renewable energy projects will also be required to enable the build out of green hydrogen infrastructure. CGF expects that the growth of Canada’s clean hydrogen industry will result in significant job creation across both the clean hydrogen and renewable energy sectors.

In order to support the growth of Canada’s clean hydrogen industry, CGF will engage with commercially viable clean hydrogen project stakeholders to understand their challenges, and partner with high-quality developers to accelerate the development of commercially viable green and blue hydrogen projects across Canada. In doing so, CGF will aim to provide confidence in a path to profitable clean hydrogen production, attracting more developers and capital providers to Canada’s hydrogen and renewable energy sectors.

(iii) Biofuels

Bioenergy is energy that is derived from organic materials known as biomass which can be used to produce biofuels, heat, electricity and products. Biofuel is a fuel that is produced from biomass (typically waste, plants or animal matter), rather than the slow natural processes involved in the formation of fossil fuels. The resulting biofuel can be blended with conventional fuel or, in some cases, a fully fungible drop-in alternative to fossil fuel. Biofuels come in several forms including biogas (ex. Renewable Natural Gas) and liquid biofuels (ex. Renewable Diesel, Sustainable Aviation Fuel).

Renewable Natural Gas (“RNG”) is a type of biogas which is indistinguishable from conventional natural gas and can be used without any changes to transmission or end-user equipment. RNG is typically produced via three primary processes:

(i) Landfill Gas: considered one of the oldest methods of producing biogas, landfill gas is a natural byproduct of the decomposition of organic material in landfills which creates large amounts of methane gas.
(ii) Anaerobic Digestion: use of bacteria to break down feedstock, such as animal manure or wastewater, releasing biogas. The biogas is then upgraded and treated to remove contaminants, yielding RNG.

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[4] Encyclopedia of Sustainable Technologies, “Methane Steam Reforming”, ScienceDirect, July 2017.
[5] Clean Energy Canada, “Hydrogen as part of Canada’s energy transition”, Clean Energy Canada, July 2020.

(iii) Thermal Gasification: use of heat to break down feedstock, such as agricultural and forest residue, releasing biogas. The biogas is then upgraded and treated to remove contaminants, yielding RNG.

RNG is considered a "carbon negative" source of energy and provides a solution to methane gas emissions. Methane is a heavy contributor to the atmospheric greenhouse effect, being 25 times more potent[6] than CO_2 at trapping heat in the atmosphere. Some examples of methane producing activities include agriculture, wastewater treatment, landfills, coal mining, and certain industrial processes. By producing RNG, methane that would otherwise have been released in the atmosphere is instead captured and transformed into biogas. After treating the biogas, the resulting RNG can be used as a renewable fuel to displace the consumption of fossil fuels in hard to electrify sectors, such as the heating of buildings, as well as various industrial processes.

Other Biofuels include liquid biofuels such as biodiesel, renewable diesel ("RD") and sustainable aviation fuel ("SAF"). Liquid biofuels are typically produced by processing biomass via transesterification of lipids, instead of anaerobic digestion. They are mainly used as an alternative to conventional fuels across various transportation sectors, such as aviation (SAF) and trucking (biodiesel, RD), as well as other heavy-duty applications such as construction, mining, and agricultural equipment.

Potential Role for CGF: despite biofuels being readily available to consumers, the sector still faces numerous challenges that are slowing their widespread adoption, including feedstock risk, high costs, and the significant upfront investments associated with biofuel projects. CGF will aim to catalyze growth in the Canadian biofuels sector by developing strategic partnerships with leading biofuel producers to expedite new projects and draw in additional capital from private sector investors.

(iv) Clean Technology

The clean technology sector encompasses a wide range of companies that develop products and technologies or offer services contributing to the global decarbonization effort. These companies operate across a wide range of sectors including, but not limited to, energy and power, materials, chemicals, transportation and logistics, buildings, food, agriculture, and industrials. Clean technology companies may vary in size, stage, and levels of capital intensiveness (asset-light or asset-heavy business models).

The Canadian clean technology sector has expanded significantly in recent years, with total transaction values growing at a compound annual growth rate of approximately 20% over the last decade[7]. Despite this growth, the sector remains in its early stages of development, and is primarily composed of small and medium-sized enterprises.

The clean technology sector is expected to play an important role in the decarbonization of the global economy, as well as support Canada in achieving its long-term climate goals. According to the International Energy Agency[8], approximately 50% of the total emission reductions required to achieve net-zero globally by 2050 are expected to be attributable to technologies that are in early stages of development, or not yet commercially available. Accelerating the development, commercialization and deployment of these early-stage technologies is therefore critical to support the decarbonization of Canada's economy, particularly in hard to abate sectors (such as energy,

[6] United States Environmental Protection Agency, "Importance of Methane", May 2023.
[7] Pitchbook database, March 2024.
[8] International Energy Agency, "Energy Technology Perspectives", January 2023.

transport, agriculture, industrials, and buildings), as well as positioning Canada as a key player in the global decarbonization market.

In addition to playing a pivotal role in the decarbonization of Canada's economy, the growth of the clean technology sector is also expected to provide significant economic benefits. According to Statistics Canada, the clean technology and environment sectors accounted for 2.9% of Canada's GDP in 2021 ($73bn) and provided over 314,000 jobs[9]. With the global clean technology market estimated to have reached $3.3 trillion in 2022[10], there is significant opportunity for Canada's clean technology companies to grow not only domestically, but also participate in a large and growing international market and establish themselves as global leaders.

Potential Role for CGF: CGF will provide financing to scale-up companies beyond the technology demonstration stage, where they have outgrown their early-stage venture capital backers but are still facing certain risks, namely commercialization risk, that prevent them from attracting investments from later-stage investors. By doing so, CGF will aim to bridge the funding gap in the Canadian clean technology ecosystem and support the ongoing development of Canadian clean technology companies.

In addition, CGF will aim to play a key role in developing Canada's clean technology investor ecosystem. CGF will support private market investment managers in their fundraising efforts by making strategic commitments to like-minded managers. By doing so, CGF will aim to attract additional private capital to Canada's clean technology investor ecosystem, expanding the pool of capital available to finance Canadian clean technology companies.

(v) Low-Carbon Supply Chains

The low-carbon supply chain is a broad sector, encompassing projects and companies involved in developing new or existing supply chains for materials that enable the growth of Canada's clean economy. This includes the development of Canada's critical minerals industry, which serve as key inputs for several clean technologies essential to Canada's long-term decarbonization goals.

Critical minerals are defined as minerals that have few or no substitutes, are limited in availability, and have strategic value to the development of essential products or technologies[11]. While Canada and other countries have defined their own lists of critical minerals (reflecting the realities of each of their economies), these may change over time as technological and economic developments impact the global supply and demand for various commodities.

In Canada, 31 minerals are currently considered critical minerals. To be deemed critical, minerals must meet one or more of the following criteria:

(i) Mineral is essential to Canada's economic security while having a limited supply;
(ii) Mineral is required to support Canada's transition to a low-carbon economy; or,
(iii) Mineral is highly strategic for Canada's trading partners and allies.

