

Consistently
Bringing Value:
The Next Phase of the
One Mint Strategy

Year 4

Summary of the Corporate Plan 2024–2028
and 2024 Capital Budget



Land Acknowledgement

The lands on which the Royal Canadian Mint facilities are located in Ottawa, Ontario, are the traditional and unceded territory of the Algonquin Anishnaabeg People. We would also like to acknowledge that the Royal Canadian Mint facilities in Winnipeg, Manitoba, rest on Treaty 1 territory and that these lands are the traditional territory of Anishnaabeg, Cree, Oji-Cree, Dakota and Dene Peoples and the homeland of the Métis Nation.

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Disclaimer - Forward-looking statements

The Summary of the Corporate Plan contains forward looking statements that reflect management's expectations regarding the Mint's objectives, plans, strategies, future growth, results of operations, performance and business prospects and opportunities. Forward-looking statements are typically identified by words or phrases such as "plans", "anticipates", "expects", "believes", "estimates", "intends", and other similar expressions.

These forward-looking statements are not facts, but only estimates regarding expected growth, results of operations, performance, business prospects and opportunities (assumptions). While management considers these assumptions to be reasonable based on available information, they may prove to be incorrect. These estimates of future results are subject to a number of risks, uncertainties and other factors that could cause actual results to differ materially from what the Mint expects. These risks, uncertainties and other factors include, but are not limited to, those risks and uncertainties set forth in the Risk Overview.

To the extent the Mint provides future-oriented financial information or a financial outlook, such as future growth and financial performance, the Mint is providing this information for the purpose of describing its expectations. Therefore, readers are cautioned that this information may not be appropriate for any other purpose. Furthermore, future-oriented financial information and financial outlooks, as with forward-looking information generally, are based on the assumptions and subject to the risks.

Readers are urged to consider these factors carefully when evaluating these forward-looking statements. In light of these assumptions and risks, the events predicted in these forward-looking statements may not occur. The Mint cannot assure that projected results or events will be achieved. Accordingly, readers are cautioned not to place undue reliance on the forward-looking statements. The forward-looking statements included in the Summary of the Corporate Plan are made only as of September 20, 2023, and the Mint does not undertake to publicly update these statements to reflect new information, future events or changes in circumstances or for any other reason after this date.

Executive Summary

The Royal Canadian Mint is a Crown corporation owned solely by the Government of Canada. We are required by the *Royal Canadian Mint Act* to mint coins in anticipation of profit and to carry out other related activities. The Mint aims to be an agile, resilient Crown corporation focused on the future and prepared to act on opportunities to create value for Canada.

The Mint manages Canada's circulation coin ecosystem in support of trade and commerce across the country: redistributing coins that are already circulating, ensuring the efficient flow into the circulation ecosystem of coins generated from recycling kiosks and, only when needed, supplementing national inventories by producing new, high-quality coins in a cost-effective and sustainable way. The Mint also supports the competitiveness of Canada's mining and financial sectors through our precious metals business and a range of integrated precious metals refinery, storage and security services.

The 2023 budget commitment to reduce administrative expenses was a key input for the Mint's Board of Directors and management in developing this corporate plan as were the latest market conditions. While 2023 has seen a continuation of the challenges brought by the COVID-19 pandemic, the Mint remains in solid financial condition. We expect to generate average profits before taxes of \$21.2 million per year in the planning period with an average annual dividend of \$15.7 million paid to the Government of Canada.

Context: Long-term strategic vision

This corporate plan reflects the ongoing implementation of the Mint's long-term strategic vision, introduced in the 2021–2025 Corporate Plan, to realign and unify our historically siloed business lines and operations as "One Mint" with two areas of focus: circulation coinage and precious metals. The Mint continues to evolve the circulation business, ensuring Canada's coin ecosystem remains tightly connected and able to support Canadians' trade and commerce needs into the future. In all these areas, the Mint aims to deliver sustainable economic value for Canada in ways that are both socially and environmentally responsible — from our training practices and operational controls to our research and development investments.

We are committed to reviewing our long-term strategic vision every three years. The 2024–2028 Corporate Plan reflects refinements to our strategies, objectives and activities following a strategy refresh in 2023.

2021–2023: Strategies delivered

Circulation

Canadian Circulation: Efficiently supported Canadians' trade and commerce coin needs with no coin shortages during the COVID-19 pandemic while enhancing the Mint's understanding of how consumer behaviours and the ecosystem are evolving.

Foreign Circulation: Developed capabilities in Winnipeg to position ourselves to capture bi-metallic market (including banknote to coin conversions).

Precious Metals

Bullion Products and Services: Deployed additional resources to capitalize on strong markets to support mining and financial services sectors and deliver profitability while investing in the future.

Numismatics: Tailored our numismatic product offering, exploring new products and markets, for sustainable revenue and dependable profit.

Technology, People, and ESG

Technology: Developed a digital strategy and roadmap which has already successfully delivered multiple projects including a new digital experience platform (mint.ca).

People: Launched a Diversity, Equity, and Inclusion (DEI) Action Plan titled “All-in” focused on developing a healthy, safe and caring workplace for all employees.

ESG: Established a set of ESG commitments along with a roadmap to implementation which has already begun.

The external environment: Markets in transition

While Canada’s economy continues to shift away from the use of cash and coins toward electronic payment technologies, a trend accelerated by the pandemic, many people in Canada continue to rely on cash and coin, according to a 2023 survey commissioned by the Mint. The majority of Canadians (74%) say they have no plans of going completely cashless. With this in mind, in 2024 the Mint will initiate the first stage of our enhanced recycling program plan by conducting an analysis to understand the environmental impact of mobilizing Canadians to return coins versus new coin production.

Despite declining usage of cash in North America and some other regions of the world, cash remains the main form of payment worldwide. The Mint expects to see continued overall global demand for circulation coinage over the planning period, supporting opportunities to produce coins and blanks for other countries. However, 2022 was marked by low demand for coins from central banks, as issues such as inflation, supply-chain disruptions and geopolitical tensions continued to delay economic recovery following the pandemic.