Critical minerals are essential to Canada's decarbonization goals, as they serve as key inputs to various clean technologies and advanced manufacturing applications, such as solar panels, wind turbines, electric vehicles, and battery components, among others. According to the International Energy Agency, global demand for critical minerals is set to more than double by 2030[12] (under its Announced Pledges Scenario), as countries around the world focus on electrification and energy

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[9] Government of Canada (Office of the Chief Economist), "Canada's Environmental and Clean Technology Sector", July 2023.
[10] Export Development Canada, "Canada's CleanTech Future Looks Bright", October 2020.
[11] Government of Canada, "Canadian Critical Minerals Strategy", December 2022.
[12] International Energy Agency, "Critical Minerals Market Review 2023", July 2023.

transition, and renewables capture an increasingly large share of the global energy generation. This highlights the importance of developing a resilient supply of critical minerals, as demand growth may lead to future supply and demand imbalances, which could cause volatility in global commodity markets. Potential supply constraints for critical minerals would impact Canada's ability to successfully transition to a low-carbon economy and meet its long-term decarbonization goals.

In addition to developing a resilient supply of critical minerals, investing across the entirety of the supply chain, including upstream, midstream, and downstream activities will be of strategic importance for Canada and its trading partners. Today, the processing activities for several critical minerals are geographically concentrated, exposing their global supply to various economic and geopolitical risks. According to the International Energy Agency, China controlled over 50% of the global processing capacity for several critical minerals in 2022, including cobalt, lithium, graphite, and rare earth elements. This level of concentration highlights the strategic importance for Canada to invest in, as well as develop its domestic capabilities across all levels of the critical minerals supply chain.

Overview of the Critical Minerals Supply Chain

(i) Exploration (Upstream): the search for critical mineral deposits that meet minimum volume and concentration thresholds.

(ii) Mining (Upstream): activities related to the extraction of critical minerals from the earth, primarily through surface or underground mining.

(iii) Processing (Midstream): activities focused on transforming minerals into a form suitable for manufacturing, via processing, chemical extraction, and refining.

(iv) Manufacturing (Downstream): activities focused on the manufacturing of components used in clean technologies.

(v) Recycling: activities focused on extracting and recycling materials from end-of-life products, such as lithium-ion batteries.

Potential Role for CGF: CGF will invest in projects and companies that advance the development of new or existing supply chains of critical minerals, as well as other materials that will support Canada's long-term decarbonization goals. CGF may invest at various levels of the supply chain, including, but not limited to, mining activities and related infrastructure, processing, manufacturing, as well as recycling. In doing so, CGF will strive to attract private sector capital to fuel economic growth and job creation, while also strengthening the supply chain of critical minerals and other key materials for Canada, as well as its allies and trading partners.

(vi) Electrification & Greening of Electricity[13,14]

Electrification can be broadly defined as the replacement of fossil fuel-powered processes with electric alternatives. Not only are electrified processes typically more energy efficient than their fossil fuel counterparts (leading to less energy consumption for the same output), but they also boast significant emission reduction potential, as the electricity used to power these processes is increasingly generated from low-carbon sources.

While many sectors of the global economy are expected to become electrified in the long run, transportation and buildings represent major opportunities in the near term. According to the

[13] International Energy Agency, "World Energy Outlook", November 2022.
[14] Canada Energy Regulator, "Canada's Energy Future 2023", June 2023.

International Energy Agency, the majority of electrification-led emission reductions between 2022 and 2030 are expected to be achieved through the electrification of these two sectors.

Transportation

The transportation sector is estimated to represent approximately 25% of the global energy consumption, while accounting for ~40% of end-use emissions. In Canada, these figures are ~21% and ~25%, respectively. While oil currently powers ~90% of the global transportation sector's energy consumption, the International Energy Agency estimates that, under its Net-Zero Scenario, this will drop to approximately 75% by 2030 and 10% by 2050, while electricity is expected to grow to ~50% by 2050 (with hydrogen and biofuels filling the gap). In the near term, the electrification of transport is expected to be driven primarily by light-duty vehicles and rail operations. In Canada, the Canada Energy Regulator estimates that, under its Net-Zero Scenario, nearly all new passenger vehicles sold by 2035 will be electric, driven by federal zero-emission vehicle sales targets, similar policies in provinces such as British Columbia and Quebec, as well as federal and provincial zero-emission vehicle incentives. This rapid growth in the electrification of transport will require significant investment in supporting infrastructure, such as electric vehicle charging networks and hubs.

Buildings

The building sector is estimated to represent approximately 30% of the global energy consumption, while accounting for ~15% of direct end-use emissions. In Canada, these figures are ~24% and ~13%, respectively. The International Energy Agency estimates that, even though global demand for energy in the building sector will increase over the next decade, direct emissions are expected to decrease by up to 45% by 2030 (under its Net-Zero Scenario). This significant reduction in emissions is expected to be driven primarily by improvements in energy efficiency (through the use of energy-efficient appliances, energy-efficient building designs, and improvements in building shells), as well as the increased electrification of space and water heating (heat pumps replacing natural gas and oil furnace heating). In Canada, the Canada Energy Regulator estimates that heat pumps will provide ~50% of residential space heating needs by 2050, contributing to the increased electrification of the sector.

Greening of Electricity

In order to support the electrification of transport, buildings, and other industrial processes, countries around the world will need to invest in technologies and infrastructure that enable the integration of renewables, as well as alternative sources of low-carbon energy generation across their energy systems. According to the International Energy Agency, global demand for electricity in final energy consumption is set to increase by ~4.0% per annum between 2022 - 2030 and will need to further accelerate in order to remain on track with its Net-Zero Scenario. As global demand for electricity continues to grow, it will need to be met with incremental low-carbon energy generation capacity, as well as supporting infrastructure.

To address this, the Canadian government proposed draft Clean Electricity Regulations in August 2023, which if passed, will aim to help Canada achieve a net-zero electricity grid by 2035 by setting technology-neutral emission standards for the generation of electricity in Canada. The regulations will provide a framework for new investments in renewables, smart grids, distributed energy systems, energy storage infrastructure, as well as the development and deployment of emerging technologies such as small nuclear modular reactors and CCS for natural gas power plants, which will play an essential role in Canada's transition towards a net-zero grid.

Potential Role for CGF: CGF will aim to support the electrification of transport, buildings, and various industrial processes by investing in projects and companies that, while not commercially mature, provide technologies and infrastructure solutions that enable and support electrification across a broad range of sectors.

In addition, CGF will aim to invest in projects and companies that facilitate the integration of renewables and alternative low-carbon energy sources (such as small modular reactors, geothermal energy, CCS applications, abated natural gas power generation facilities, etc.) into Canada's energy system. In order to fully realize the emission reduction potential of electrification, Canada will need to ensure that the increasing demand for electricity is met with clean and low-carbon sources of generation.

Section 4 – *Activities, Risks, Expected Results & Performance*

Section 4.1 – Activities of CGF

4.1.1 Primary Activities

Investments: CGFIM executes the investment activities of CGF. These investment activities are part of a broader and comprehensive set of investment management services provided to CGF pursuant to the terms of the IMA.

Carbon Contracts Center of Excellence: In addition to providing investment services to CGF, CGFIM will strive to become a center of excellence in respect of CfDs (as defined below). In this role, CGFIM will advise the Government of Canada on the use of CfDs to address carbon price uncertainty in the marketplace, as well as the use of CfDs within the context of the Government of Canada's broader policy objectives.

4.1.2 Opportunity Sourcing

To ensure a fair approach to the sourcing of investment opportunities, CGFIM employs a dual-track strategy which includes (i) an active outreach strategy, as well as (ii) a publicly available electronic mailing address to receive and evaluate inbound investment proposals (public sourcing strategy currently being developed).

Active Outreach Strategy: The active outreach strategy allows CGFIM to proactively identify and directly engage with industry stakeholders through three main approaches:

(i) Direct outreach to companies and projects to structure and propose potential investments;
(ii) Partnering with third-party investors to leverage their sourcing capabilities and increase the breadth of investment opportunities available to CGF; and
(iii) Building multi-investor coalitions to develop and deliver large, complex projects.

Public Sourcing Strategy: CGFIM also reviews inbound investment proposals received through its publicly available electronic mailing address (infogcf@cgf-fcc.ca). Over time, CGFIM will consider the possibility and pertinence of developing a publicly available RFP portal which it would use to gather inbound proposals under its public sourcing strategy.

4.1.3 – Investment Selection

When evaluating investment opportunities on behalf of CGF, CGFIM uses a set of Investment Criteria (as detailed below) that enable rigorous, fair, and consistent evaluations, while ensuring that the opportunities pursued align with relevant aspects of the CGF Mandate. It is acknowledged, however, that any individual investment may not satisfy all Investment Criteria and strategic objectives of the CGF Mandate.

Investment Criteria[15]

1. **Consistency with goals:** The investment will advance the CGF Mandate.
2. **Long-term benefits for Canada:** The investment has a reasonable chance to strengthen the development of Canadian workers and generate knowledge that will produce long-term benefits for the Canadian economy. For example:
   a) Canadian presence: activities related to the project or company are done in Canada and may generate widely shared economic benefits.
   b) Intellectual property: the activity will enable the development, utilization, or commercialization of Canadian intellectual property.
   c) Value chain creation: the investment will develop or strengthen Canadian competitiveness by participation in a new or existing value chain.
3. **Additionality:** The investment will attract private sector investment, immediate or future, that would not have been secured without the participation of CGF.
4. **Financial soundness:** The investment will meet a certain return threshold and will fit within a portfolio that will target a return of capital.
5. **Consistency with ESG principles:** The investment will fit within a portfolio that will enable CGF to meet the highest internationally recognized standards of Environment, Social and Governance ("ESG") measurement, disclosure, and performance.

4.1.4 Investment Instruments

CGF may invest in projects, companies, as well as investment funds managed by external investment managers. In doing so, CGF has the flexibility to employ a variety of investment instruments, including:

Investment Instruments

1. **Equity, debt, and hybrid instruments:** CGF may invest in equity (e.g., common shares, preferred shares, trust interests or partnership interests), debt, or hybrid instruments, each of which may be made on a concessional basis.
2. **Contracts for difference ("CfDs"):** CGF may enter into CfDs and other forms of price assurances to address demand and policy risk and improve project viability.
3. **Offtake contracts:** CGF may enter into offtake contracts to address demand risk and improve project viability by providing revenue for a volume of production where sufficient demand from prospective private buyers is still developing.

As announced in the federal government's *2023 Fall Economic Statement*, CGF is expected to be the principal federal entity issuing carbon CfDs in Canada. In doing so, CGF may enter into carbon CfDs or offtake contracts on a standalone basis, or as part of investment packages alongside other investment instruments.

CGFIM recognizes that the Government of Canada is interested in working in lockstep with CGF to enhance CGF's capacity to offer carbon CfDs (through potential government backstops or other mechanisms). This partnership approach is aimed at accelerating the deployment of carbon CfDs, as well as fulfilling CGF's role as the principal federal entity issuing carbon CfDs in Canada. As

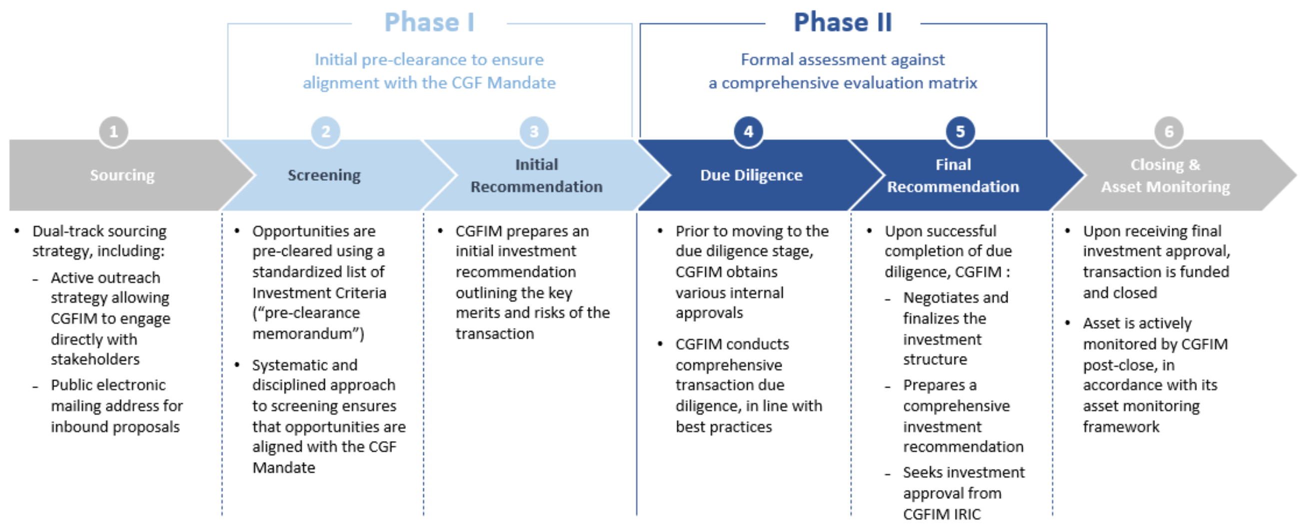
[15] CGFIM is currently working with a third-party advisor to review the presentation of the Investment Criteria. As such, the structure and nomenclature of these criteria may evolve over time.

announced in the *2023 Fall Economic Statement,* it is expected that, at any given time, CGF's aggregate net exposure relating to CfDs and/or offtake contracts shall not exceed $7 billion.

4.1.5 Investment Process

CGFIM's investment process includes two phases and is designed to allow the CGFIM team to engage quickly when new opportunities arise.

CGFIM Investment Process



As part of its investment process, CGFIM conducts comprehensive due diligence, in line with the best practices of private market investors. Due diligence is led by the CGFIM team, and key focus areas include, but are not limited to, financials, operations, governance, intellectual property, commercial studies, technical assessments, legal matters, tax matters, human resources, indigenous peoples' rights ESG practices and policies, as well as IT and cybersecurity assessments.

In addition, for each investment opportunity, CGFIM conducts a systematic assessment of the opportunity against the CGF Investment Criteria (acknowledging that individual investments may not always satisfy all of the CGF Investment Criteria). In doing so, CGFIM also considers the opportunity's financial returns, risk mitigation, level of concessionality, as well as how the opportunity will fit within CGF's broader portfolio of investments. For all of its prospective investments, CGFIM also assesses potential reputational risks as well as any potential conflicts of interest.

Post closing, CGFIM actively monitors the performance of the CGF investments, ensuring responsiveness to changing market conditions, and accountability for results against the CGF Mandate. This monitoring includes:

1. **Operational Oversight:** execution of projects and implementation of initiatives to achieve economic and environmental benefits.
2. **Financial Oversight**: responsible management of financial risks and realization of expected returns.
3. **Strategic Oversight**: ongoing relationship with investment partners and industry stakeholders to ensure sustained commitment to projects and corporate growth.

Section 4.2 – Overview of Risks and Mitigation Strategies

CGFIM is leveraging PSP Investments' expertise in identifying, evaluating, managing, mitigating, and monitoring risks, while adapting its processes to meet CGFIM's specific needs and to reflect the startup nature of the entity. Several investment risk practices of PSP Investments have already been leveraged and adapted to CGF's investment activities. Similarly, as CGF progresses, non-investment risk practices will be assessed based on CGF's business needs.