Precious metals are a popular “hedge” or diversification tool in many investment portfolios during times of economic and geopolitical uncertainty. Yet the bullion investment market is cyclical and driven heavily by global events and economic factors that create volatility in precious metals demand and prices. Consistent with its cyclical nature, demand for gold and silver coins is expected to decline from recent highs over the 2024–2028 corporate planning period.

On the numismatic side, the Mint competes for a share of discretionary customer spend and has seen strong interest from collectors since the pandemic began. The Mint will continue to focus our offerings in this area to maintain a strong and profitable numismatic business.

The internal environment: Engagement, safety and innovation

The Mint is focused on creating a vibrant, people-centric and proactive healthy and safe work environment. Our leaders and employees participate actively in creating an environment that values diversity, equity and inclusion, employee health and holistic employee wellbeing. The Mint has a well-established reputation for research and development with a talented team and network of technology partners, which will further enhance our industry-leading process engineering and metallurgical capabilities. In this planning period, the Mint will bring innovation to our business processes and technology platforms, engaging in business transformation to improve sustainable practices, operational efficiency and the customer experience.

Risks and responses

The Mint continues to focus on planning and adaptation to a cash-light society.

The Mint has developed and is implementing a digital strategy/roadmap with a strong focus on cyber security. We also aim to centralize and automate enterprise resource planning (ERP) processes and other core business capabilities wherever possible. This includes greater investments in cloud-based services, providing corporate agility and scalability needed to adapt and stay competitive.

Strategy and corporate objectives

The Mint has overarching objectives for this planning period under the headings of Canada; Customers; People; and Environmental, Social and Corporate Governance (ESG). Together, these corporate objectives call for the Mint to: ensure coins are available across Canada for trade and commerce and remain an inclusive payment option; support the role of Canada's mining and financial industries in the global precious metal supply chain; maintain a trusted brand for Canada and customers around the world; provide a healthy, safe and caring workplace; and provide products and services that are differentiated by being socially and environmentally responsible.

The Mint's People Strategy supports these objectives by driving organizational engagement, leadership excellence and talent development. So does the Mint's DEI Action Plan, *All In*, which promotes collaboration and inclusivity in the workplace. The Mint's ESG commitment, approved by the Board of Directors in 2022, sets out clear goals and timelines to achieve a carbon-neutral circulation business by 2030, an ongoing commitment to ensure that coins remain a sustainable and inclusive payment option, and the pledge to foster a work environment that values differences and empowers employees.

Overview

The Royal Canadian Mint produces coins for Canadian trade and commerce, manages the country's coin system for efficiency and cost, and is a world-renowned manufacturer of circulation coins, precious metals investment products and collectibles, and a world-leading refiner of gold and silver.

Corporate mandate

The Royal Canadian Mint is a Crown corporation owned solely by the Government of Canada. We are mandated by the *Royal Canadian Mint Act* to mint coins in anticipation of profit and to carry out other related activities. In fulfilling that role, the Mint strives to maximize efficiency and competitiveness in our core activities while maintaining close communication with the Department of Finance.

Public policy role

The Mint manages Canada's circulation coin ecosystem in collaboration with our partners from the National Coin Committee (NCC). The NCC is comprised of financial institutions and armoured car carriers and leverages our proprietary software to obtain a real-time view of circulating coin inventories. With a focus on ESG, the Mint prioritizes the re-circulation of coins over the production of new coins. The Mint maintains strategic end-to-end coin lifecycle management expertise and serves as an advisor to the Government of Canada on domestic and international trends as well as forecasting and scenario planning. Drawing on that knowledge and insight, the Mint will continue to play a key role in supporting Canada's advancement to a cash-light society—while also ensuring that those who require coinage have continued access and that coins remain a sustainable and inclusive payment option.

The Mint reports to Parliament through the Minister of Finance by submitting annual reports on its operations. More information about the Mint and its activities can be found in the [2022 annual report](#).

A direct contributor to the Government of Canada and provincial governments

In 2022, the profitability of all the Mint's businesses and programs helped generate a \$40.7 million dividend to the Government of Canada and support 1,189 high-quality jobs. In the past five years, the Mint has paid:

- \$189.6 million in dividends
- \$59.4 million in income taxes

In that same period, the Mint has generated:

- \$15 million in HST/GST
- \$170 million in employer and employee payroll taxes

On May 6, the Government of Canada announced the effigy of His Majesty King Charles III would grace Canada's circulation coins. Following the announcement, the Mint immediately initiated the process of developing the new permanent obverse featuring the effigy of His Majesty King Charles III by inviting artists and engravers from its database of coin artists to participate in a design process that is inclusive and geographically representative of Canada's diverse talent pool.

Through our bullion business, the Mint plays an important role in adding value to the essential domestic mining and financial industries. Through our circulation and numismatic activities, the Mint commemorates and celebrates Canadian history, heritage, diversity and artistry. We are also a respected maker of medals, such as the Order of Canada, honouring Canadians and their achievements, with clients including the Governor General of Canada and the Department of National Defence.

The Mint ensures our activities align with the priorities of the Government of Canada, including those related to open and transparent government, gender equity, diversity, Indigenous issues, environmental sustainability, workplace health and safety, and accessibility. See *Appendix 6 for more details*.

Vision, mission and values

Vision	Mission
To be the best Mint in the world through our customer focus, talented people, commitment to sustainable practices and the value we add to Canada and Canadians.	The Mint leads by using its know-how to transform natural resources, creating value for Canada and customers around the world.
Values	
Honesty, respect, pride and passion	

The Mint continues to execute on the implementation of our long-term strategic vision. In 2022, we focused on the path outlined in the 2021–2025 Corporate Plan, unifying historically siloed business lines and operations increasing the integration, efficiency, sustainability and resiliency of the Mint. We also ensured business continuity throughout every aspect of our operations. In addition, we generated positive results and delivered on our objectives as stated in the 2022–2026 Corporate Plan. The Mint far exceeded our financial target in 2022 despite slower than expected demand recovery for foreign circulation and continued to respond to the rapidly evolving global market with agility. Through our One Mint strategy we provide critical services in support of the essential mining and financial sectors in Canada and around the world while being a Mint that cares about our people and our environment.