Section 4.3 – Expected Results and Performance

Over time, CGFIM will develop a reporting framework that will ensure public transparency, accountability, and align with the terms of the IMA.

Expected Results

CGFIM aims to make investments and catalyze private sector capital in low-carbon projects, technologies, businesses, and supply chains across Canada in a timely fashion, and in accordance with the CGF Mandate. With respect to the portfolio of CGF Investments, CGFIM will develop specific targets in relation to the Performance Criteria (as defined below), once sufficient data is available.

Performance Criteria

CGFIM endeavors to measure, on an annual basis, the performance of CGF's portfolio of investments against the performance criteria agreed to in the IMA and detailed in Appendix C (the "Performance Criteria"). In general, the Performance Criteria may be measured in absolute terms or pro-rata to CGF's investment in the relevant project or company. However, it is acknowledged that any individual investment may not be measurable against all of these criteria. In accordance with the IMA, CGF will report on the Performance Criteria annually, beginning as of December 31, 2024.

CGFIM is currently working with a third-party advisor to develop an internal impact measurement and management framework. It is expected that such framework will be integrated into CGF's annual reporting going forward.

Section 5 – Financial Overview

Section 5.1 – Context & Definitions

Currency

Unless otherwise noted, all dollar amounts presented in Section 5 are in Canadian dollars.

Projection Period

The financial projections presented herein (the "Financial Projections") outline the expected financial condition and operations of CGF for the 2024 – 2028 period (the "Projection Period"), as well as preliminary estimates for the year ending December 31, 2023 (the "2023 Estimates")[16].

CGF has a December 31 year-end. Unless otherwise specified, all year references made in Section 5 assume a January 1 to December 31 calendar year.

Use of Assumptions

The Financial Projections rely on the use of a number of assumptions, including assumptions regarding the anticipated market conditions under which CGF will operate over the Projection

[16] Financial Projections and the 2023 Estimates were developed in or around September 2023.

Period. CGFIM used its best judgement in developing the assumptions underlying the Financial Projections. However, it is acknowledged that given CGF's limited operating history, the lack of available historical information, as well as CGF's unique role in the Canadian investor ecosystem, actual results may vary significantly from the Financial Projections.

Commitments vs. Deployments

Over the Projection Period, CGF will make a number of investment commitments to projects, companies, as well as external fund managers ("Commitments"). These Commitments may not always result in immediate capital deployments, as some Commitments may be deployed over time.

Throughout Section 5, Commitments refer to binding agreements entered into by CGF to make investments (immediate or future), while capital deployments ("Deployments") refer to the funding of prior (or concurrent) Commitments.

Section 5.2 – Operating Costs & Funding

As described in the Executive Summary, pursuant to the IMA, CGFIM provides a full suite of investment management services to CGF. The IMA calls for CGF to reimburse CGFIM for all of the costs it incurs in providing such investment management services (the "Costs to Operate CGF"). CGF also incurs its own costs, such as external management fees and transaction costs (the "External Investment-Related Costs"), which together with the Costs to Operate CGF represent the total CGF costs (the "CGF Costs").

None of the CGF Costs or Commitments may be paid out of the funds or the assets of PSP Investments, and in no event shall CGFIM or PSP Investments be entitled to any fee or cost reimbursement from CGF in excess of the Costs to Operate CGF.

The CGF Costs and Commitments are intended to be paid out of CGF's total funding of $15 billion. Over the course of the execution of its Mandate, CGF will obtain its funding through the issuance of preferred shares to His Majesty in Right of Canada, as represented by the Minister of Finance (the "Preferred Shares"), per the anticipated funding schedule outlined in Section 5.4.1.

Section 5.3 – The 2023 Estimates[17]

CGFIM estimates that CGF will make approximately $140 million in total Commitments for the year ending December 31, 2023, and will deploy capital totaling approximately $111 million.

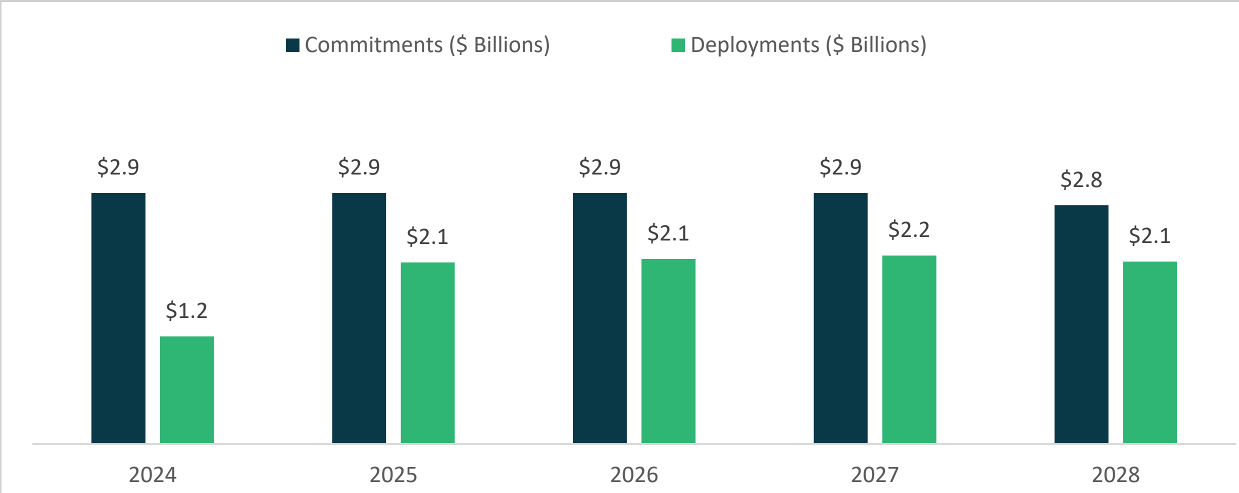
In terms of funding, CGF is expected to issue $170 million in Preferred Shares for the year ending December 31, 2023, using the net proceeds to fund CGF's investment transactions during the year, as well as to pay for the CGF Costs.

The CGF Costs for 2023 are estimated to amount to approximately $30 million. This includes approximately $6 million of costs incurred by CDEV to establish CGF, as well as approximately $24 million of costs incurred by CGFIM. A significant portion of the costs incurred by CGFIM in 2023 relate to startup activities (approximately $12 million). The remaining balance relates to investment management activities that mainly consist of prospecting, evaluating, and executing transactions in line with CGF's mandate.

[17] Subsequent to year end, the actual figures amounted to $290 million in total funding received by CGF, $90 million in Deployments, $1,200 million in Commitments, and $32 million in CGF Costs incurred for the year ending December 31, 2023.

Section 5.4 – The Projection Period (2024 – 2028)

5.4.1 Capital Budget and Funding Schedule



Government Funding (in $ millions)	2024	2025	2026	2027	2028
Net Proceeds from the issuance of Preferred Shares	$3,000	$3,000	$3,000	$3,000	$2,830

Key Assumptions

CGF's estimated Commitments, Deployments and funding requirements over the Projection Period are based on the following assumptions:

(i) CGFIM estimates that CGF will make approximately $14.5 billion in total Commitments, while maintaining reserves to cover the CGF Costs (as shown in Section 5.4.2).

(ii) Included in this estimated $14.5 billion in total Commitments are the reserve requirements that CGF will need to maintain when entering into Commitments under Contracts (such as CfDs, price assurances, or offtake agreements). Given the bespoke nature of Contracts, it is difficult to accurately forecast the structure and risk exposure of these investment instruments. Over the Projection Period, total Commitments with respect to Contracts will not exceed $7 billion, in compliance with the limits outlined in the SIP. This maximum amount includes the reserves required to cover CGF's maximum potential payouts in connection with Commitments under such Contracts (using a tail risk scenario, as outlined in the SIP).

(iii) CGF's total Commitments over the Projection Period are expected to be allocated as follows: approximately 90% to private direct investments (including commitments made under Contracts), and 10% to external fund managers.

(iv) CGFIM estimates that there may be timing differences between Commitments entered into by CGF, and the associated Deployments. For example, Commitments made with respect to large projects may be funded over periods exceeding 12 months. As such, in any given year, CGFIM anticipates that yearly Deployments may differ from yearly Commitments.

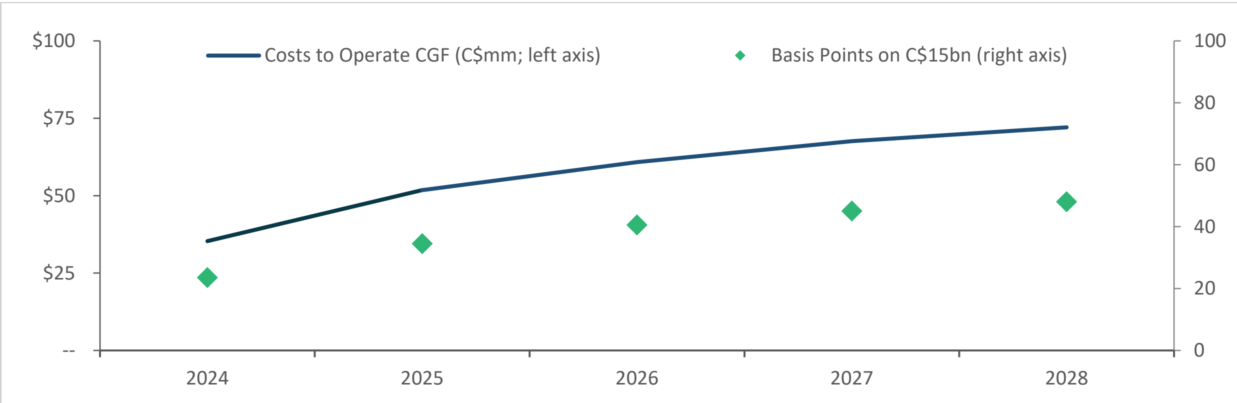
(v) While CGFIM expects CGF to achieve a return of capital on a portfolio basis over a period of 15 years, the Financial Projections do not assume any divestitures of assets, or any investment income being generated from CGF's portfolio of investments (through dividends, distributions, or interest).

5.4.2 CGF Costs

The total CGF Costs anticipated over the Projection Period consist of:

(i) Costs to Operate CGF; and
(ii) External Investment-Related Costs.

Costs to Operate CGF[18]



Compensation and overhead represent the majority of the Costs to Operate CGF. This includes compensation of investment and non-investment professionals who support the activities of CGF, as well as a portion of overhead costs related to various PSP corporate functions such as Technology, Risk management and Human Resources indirectly benefiting CGF. As CGF ramps up its investment activities, it is expected that the CGFIM team will grow accordingly. Therefore, the main driver behind the growth in the projected Costs to Operate CGF is the growth of the CGFIM team.

External Investment-Related Costs

External Investment-Related Costs consist of external management fees and transaction costs:

(i) External Management Fees are estimated to average approximately 2.0% of total capital committed to external fund managers; and
(ii) Transaction costs are estimated to range between $0.25 million to $3.5 million per Commitment, depending on the Commitment type.

Total CGF Costs

Together, the Costs to Operate CGF and the External Investment-Related Costs are expected to bring the total CGF costs to deliver the CGF mandate within proximity of 90 bps on total Commitments post ramp-up.

[18] Does not include External Investment-Related Costs.

Appendices

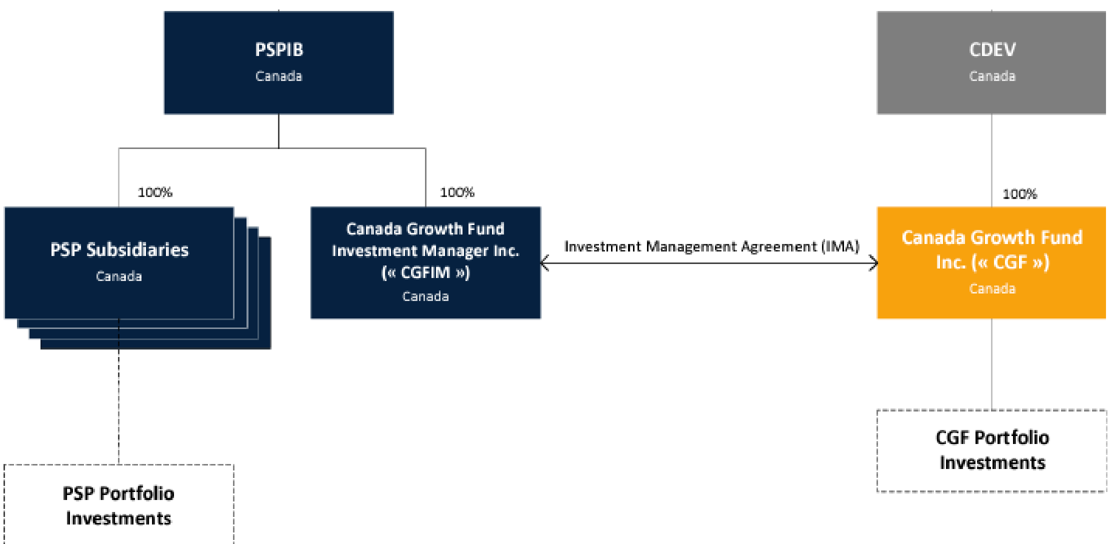
A – Direction from Responsible Minister

The Statement of Priorities and Accountabilities is appended as Exhibit 1

B – Corporate Governance Structure

PSP Investments has been selected by the Government of Canada to act as the independent and exclusive investment manager of CGF. CGFIM, a wholly-owned subsidiary of PSP Investments was incorporated in August 2023 for this purpose.

PSP Investments, CGFIM, and CDEV executed the IMA on March 11, 2024, pursuant to which CGFIM is providing a full suite of investment management services to CGF, independently of, and at arm's length from the Government of Canada. Moreover, the assets and liabilities of CGF are kept separate from, and are managed independently of, the pension assets of PSP Investments.



CGF Governance

CGF is governed by a Board of Directors appointed by CDEV, in consultation with the Government of Canada's Minister of Finance (the "CGF Board"). It is anticipated that the CGF Board will consist of five members, including three CDEV representatives, as well as an external board chair and audit committee chair. Two directors have been appointed to date, and CDEV will aim to add three additional directors to the CGF Board in the near term. The responsibilities of the CGF Board include overseeing the compliance of CGFIM with the IMA, ensuring that CGF is compliant with the governance framework for Crown Corporations as outlined in the Financial Administration Act, as well as the approval of CGF's financial statements.

CGF Board of Directors
Steve Swaffield Elizabeth Wademan

CGFIM Governance

CGFIM has a Board of Directors (the “CGFIM Board”). The CGFIM Board has established an Impact, Risk & Investment Committee (“IRIC”), to which it has delegated all duties and responsibilities in respect of investment evaluations and decisions. All investments including, without limitation, new investment opportunities, follow-on investments, fund commitments and dispositions require IRIC approval.