Main activities and principal programs

The Mint has **two primary businesses: Circulation and Precious Metals**. Both are informed and supported by the Mint's technology programs (Innovation and Digital), People Strategy, and ESG commitment.

Circulation

- **Canadian Circulation** uses predictive data analytics and resilient approaches, in collaboration with the Bank of Canada, financial institutions and armoured car carriers, to maintain world-leading coin lifecycle management practices that are both efficient and sustainable, so all Canadians have access to coin as the country advances toward a cash-light society. Scenario planning activities ensure Canada remains responsive and prepared for disruptive situations.
- **Foreign Circulation** maintains Canada's capability and capacity for national coin production and upgraded bi-metallic coin production capabilities to meet coinage demand with an efficient and environmentally responsible process.

Precious Metals

- **Bullion Products & Services** supports Canada's mining and financial sectors from a strong competitive position, with agility and resiliency to serve the global market—augmenting gold and silver bullion sales with related offerings. The refinery allows the Mint to support the Canadian mining sector.
- **Numismatics** focuses on premium products and customers, diversification of the customer base, celebrating Canada and producing high-value medals.

Technology, People and ESG

- Through innovative practices, our digital program and business transformation, the Mint is ready for the future.
- Through our People Strategy, the Mint is building an inclusive workforce that reflects Canada's diversity and provides a safe and healthy workplace that supports employee health and wellbeing.
- The Mint delivers economic value for Canada in a responsible way, in keeping with our ESG goals. This includes recirculating and recycling existing coins, investing in technologies and processes to reduce carbon emissions and our environmental footprint, and emphasizing responsible sourcing throughout our supply chain.

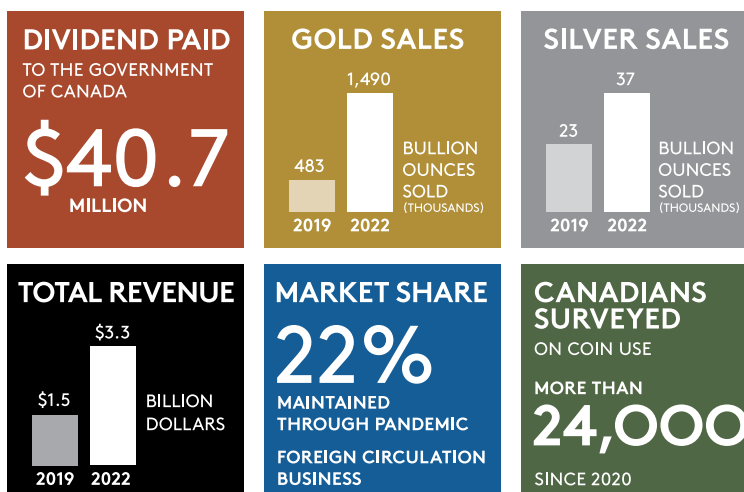
Long-Term Strategic Vision

This five-year corporate plan reflects the third full year of implementation of the One Mint long-term vision and strategic direction and reflects the progress that has been made toward its goals. The vision was finalized in 2020 following a robust, highly consultative process that considered the external environment, key markets and feedback from the Department of Finance. It formed the basis of the Mint's 2021–2025 Corporate Plan that received Treasury Board approval in December 2020.

In March 2023, a process was undertaken to validate the strategic imperatives that underpin the One Mint long-term vision. Adjustments have been made where required to ensure the Mint remains future-ready across our operations and two areas of focus: circulation coinage and precious metals. Activities in both of those focus areas are informed and supported by the Mint's ESG commitment, People Strategy and technology programs (Innovation and Digital). Overall, the One Mint long-term vision has produced meaningful results and will continue to form the foundation of the Mint's strategic direction.

One Mint Strategy in Action: Results to Date

A PERFORMING MINT



A CARING MINT



Figure 1. One Mint Vision



The One Mint vision, which is now reflected across all parts of the Corporation, details how the Mint will capitalize on opportunities to create value for Canada and customers around the world while also responding to trends in coin usage and the economic realities stemming from prolonged economic disruptions and rising global geopolitical tensions. The Mint’s strategic direction leverages our existing strengths, giving us the agility needed to respond quickly to changing market dynamics as well as external and internal operating realities.

The One Mint vision describes how the Mint will concentrate on:

Evolving the circulation business	As manager of Canada’s coin system, we have been preparing for the shift to a cash-light society, aiming to ensure the transition is well-managed, with reduced coin costs and as few liabilities as possible for the Government of Canada. In carrying out our long-term strategic vision, we will evolve our circulation business, augmenting our world-leading domestic coin lifecycle management practices with enhanced resiliency and data analysis. This will involve a greater emphasis on coin recycling, increasing the efficiency with which dormant coins held by Canadians flow back into the circulation ecosystem. Doing so will help us achieve our ESG goals by reducing the need to produce new coins, while ensuring there are no shortages of coins. We continue to enhance our response plans to ensure the payment ecosystem remains inclusive to all people across Canada and resilient in the event of disruptive emergency situations. We are upgrading and optimizing our production capabilities for high-margin bi-metallic coins to meet the needs of foreign circulation markets as they recover from pandemic impacts. In doing so, we will enhance the overall efficiency of our processes to minimize our impact on the environment by reducing raw material consumption and greenhouse gas emissions. Investing in technology builds a competitive advantage for our international coin business while ensuring Canada maintains strong socially and environmentally responsible technical capabilities and expertise to support manufacturing. These activities will provide cash flow for the Mint and value for Canada by ensuring that coins remain a sustainable and inclusive payment option for all Canadians, including those who do not have access to e-payment methods. In addition to our activities focused on facilitating trade and commerce in Canada, we will also continue to produce commemorative circulation coins that illuminate and celebrate the history, diversity, culture and values that shape the nation.
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Building precious metals capacity	We will continue to focus on premium products and customers in numismatics.
Focusing the Mint's numismatic offerings	We will continue to offer a streamlined set of numismatic products per year, focusing on premium products and customers while continuing to celebrate Canada and Canadians' values. Our medals division will continue to produce commemorative medals for Canadian public institutions including the Department of National Defence and the Governor General's office for which the Mint is producing Coronation medals to celebrate the Coronation of His Majesty King Charles III and recognize Canadians who have made a significant contribution to Canada.
Pursuing operational efficiencies	In advancing the One Mint approach, we will establish internally shared services and aligned goals, and will reallocate resources and spending according to business priorities. We will use assets and investments to support multiple areas of the business in a socially responsible manner and make investments in the resilience and agility of both the Ottawa and Winnipeg plants.
Adding value for Canada through ESG and our People Strategy	We will continue to deliver economic value for Canada in a responsible way, in keeping with our ESG goals. This will include reviewing the recirculation and recycling of existing coins, introducing socially and environmentally responsible products/services and refinery processes. Through our People Strategy, we will add value for Canada by continuing to develop the skills and expertise of our employees, building an inclusive workforce that reflects Canada's diversity, and providing a safe and healthy place to work—both physically and psychologically.