CGFIM Senior Executives

The day-to-day activities of CGFIM are led by a team of senior investment professionals who have extensive experience across a range of sectors. To date, CGFIM has appointed the following individuals to senior leadership positions, and may add to this team going forward, on an as-needed basis.

Patrick Charbonneau, President and Chief Executive Officer: Patrick Charbonneau is the President and Chief Executive Officer of CGFIM. In this capacity he is responsible for setting the $15 billion Fund’s overall direction and ensuring that CGFIM’s resources and activities are aligned with CGF’s mandate and strategic goals.

Prior to joining CGFIM, Patrick was Senior Managing Director and Global Head of Infrastructure Investments at PSP Investments. Patrick has over 20 years of experience in the infrastructure sector and was instrumental in building PSP Investments’ infrastructure portfolio and team since the inception of the organization’s infrastructure asset class in 2006. In that role, Patrick oversaw a growing infrastructure portfolio of over $30 billion and global transaction opportunities that included controlling direct investments, co-investment transactions and primary fund commitments. Patrick led a diverse team of over 50 investment professionals in PSP Investments’ Montréal and London offices. Prior to joining PSP Investments, Patrick worked in infrastructure advisory services at PwC. Patrick holds a Bachelor of Business from Bishop’s University and completed the High Potentials Leadership Program at Harvard University. He is a CFA charter holder since 2002.

Stephan Rupert, Chief Investment Officer: Stephan Rupert is the Chief Investment Officer of CGFIM. In this capacity he is responsible for CGFIM’s portfolio construction strategy and investment execution activities.

Stephan has over 20 years of experience in infrastructure investment, asset management and operations. Prior to joining CGFIM, Stephan was Managing Director, Head of Americas, Infrastructure Investments, at PSP Investments. In this role he oversaw capital investment and asset management for the Americas and took a lead role in PSP Investments’ approach to the energy sector globally. Prior to joining PSP Investments in 2013, Stephan spent over a decade leading M&A activities in the transportation sector, and from 1997 to 2001 he worked as an engineer on several highway, railroad and water infrastructure construction projects in North America and Africa. Stephan holds a Bachelor of Civil Engineering and an MBA – both from McGill University. He is a Chartered Financial Analyst.

Selin Bastin, Chief Legal Officer: Selin Bastin is the Chief Legal Officer of CGFIM. She is part of the leadership team of CGFIM and is responsible for legal and regulatory affairs, as well as governance matters. Selin also plays a key role in the structuring and execution of investment transactions, including in Clean Tech.

With over 25 years’ experience as a corporate lawyer, Selin has extensive expertise in mergers & acquisitions, securities law, and corporate governance. Prior to joining CGFIM, Selin was Managing Director and Divisional General Counsel at PSP Investments. Since joining PSP Investments in

2006, Selin has played an important role in PSP Investments' growth as a global pension fund investor, and in ensuring continued effectiveness in structuring and executing complex transactions. Prior to joining PSP Investments, Selin worked as a corporate lawyer at Stikeman Elliott, where she specialized in M&A. Selin holds a BCL and an LLB from McGill Law School and a Bachelor of Commerce from Concordia University.

C – Planned Results

Planned Results for 2024

Objective	Performance Indicators or Targets
Scale the CGFIM investment team	Increase the number of CGFIM investment professionals to support the build out of CGFIM's investment capabilities.
Formalize CGF's investment strategy	Continue developing a comprehensive investment strategy framework and obtain the approval of CGFIM's IRIC.
Formalize internal processes and policies	Develop and finalize: • CGF internal policies and procedures relating to risk management. • CGF impact measurement and management framework. • CGF annual reporting framework.
Successfully deliver the CGF Mandate	Make investment(s) and catalyze private sector capital in low-carbon projects, technologies, businesses, and supply chains across Canada in a timely fashion, in accordance with the CGF Mandate.

Performance Criteria

Selection Criteria, Strategic Objectives and Investment Principles		Performance Criteria
Consistency with CGF Mandate	Quickly and significantly reduce emissions and contribute to achieving Canada's climate targets	1. CGF Portfolio Carbon Footprint and Financed Emissions (i.e., Portfolio-level Scope 3 (Category 15) emissions). Calculated in accordance with the Greenhouse Gas Protocol and the Partnership for Carbon Accounting Financials Standard or equivalent methodology. 2. Portfolio-level Annual Average Avoided Emissions. In-house methodology to be adopted in accordance with leading standards such as: [Mission Innovation Avoided Emissions Framework.]
Consistency with CGF Mandate	Scale up technologies and companies that will drive productivity, competitiveness and clean growth and jobs across new and traditional sectors of Canada's industrial base	3. Ratio of private investment (equity and debt) catalyzed due to CGF investments. Methodology under development and may include consideration of prospective and/or retrospective values. Metric will be assessed on an ongoing basis. 4. Where possible and appropriate, amount of new capital leveraged or unlocked that invests in alignment with the CGF Mandate. Methodology under development and may include consideration of prospective and/or retrospective values. Metric will be assessed on an ongoing basis. 5. Where possible and appropriate, estimated total jobs created or supported (e.g. temporary, permanent, direct and indirect) by CGF investments, over a period of time as may be determined by CGFIM. Methodology under development; reporting timeframe may vary depending on the investment context, timing and stage of development.
Consistency with CGF Mandate	Capitalize on Canada's resource endowment and strengthen critical supply chains in order to secure Canada's future economic prosperity	6. CGF capital committed to major projects, clean technology and/or low carbon supply chain activities. Measurement of CGF capital includes equity, debt, contracts for difference and offtake contracts. 7. Where possible and appropriate, annual export revenue from major projects, clean technology and/or low-carbon supply chains. Methodology under development; CGFIM will endeavor to develop indicators that will demonstrate trade benefits and supply chain benefits for Canada.
Consistency with CGF Mandate	Long-term benefits for Canada	8. Where possible and appropriate, number of technologies and/or patents created, supported, or maintained due to CGF investments.
Additionality		9. [identical to 3 above] Ratio of private investment (equity and debt) catalyzed due to CGF investments. Methodology under development and may include consideration of prospective and/or retrospective values. Metric will be assessed on an ongoing basis. 10. identical to 4 above] Where possible and appropriate, amount of new capital leveraged or unlocked that invests in alignment with the CGF Mandate. Methodology under development and may include consideration of prospective and/or retrospective values. Metric will be assessed on an ongoing basis. 11. Where possible and appropriate, qualitative evidence.
Financial Soundness		12. Discussion and analysis of CGF annual financial statements, in alignment with Section 6b of the IMA.

Consistency with Environmental, Social, and Governance (ESG) Principles	13. Annual reporting in alignment with the Task-Force on Climate Related Financial Disclosures framework. 14. Where possible and appropriate, Fund-level reporting on select ESG KPIs. Precise ESG KPIs will depend on composition of CGF investment portfolio. ESG KPI framework will be structured in alignment with the Sustainability Accounting Standards Board guidance and with frameworks established under the ESG Data Convergence Initiative.

D – Chief Financial Officer Attestation

Not applicable.

E – Borrowing Plan

CGF and its wholly-owned subsidiaries may provide guarantees and enter into loan commitments in support of investment commitments that CGF or its wholly-owned subsidiaries may enter into and as may be required by lenders, fund managers and investors with whom CGF and its wholly-owned subsidiaries may transact from time to time, in respect of (i) a note, bond or debenture, (ii) term preferred shares, (iii) a loan, (iv) a banker's acceptance, (v) a capital lease or (vi) a supplier credit arrangement, with an annual aggregate guarantee and loan commitments not exceeding the annual commitment amount outlined in Section 5.4.1 for a term of up to 25 years.