The Mint has long prided itself on being a profitable organization that strives to act responsibly by taking better care of the environment, cultivating safe and inclusive workplaces and making a positive impact on the communities where we operate. The Mint's ESG commitment and roadmap outlines where we will focus our ESG efforts to differentiate the Mint from our competitors. The commitment highlights specific actions and investments required to position the Mint as an industry leader in ESG, including the associated benefits and impacts. Approved by the Board of Directors in June 2022, the ESG commitment focuses on three areas with clear goals, measurable outcomes and timelines for each:

Aligned with the Mint's strategy and corporate objectives, the ESG commitment and roadmap include a wide array of ongoing ESG activities, supported by investments in people and technology throughout the course of this corporate plan. We plan to communicate our ESG performance through the publication of an annual sustainability report in the first half of each year that will include the Task Force on Climate-Related Disclosures (TCFD) compliance report. In 2024, there will be a focused effort on elaborating the details and timelines for investments associated with our decarbonization plan, completing the inventory for Scope 3 emissions, and ensuring all requirements for developing the Mint's first TCFD report are fulfilled.

ENVIRONMENTAL			
We are committed to investing in solutions that lower our carbon footprint, reduce water use and waste, and minimize our environmental impact.			
SDG*	KEY AREAS	PRIORITIES	ACTIONS
 	Climate Change	GHG/Air Emissions	• Reduced Carbon Emissions in Value-chain • Carbon Neutral Circulation Business by 2030
		Energy & Renewable Energy	
  	Environmental Stewardship	Water Stewardship	- Waste Diversion - Water Consumption - ISO 14001 - Sustainable Product Design - Coin Management & Recycling
		Waste & Hazardous Materials	
		Biodiversity Impacts	

SOCIAL			
We are committed to developing a healthy, safe and caring workplace for employees, grounded by a culture of inclusion that is reflected in our diverse product offerings, while ensuring equitable access to coinage.			
SDG*	KEY AREAS	PRIORITIES	ACTIONS
 	Employee Safety, Development & Wellbeing	Occupational Health & Safety	• Employee Wellbeing - Flexible Working Practices - Learning and Development
		Human Rights & Labour Practices	
		Human Capital Management	
	Diversity, Equity & Inclusion	Diversity, Equity & Inclusion	• DEI ALL IN Action Plan • Equitable Access to Coinage - Diversity Reflected in Products - Accessibility Action Plan - Official Languages
 	Community Relations	Rights of Indigenous Peoples	- Charitable Campaigns - Supporting Families & Tuition Program
		Community	

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GOVERNANCE			
ESG is foundational to our governance processes and integrated to business performance and accountability.			
SDG*	KEY AREAS	PRIORITIES	ACTIONS
 	Responsible Sourcing & Manufacturing	Supply Chain Management	• Precious Metals Traceability • R&D to Reduce Chemical Use • Plating Technology
		Responsible Sourcing & Manufacturing	• Bi-metallic Steel Reduction (Flaring) • Responsible Metals Program - ESG Contract Lifecycle
	Business Ethics & Compliance	Value & Ethics	- Code of Conduct and Ethics - Whistleblowing Program - Anti-Money Laundering & Anti-Bribery and Corruption
		Privacy & Security	- Cyber Security - Privacy - Risk Management Tabletop Exercises

* United Nations Sustainable Development Goals

• Actions directly aligned to the Mint's ESG areas of focus.

Across its three areas of focus, the Mint's ESG commitment directly addresses 11 of the 17 United Nations Sustainable Development Goals (SDGs), including Good Health and Wellbeing, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Responsible Production and Consumption, and Climate Action.

Operating Environment

External environment

The Mint's external environment includes the Canadian and global currency systems, the global precious metals supply chain and investment markets, and numismatic collectible markets in Canada and abroad. Inflation remains a key factor affecting the Mint's business and cost of goods as well as Canadian consumers. The Consumer Price Index (CPI) rose 6.8% on an annual average basis in 2022, following increases of 3.4% in 2021 and 0.7% in 2020. The increase in 2022 represents a 40-year high, the largest increase since 1982 (+10.9%).¹ However, inflation has been declining in 2023.

A cash-lighter Canada

Domestically, the Mint continues to deal with ongoing impacts on coin demand and supply of the shift towards electronic forms of payment. To understand Canadians' relationship with physical currency, the Mint continues to monitor their attitudes and behaviours related to coin usage. In a 2023 Canadian Circulation Coins web survey conducted for the Mint by Léger, over half of all Canadians (56%) describe themselves as cash users with higher proportions of Indigenous, rural, and lower-income Canadians prioritizing cash.

Cash and coins remain a safe, private, efficient and inclusive currency option for all Canadians—especially those who do not have, want or qualify for a credit or debit card. Cash is predominantly used in transactions under five dollars, while digital payment is typically used for higher-value ones. Canada's coin denomination structure, with its high valued one- and two-dollar coins, continues to support a wide range of transactions where physical currency is typically used. The range in denomination structure, from five cents up to two dollars, allows Canadians to settle everyday transactions conveniently and reliably. (Some other countries are challenged by a denomination structure made up predominantly of coins with lower purchasing power.)

Based on market activity, the Mint's outlook for coin demand for 2023 is trending at 70% of 2019 levels. That is up from 55% in 2022 — an increase the Mint had anticipated post-pandemic, as noted in the last corporate plan.

The Mint recognizes the adoption of innovative payment tools including digital currencies is expected to increase as they become even more prevalent, secure and easy to use. Canadians' growing preference for online shopping will significantly alter purchasing patterns in the coming years as well, potentially reducing the number of brick-and-mortar retail locations in Canada as well as overall demand for circulation coins (developments not unique to Canada).

No one left behind

As coin demand declines in a cash-light economy, the diligence required to manage the distribution system will actually increase. Access to cash will be a matter of equity and economic inclusion for many Canadians for years to come. Lower overall inventories of coin will make it more challenging to ensure the right quantities of coin are available where they're needed across Canada. That requires the Mint to have greater visibility into the flow of coins through the system along with strong knowledge of the levers affecting coin supply and demand.

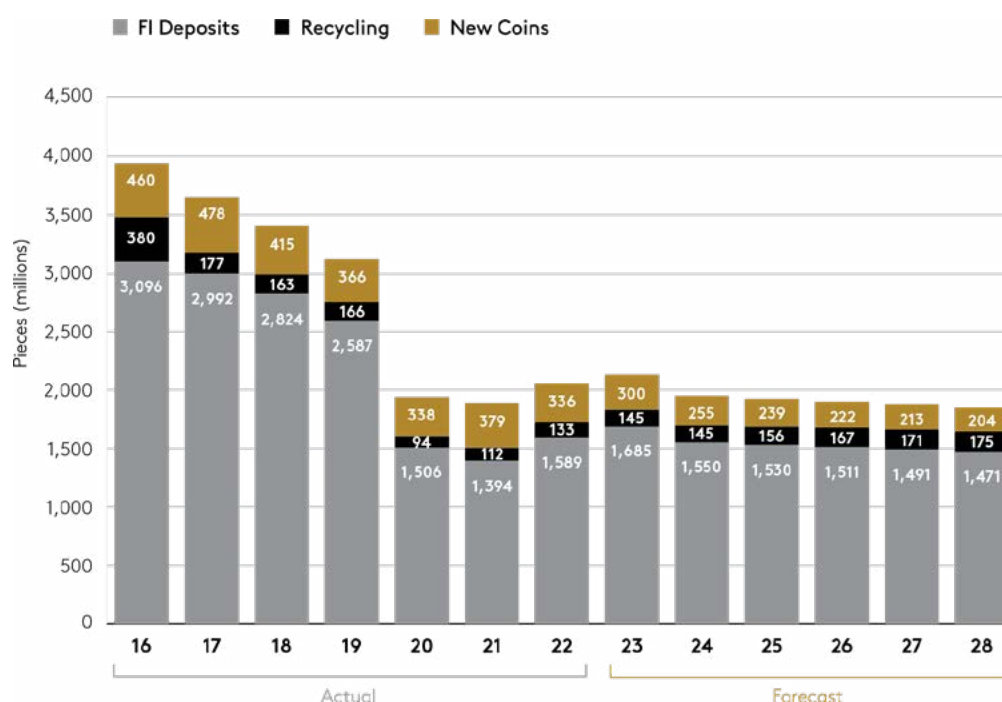
¹ <https://www150.statcan.gc.ca/n1/daily-quotidien/230117/dq230117b-eng.htm?indid=9305-1&indgeo=0>

The Mint is planning for various scenarios that could affect the cash-light transition, including: uneven adoption of electronic payment technologies; a prolonged slowdown of recirculating coins due to decreased transit and parking coin usage caused by ongoing remote/hybrid working practices; supply chain disruptions; and financial institutions, armoured car companies or other key stakeholders deciding to change their business models or exiting the business. Today, parking operators and transit authorities are both significant sources of coin deposits into the system. As they adopt e-payment technologies, these deposit channels will return declining volumes of coin. But the transition to e-payments will not be uniform across the country: some centres will make the shift before others. This again will require careful oversight and management to track changes in the coin pool and ensure Canada continues to have a sufficient supply.

The Mint's response to this uncertainty is to ensure our coin management capabilities remain resilient through the constant assessment of financial institution coin demand and supply transactions, enabling us to proactively adjust forecasts and manage inventories across the country. Our centralized inventory management capability allows us to administer system-generated interbank transfers and physical site-to-site regional transfers so coins are available where they are needed most. Regular dialogue with financial institutions and armoured carriers allows us to understand regional changes and events that may affect the ecosystem and adjust coin production as needed. As well, we ensure redundancies are in place via regular updates to our business continuity plans for key roles, systems and data, engagement with stakeholders and consideration of multiple scenarios. Overall, the Mint ensures that Canada's need for coins is efficiently and sustainably managed by recirculating and recycling existing coins and producing new coins only as needed to meet demand.

Our Canadian circulation strategy for 2024–2028 will focus on evolving the coin system to support Canadians' trade and commerce needs sustainably into the future as coin demand declines.