F – Government Priorities and Direction

Transparency and Open Government

To ensure an open and transparent approach to sourcing investment opportunities, CGF employs a dual-track approach:

(i) **Active Outreach**: CGFIM proactively identifies and directly engages with industry stakeholders through three main approaches:

- a. Direct outreach to companies and projects to structure and propose potential investments;
- b. Partnering with 3rd party investors to leverage their sourcing capabilities and increase the breadth of opportunities available to CGF;
- c. Building multi-investor coalitions to develop and deliver large, complex projects.

(ii) **Public Process**:

- a. CGFIM maintains a public inbox (infocgf@cgf-fcc.ca) to receive and review information directly from market participants:
  - i. The CGFIM team closely monitors the public inbox to ensure that the public maintains direct access to CGF;
  - ii. While the CGFIM team aims to review and respond to all inbound opportunities in a timely manner, it cannot guarantee that all proposals will receive a response.
- b. CGFIM maintains a bilingual website (www.cgf-fcc.ca), including information on CGF's mandate and latest news. The content of the CGF website will be developed and will evolve over time, in line with CGF's activities.

Access to Information and Privacy

CGFIM and CGF are subject to the *Access to Information Act* and the relevant information is available on CGF's website https://www.cgf-fcc.ca/content/documents/CGFIM_Access_to_Information.pdf.

CGFIM sets out the way it collects, uses, discloses, and otherwise manages personal information at https://www.cgf-fcc.ca/content/documents/CGFIM_Privacy-2.pdf.

Information Technology and Cyber Security

PSP Investments has adopted an *Enterprise Data Corporate Procedure*. The guiding principles of such procedure establish a clear framework for accessing and using data, including guidelines for data quality, security, and privacy. This helps to ensure that data is used in a responsible and ethical manner, and that users understand their responsibilities and limitations when working with data.

PSP Investments is committed to safeguard the confidentiality, integrity and availability of the information assets under its control. PSP Investments manages the security of information assets it owns, manages, operates and/or uses in accordance with best practices and the terms of its *Corporate Information Security Policy*. PSP Investments' information assets (including personally identifiable information) are classified and protected based on the level of confidentiality, integrity and availability required with respect to the nature of the information asset. The information assets classification is the basis for the identification of the risks associated with the unauthorized disclosure, use, modification or loss of PSP Investments' information assets.

PSP Investments' Information Security strategy (FY22-FY26) is based on four priorities: (i) promoting a culture of ownership and responsibility for managing cyber risks; (ii) enabling PSP's digital transformation and secure cloud migration; (iii) supporting PSP in securely sharing and capitalizing on the value of information and data; and (iv) ensuring that cyber risks outside its direct control are managed. A range of risk-mitigating measures have already been implemented via this five-year plan, including a comprehensive cyber awareness program, an executive Information Security dashboard, a risk-based vulnerability management framework, and an investment cyber risk program.

Discrimination, Harassment and Workplace Violence Prevention

PSP Investments is committed to creating and maintaining a safe and healthy work environment that is free of discrimination, harassment and violence of any type, including of a sexual nature. Discrimination, harassment and workplace violence are unacceptable behaviors and will not be tolerated. PSP Investments will take reasonable measures to prevent these behaviors and to conduct a resolution process, including investigations when allegations of are raised and will also implement corrective action(s) and/or disciplinary measure(s), depending on the circumstances, when a complaint is founded. PSP Investments is also committed to prevent discrimination, harassment and workplace violence by:

- Promoting the highest standards of conduct;
- Communicating and enforcing the principals contained in its *Discrimination, Harassment and Workplace Violence Prevention Policy*;
- Providing annual training on respect in the workplace and educating to ensure clarity as it relates to employee's rights and responsibilities;
- Implementing an effective and fair complaint resolution process as part of its *Discrimination, Harassment and Workplace Violence Prevention Procedure (Canada)*.

Environment, Social and Governance (ESG)

PSP Investments has a long-standing commitment to integrate material Environmental, Social and Governance (ESG) factors into its investment decision making process. CGFIM is leveraging PSP's processes and tools its underwriting. Moreover, CGFIM is in the process of designing and piloting an Impact Measurement and Management (IMM) framework to guide and ensure the alignment of its investment process with the CGF Mandate, including on gender-based analysis plus and with respect to Indigenous communities.

Gender-Based Analysis Plus
Within this context, CGFIM is assessing how it can apply a GBA+ lens to CGFIM's operations and in executing CGF's investment mandate.

Indigenous Communities
The duty to consult is an important part of the federal government's activities, including for regulatory project approvals, licensing and authorization of permits, operational decisions, policy development, negotiations and more. CGFIM will consider CGF's duty to consult Indigenous peoples and more generally how it can collaborate with Indigenous communities and businesses in executing CGF's investment mandate.

Sustainable Development and Greening Government Operations

CGF's investment strategy is focused on unlocking important sustainability benefits for Canadians, in particular related to decarbonization and economic outcomes associated with its investment mandate and strategy.

CGF's mandate is to build a portfolio of investments that catalyze substantial private sector investment in Canadian businesses and projects to help transform and grow Canada's economy at speed and scale on the path to net-zero, and is intended to help Canada meet the following national economic and climate policy goals:

1. **Reduce emissions** and achieve Canada's Climate Targets.
2. Accelerate the **deployment of key technologies**, such as low-carbon hydrogen and carbon capture and storage ("CCS"), among others.
3. **Scale up companies** that will create jobs, drive productivity and clean growth across new and traditional sectors of Canada's industrial base.
4. Encourage the **retention of intellectual property** in Canada.
5. Capitalize on Canada's abundance of natural resources and **strengthen critical supply chains** to secure Canada's future economic and environmental well-being.

CGFIM is aware of the Government of Canada's *Greening Government Strategy* and will evaluate opportunities to contribute to its objectives in the years ahead.

G – Compliance with Legislative and Policy Requirements

In addition to complying with the *Financial Administration Act* (to the extent applicable to it), CGF will provide CDEV with information for CDEV to comply with relevant reporting obligations. Please see the CDEV Corporate Plan for additional details.

CGF was issued a directive through Order in Council 2022-1272, and CGF remains in compliance with the said directive and the Statement of Priorities and Accountabilities issued by the Deputy Prime Minister and Minister of Finance on March 8, 2024.

Exhibit 1

Statement of Priorities and Accountabilities (March 8, 2024)

Deputy Prime Minister
and Minister of Finance

Vice-première ministre
et ministre des Finances

Ottawa, Canada K1A 0A2

2023FIN513410

March 8, 2024

Mr. Stephen Swaffield
Chair
Canada Development Investment Corporation
1240 Bay Street, Suite 302
Toronto, Ontario
M5R 2A7

Mr. Stephen Swaffield
Ms. Elizabeth Wademan
Canada Growth Fund Inc.
1240 Bay Street, Suite 302
Toronto, Ontario
M5R 2A7

Dear Mr. Swaffield and Ms. Wademan,

I am writing to you as the Minister responsible for the Canada Growth Fund (CGF), operated by Canada Growth Fund Inc. (CGF Inc.), a wholly-owned subsidiary of the Canada Development Investment Corporation (CDEV).

The CGF is a key part of the government's economic plan. From carbon pricing, to major investment tax credits, to grants and contributions programs, the government is investing in Canada's economic future. With its suite of financial tools and $15 billion at its disposal, the CGF is uniquely positioned to help de-risk important projects and unlock investment decisions that decarbonize our economy, and, equally, create good careers for Canadians.