Figure 2. Supply of Coins Managed by RCM to Meet Demand



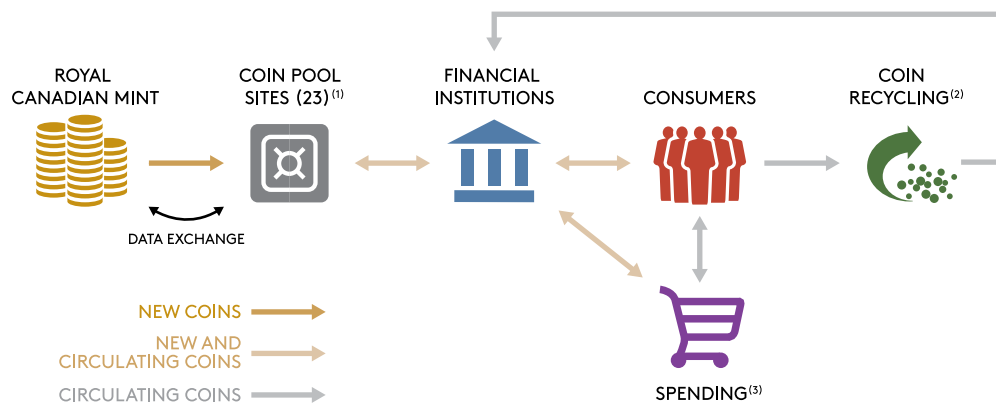
System resiliency

Our ability to directly monitor the inventory of financial institutions across the country allows us to move coins responsively from regions in surplus to those where coins are urgently needed. By developing a forecast that directly influences production at our vertically integrated Winnipeg facility, we reduce the layers of reviews and departmental approval that saddle many other international mints—resulting in fast turnarounds for newly minted coins if and when they are required.

Fine-tuned coin redistribution and recycling have reduced Canada’s requirement for net-new coins by approximately 300 million coins annually, with the country now having one of the lowest coin-per-capita ratios in the world. The Mint maintains that ratio with world-leading proprietary software giving a real-time view of Canada’s coin inventory, with transactions entered into the software daily by armoured car carriers. This makes it possible to identify trends, estimate weekly inventory requirements and forecast new coin requirements. If the requirement for new Canadian coin production is ever lower or higher than planned, the Mint will adjust foreign circulation activities accordingly to optimize efficient and effective utilization of assets and resources.

The Mint will continue to carefully monitor regional trends and key insights from consumers, anticipating a decline in demand for newly manufactured coins to continue through the planning period. We collaborate regularly with the NCC and the Bank of Canada on current trends and cash and coin outlooks and are well positioned to provide advice and support the implementation of future coinage-related policies.

Figure 3. Managing Canada’s Coin Ecosystem



⁽¹⁾ On behalf of the financial institutions, the Mint manages and redistributes coin inventories across 23 sites

⁽²⁾ The Mint processes and packages recycled coin before it is deposited

⁽³⁾ Retail, parking, transit, vending, etc.

Figure 4. The Mint's Role in Canada's Trade and Commerce

The Mint provides end-to-end coinage lifecycle management to ensure Canadians and businesses have coins when and where they are needed.



ESG and Canadian circulation

The Mint and the NCC (financial institutions and armoured car carriers) have collaboratively managed Canada's distribution system keeping recycling and recirculation at the centre of their discussions for the past two decades – reducing the dependence on newly minted coin to meet demand. However, as the ecosystem continues to evolve, the Mint is focussing on enhancing the sustainability of the coin system so that Canadians who choose to or need to use coin can continue with ease. The Mint has developed a plan that will potentially leverage coins that are dormant in households so that even less newly minted coins will be required to meet demand in the future.

Enhanced recycling program plan

The first stage of the plan (2024) involves a comprehensive environmental impact analysis to quantify the environmental effects of producing new coins versus mobilizing Canadians to bring back their household coin collections. In addition to the analysis, the Mint will evaluate which social media tools can help create awareness in order to drive higher recycling volumes. And finally, to better understand consumer motivations – especially following a long pandemic where attitudes may have shifted and new developments in the market may have changed habits – the Mint will validate assumptions by talking directly to Canadians through focus groups.

Internal environment

The Mint's corporate offices and precious metals manufacturing operations are located in Ottawa. The Winnipeg manufacturing facility is responsible primarily for the production and distribution of Canadian and foreign circulation coins.

Environmental, social and governance (ESG)

The Mint continues to be a leader in innovation, developing innovative technologies and solutions to differentiate from our competitors and to make our processes more sustainable and environmentally responsible. The Chief Impact Officer (CIO) role was created in 2022 to develop and oversee the delivery of the Mint's ESG commitment and DEI programs, and to bring together employee communications, public affairs, and stakeholder relations. The CIO function monitors and communicates the Mint's progress toward our ambitious plan to achieve a carbon-neutral circulation business by 2030, as well as our ongoing commitment to ensure the payment ecosystem in Canada remains inclusive while ensuring our pledge to foster a work environment that values differences and empowers employees is reflected in the employee experience.

The CIO ensures alignment of the Mint's ESG initiatives with Canada's adoption of the United Nations 2030 agenda for sustainable development. The CIO will continue to monitor the Mint's innovation efforts that include exploring less chemically intense manufacturing processes and leveraging technologies to guarantee the integrity and provenance of the precious metals used in Mint products. The CIO is responsible for ensuring the Mint is transparent about our ESG journey, sharing successes and also reporting on areas where we have the opportunity to do better.

Task Force on Climate-Related Financial Disclosures

The Mint has a clear roadmap to compliance with reporting requirements associated with the Task Force on Climate-Related Financial Disclosures (TCFD). This includes the integration of climate-related risks and opportunities into business strategies, risk management, and full disclosure of carbon-related metrics and targets, including Scope 1, 2 and 3 emissions and performance against targets. The Mint is already well-positioned to begin reporting against many of the recommended TCFD disclosures ahead of its 2024 reporting deadline.

Health and safety

The Mint is focused on creating and sustaining a vibrant, people-centric, and proactive healthy and safe workplace. In 2022, the Mint started the rollout of a holistic and integrated Wellbeing Strategy that encompasses the health, safety, and wellness programs at the Mint. The strategy supports Mint leaders and employees who participate actively in creating an environment that values both physical and psychological safety and wellbeing. Some of the areas of focus for 2023 and beyond include health and safety program continuous improvement activities, review of the Mint's existing disability management and accommodation processes and the launch of targeted wellness programming.