It is my pleasure to issue this Statement of Priorities and Accountabilities (SPA) to you pursuant to the directive issued to CGF Inc. by the Governor in Council on December 2, 2022 (P.C. 2022-1272). I am also sending this SPA to the Public Sector Pension Investment Board (PSP Investments) and its subsidiary Canada Growth Fund Investment Management Inc. (the Manager), as well as the Minister of Innovation, Science and Economic Development Canada, the Minister of Natural Resources Canada, the Minister of Environment and Climate Change Canada, and the President of the Treasury Board for awareness.

This letter outlines the Government of Canada's expectations and strategic priorities for CGF and CGF Inc.'s operations, while recognizing that the Fund is an arm's length public investment vehicle.

Investment Management Agreement and Statement of Investment Principles

On May 31, 2023, I sent you an interim SPA. This interim SPA expressed my expectation that you would begin negotiating an Investment Management Agreement (the IMA) to be entered into between CGF Inc., CDEV, PSP Investments, and the Manager. I also noted my understanding that you would work with PSP Investments to develop a Statement of Investment Principles (the SIP) to accompany the IMA. I indicated my expectation that you would consult with me on the IMA and the SIP prior to finalizing these documents with PSP Investments.

I understand you have now completed the negotiation of the IMA and the SIP. I have reviewed these documents, in consultation with the Privy Council Office (PCO) and the Treasury Board Secretariat, and agree with their content, including those provisions relating to amendments to the SIP. PCO and the Departments of Innovation, Science, and Economic Development Canada, Natural Resources Canada, and Environment and Climate Change Canada have been consulted on the SIP, to ensure CGF complements the Government of Canada's other policy tools and programs, while maintaining its operational and investment management independence.

You may now execute the IMA and put in place the SIP. Once they are in place, I expect you to send me a final copy of both documents, and to act in accordance with their terms and to take all necessary actions to deliver on CGF's strategic objectives.

Governance

As long as CGF Inc. remains a wholly owned subsidiary of CDEV subject to Part X of the *Financial Administration Act*, CGF Inc.'s board of directors (the CGF Inc. board) will be appointed by the board of its parent company, CDEV. I understand you have put together a proposal for the initial slate of directors for the CGF Inc. board, which would consist of four members, including three CDEV representatives (including the President and CEO of CDEV), as well as an independent board chair. I expect you to consult with me, as the Minister of Finance, on proposed appointments to the CGF Inc. board. Given the services to be provided to CGF Inc. by the Manager under the IMA, I understand that CGF Inc. expects to have few or no employees of its own (and that certain CDEV staff will be involved with CGF Inc. from time-to-time as necessary).

I expect the board of CDEV to set the remuneration of the independent directors and chairperson of the CGF Inc. board having regard to the standard remuneration usually provided by other corporations in the public and private sectors in accordance with the provisions of Order in Council PC-2022-1269.

The CGF Inc. board will be responsible, within its rights under the IMA and subject to the terms thereof, to oversee the Manager's compliance with the IMA and the SIP. It will also monitor how

CGF's portfolio of investments is performing under the performance criteria established pursuant to the IMA.

Moreover, the CGF Inc. board will be accountable to the Minister of Finance and the Government of Canada, Parliament, and Canadians with respect to its oversight of the Manager within the parameters of the IMA. I look forward to engaging with CGF Inc. and the Manager, alongside with my esteemed colleagues the Minister of Innovation, Science and Economic Development Canada, the Minister of Natural Resources Canada, and the Minister of Environment and Climate Change Canada through the annual meeting and reporting process described in the IMA.

Mandate

As expressed in the SIP, CGF's mandate is to build a portfolio of investments that catalyze substantial private sector investment in Canadian businesses and projects, putting Canadian businesses and workers at the forefront of the global clean economy. The purpose of this is to help transform and grow Canada's economy at speed and scale on the path to net-zero, and is intended to help Canada to meet important national economic and climate policy goals, while creating good careers for Canadians. In ensuring strategic competitiveness for Canada, the CGF's important decisions will make Canada an even more attractive market to invest in, and create careers and opportunities for Canadians for generations to come.

I expect that the Manager advances a portfolio aligned with Canada's economic plan. In particular, I expect to see over the next two years a significant advancement in transactions with a diversity of clean technology sectors, such as blue and green hydrogen, biofuels, and other technologies fundamental to achieving a net-zero electricity grid across the country, including clean and abated electricity generation. Additionally, I expect the portfolio to support the decarbonization of heavy emitters, such as the steel and cement industries.

I expect the Manager to make commercially reasonable best efforts to advance transactions in the priority sectors.

I expect the Manager to consider the *Areas of Focus* in the SIP (4. A. i-iii) in descending priority, to its best efforts and while maintaining commercial reasonableness.

Within two months of this letter's receipt, I expect the Manger to return to me with its plan to ramp up investment activities and achieve the priorities laid out in this letter and the SIP.

I expect the Manager to take into consideration that the government is interested in working in lockstep with the Growth Fund to enhance its capacity to offer Carbon Contracts for Difference (CCfDs) and offtake agreements to priority sectors, including exploring the possibility of a government backstop on certain liabilities, and additional options to accelerate the deployment of CCfDs across Canada.

I expect the Manager, in designing its CCfD and offtake agreement frameworks, to strike a balance between ensuring strong negotiating mandates for the Growth Fund and fulfilling its important role as the principal federal entity issuing CCfDs.

I expect the Manager, subject to applicable confidentiality obligations, to engage and communicate as required with those managing complementary clean growth policy tools and programs of the Government of Canada. I expect the Manager to do so while upholding its ability to make timely, independent investment decisions.

I expect the Manager to judiciously consider all financial instruments at its disposal as it negotiates investments and structures transactions, including CfDs and other forms of price assurance. The Manager's personnel has developed a unique expertise around these instruments that is valuable to the Government of Canada. I expect the Manager to continue to develop its expertise in respect of CfDs and carbon price assurance and to become a centre of excellence on CfDs, engaging with market participants and providing advice to the Government of Canada in respect of their use and design.

I commend PSP's and the Manager's efforts in putting in place a team of world-class, seasoned investment professionals to manage CGF's investments focused on achieving important economic and climate objectives. To fully realize its purpose and functions, the CGF should draw on a diverse range of talent and perspectives from across Canada as well as international best practices. This includes continued commitment to diversity of the workforce in your organization, and efforts to foster the inclusion of a broad range of voices and views in governance and decision-making. In doing so, the CGF should take into consideration Canada's gender, linguistic, cultural and regional diversity, including the unique perspectives of Indigenous Peoples.

I am confident the Manager will leverage its talent, creativity, and experience to develop CGF into a world-leading, arm's length public investment fund that delivers value and careers to Canadians, and brings positive growth to Canada's economy for generations to come. Canada is lucky to have you on board.

Once again, I wish to express my profound gratitude for your support in helping implement the Government of Canada's ambitious agenda to reduce carbon emissions, promote the diversification of Canada's economy, strengthen Canada's supply chain resilience and capacity, and continue creating good careers for Canadians.

Sincerely,

The Honourable Chrystia Freeland, P.C., M.P.
Deputy Prime Minister and Minister of Finance

cc. Deborah K. Orida, President and Chief Executive Officer, PSP Investments
Patrick Charbonneau, Chief Executive Officer, Canada Growth Fund Investment Management Inc.
The Honourable Francois-Philippe Champagne, Minister of Innovation, Science and Economic Development Canada
The Honourable Jonathan Wilkinson, Minister of Natural Resources Canada
The Honourable Steven Guilbeault, Minister of Environment and Climate Change Canada
The Honourable Anita Anand, President of the Treasury Board