Cross-functional safety inspections, near-miss and hazard reporting and accident investigations continue to focus on root-cause analysis leading to the implementation of corrective actions that allow us to improve the Mint workplace with the objective of reducing the risk of serious injury.

Diversity, equity and inclusion (DEI)

The Mint continues to work diligently to foster a diverse, equitable and inclusive work environment—where differences are valued and all employees are empowered to take an active role in addressing systemic racism, discrimination, and barriers to inclusion. The Manager, Diversity, Equity and Inclusion, reporting directly to the CIO, leads the Mint's DEI Action Plan, titled *All In*.

The three-year DEI Action Plan was launched in June 2021 and sets out eight goals, which are supported by 21 activities to be undertaken between 2021 and 2024 — ranging from developing new data-collection tools to building awareness through learning programs and art. The plan emphasizes the importance of being a visible and vocal ally in building a safer and more respectful workplace, encouraging Mint employees to stand up for others, including peers and colleagues, when witnessing discrimination, harassment, or offensive comments or conduct.

The DEI Action Plan is the result of a collaborative effort between the Mint's senior leadership team, union leaders and the Diversity, Equity and Inclusion Committee, with many employees from across the organization involved in building the plan.

See Appendix 6 for more details on the Mint's DEI initiatives.

People and operations

The Mint's success depends on our ability to recruit, develop and retain a diverse, skilled and engaged workforce. Our team is known internationally for deep industry knowledge and expertise in balancing public and commercial perspectives.

The Mint uses a flexible operating model that is nimble enough to respond to market demand fluctuations for our products and services. That model includes an effective recruitment strategy and internal workforce mobility, as well as a thoughtful approach to seeking efficiencies (where possible) when attrition occurs through retirements, voluntary departures, redistribution of job duties and reconfiguration of teams. This allows the Mint to continually improve productivity and remain competitive. In February 2023, the Winnipeg facility temporarily laid-off 56 employees due to excess production capacity created by the prolonged global economic disruption brought on by the COVID-19 pandemic and geopolitical instability factors. Actual headcount will fluctuate over the planning period depending on attrition opportunities and business conditions.

The Mint is committed to fostering a nurturing workplace environment where all people can thrive and grow. In 2023, the Mint launched our new Hybrid Working Arrangement guidelines with a focus on enhancing flexibility, enabling collaboration and maintaining connections through periodic in-person meetings. In the upcoming year, we will continue to refine the guidelines by engaging with leaders and employees to learn from the outcomes and improve the employee experience.

Workforce and labour relations

Labour relations with all unions are positive, with a healthy union-management relationship built on mutual respect and constructive dialogue. The collective bargaining environment is anchored in a solution-oriented mindset, providing a stable industrial relations climate.

Following are the labour unions with which the Mint negotiates collective agreements.

- Public Service Alliance of Canada (PSAC) – Ottawa and Winnipeg Plants
- Public Service Alliance of Canada (PSAC) – Protective Services Winnipeg
- Amalgamated Transit Union (ATU)

Employee engagement

Since 2017, the Mint has set out to attain Canadian benchmarks for employee engagement. In 2022, the Mint adopted a new employee survey provide. The Mint will continue to build on areas of strength and address areas where there is opportunity for improvement with team-level action plans. The Mint will continue to closely measure and monitor engagement to capture key elements of the employee experience, which will inform future updates to our People Strategy and provide insights for continuous action planning to increase engagement.

Investments in innovation

The Mint's reputation for excellence in R&D has been earned over many years by building a talented team internally along with a network of leading technology partners, including universities, to co-develop new materials and solutions (such as laser-based coin colourization techniques). The Mint holds patents for several key technologies, vigilantly managing and protecting our intellectual property (IP) portfolio.

Innovation touches every part of the Mint's business.

The Mint's investments in innovative coin technologies and manufacturing methodologies have provided the Canadian government and consumers with a secure and efficient circulation coin program. These innovations also help the Mint differentiate when competing against other world mints for foreign circulation contracts.²

Some of the innovative products and services developed by the Mint in recent years include the patented MC4 coin technology (a four-part interlocked coin), black nickel plating, industrial-scale acidless separation in the refinery, high-relief numismatic coins and patented bullion material removal technology.

Business transformation

After a period of planning and preparing for transformation, the Mint has already successfully completed a number of key transformation projects to support our sustainability and productivity going forward. The past few years have seen significant transformations in the areas of cloud foundational preparedness. The Mint has also enhanced our customer experience with the Digital Experience B2C platform and deployment of the new mint.ca website.

² 2018 Mint Directors Conference Technical Committee Review.

Corporate and cyber security

The organization recognizes the importance of evolving our Corporate Security program by applying a risk-based approach to ensure the protection of our digital and physical assets and operations. As part of our Corporate Security responsibilities, the Mint is committed to maintaining a strong focus on cyber security in multiple dimensions, including culture, resiliency, alignment, and governance.

The integration of Protective Services and Cyber Security within the VP Corporate Security structure in May 2022 has allowed the Mint to mitigate horizontal risks more effectively, such as those related to travel security and security screening, and to establish integrated physical and cyber security controls across the Mint. There has also been an ongoing focus on enterprise security risk management, enhancing proficiency levels, becoming trusted advisors within the Mint, and further diversifying security teams.

The cyber team has demonstrated effectiveness in aligning with the corporate plan through a comprehensive risk-based approach to cyber security. By adopting this approach, the cyber team has improved the organization's security posture and strengthened the Mint's ability to respond to cyber threats. This underscores the importance of integrating cyber security into the overall business strategy, and the value that a proactive and risk-based approach can bring to the organization.

Process and system improvement

The Mint has developed a digital strategy, program and roadmap in support of the One Mint initiative. The intent of the digital roadmap and program is to ensure the integrity of all Mint systems and data. The Mint's infrastructure management tools and technologies continue to be prioritized within the Mint's IT operations, including working with the Corporate Security team to ensure security best practices are maintained.

Special Examination by the Office of the Auditor General of Canada

In 2023, the Office of the Auditor General of Canada ("OAG") completed a Special Examination of the Mint.³ The OAG concluded that the Mint is a well managed organization. The report focused on the Mint's corporate management practices, management of operations, and organizational and digital transformation. The Special Examination found no significant deficiencies in these areas. However, it did identify improvement needed in the areas of corporate risk management, operational plan implementation, the environment and sustainable development, information security, and human resource management, as well as in systems and practices related to the Mint's organizational and digital transformation.

The Mint will ensure improvements will continue to be made to address the recommendations by the OAG. For example, the Mint will report its environmental performance, which includes environmental management system information, annually to the Board of Directors beginning in 2024. The recommendations of the OAG Special Examination will be addressed with action plans with completion timelines ranging from the end of 2023 to the end of 2025 as noted in the Mint's management response included in the published Special Examination report.

³ A copy of the full report is available on the Mint's corporate website.

Objectives, Activities, Risks, Expected Results and Performance Indicators

Strategy and Corporate Objectives

The “One Mint” approach is rooted in the understanding that the Mint will compete and win with future-readiness, innovation and the agility gained through shared services and common approaches.

As a Crown corporation, the Mint measures results according to three key success criteria:

1. Successful delivery on our core mandate, as outlined in our Memorandum of Understanding (MOU) with the Government of Canada.
2. Delivery of targeted profits, dividends and taxes paid, as referenced in this corporate plan.
3. Ensuring alignment with the priorities of the Government of Canada, highlighted throughout various initiatives.

Corporate objectives

The Mint’s vision is to be the best mint in the world through our customer focus, talented people, and the value we add to Canada and Canadians—all underpinned by a commitment to ethical, sustainable practices. Our mission is to lead by using our know-how to transform natural resources, creating value for Canada and customers around the world. In line with those goals, the Mint’s corporate objectives are:

 CANADA • Ensure coins are available across Canada for all Canadians’ use in trade and commerce and for disaster resiliency. • Support Canada’s mining and financial industries’ role in the global precious metal supply chain while celebrating Canada’s culture, history and values. • Enhance agile manufacturing capabilities and know-how to meet Canada’s needs. • Demonstrate social responsibility while delivering strong financial performance.	 CUSTOMERS • Maintain a trusted brand for Canada and customers around the world that is known for industry-leading innovations. • Enhance the agility to deliver on customer and shareholder expectations.	 PEOPLE • Provide a healthy, safe and caring workplace where employees can grow and achieve their goals as part of a high-performing team. • Be an employer recognized for leadership excellence and for fostering an inclusive, collaborative, and innovative work environment.
 ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE (ESG) • Provide products and services that are differentiated by being socially and environmentally responsible. • Take actions that contribute positively to communities and minimize impact on the environment. • Invest in and develop environmentally responsible technologies and processes.		

Risk management is always considered when establishing the Mint's corporate objectives as part of the strategic planning process. More details on the enterprise risk management framework and mitigation strategies can be found in the Risk Overview section.

Implementation of the "One Mint" strategy

The Mint is continuing to implement a comprehensive business process transformation, building integrated, simplified and agile processes for collaboration, continuous learning, planning and efficiency across our sites, regions and markets. The 2024–2028 Corporate Plan reflects refinements to our strategies, objectives and activities following a strategy refresh in 2023. We are committed to reviewing our long-term strategic vision every three years.

Strategic Outcomes and Activities

The following outlines the strategic outcomes and activities for each corporate objective: Canada, Customers, People and ESG.

Corporate Objective: Canada

In 2024–2028, the Mint will:

- Ensure coins are available across Canada for all Canadians' use in trade and commerce and for disaster resiliency.
- Support Canada's mining and financial industries' role in the global precious metal supply chain while celebrating Canada's culture, history and values.
- Enhance agile manufacturing capabilities and know-how to meet Canada's needs.
- Demonstrate social responsibility while delivering strong financial performance.

Circulation

During this planning period, the Mint's circulation business will place an emphasis on:

- 1. Managing Canada's coin management system as Canada transitions to a cash-light economy:** The Mint's primary focus is to ensure the availability of coins for Canadians at all times across the country as needed. The Canadian circulation business supports this by managing the coin system with efficiency; the foreign circulation business contributes by ensuring the country maintains strong domestic coin-producing capacity and capabilities. The Mint Leadership Team holds regular meetings and planning sessions and has regular discussions with the Board to develop strategies to guide next steps that will be communicated in greater detail in the next corporate plan.
- 2. Ensuring efficient and environmentally conscious domestic and international circulation coin production:** For this planning period, the Mint aims to attract the ideal mix of foreign circulation business to complement Canadian circulation production.

3. Evolving the coin system to sustainably support Canadians' trade and commerce needs into the future:

With coin usage projected to decline in the future, the Mint will focus on further enhancing the system so that it can sustainably support trade and commerce for years to come. One aspect of sustainability is the concept of meeting demand by producing a minimal volume of new coin and instead relying more on coin that is already available in households. Under this approach, the Mint will look at ways to encourage Canadians to bring back their coins that are resting dormant in their jars and drawers. As a first step in our plan, the Mint will need to understand the environmental impact.

As part of the plan, in 2024, the Mint will conduct a comprehensive environmental impact analysis which will help further inform the path forward on dormant coin recovery. The analysis will examine the environmental impact under the scenarios of (1) producing new coins and (2) mobilizing Canadians to bring back their dormant coins. Although bringing back dormant coins could reduce the production of new coins, it is important to understand the implications of rallying Canadians to bring them back. Since dormant coins are predominantly located within households across a vast Canadian geography, the return and collection of these coins would likely involve the expenditure of emissions. Understanding the impact to the environment through a non-biased and factual study is the first step in our plan.

While the environmental impact analysis is taking place, the Mint will look to increase volumes of dormant coins returned through awareness campaigns that leverage the existing network of coin recycling kiosks. Along with potentially increasing volumes, the Mint will take the opportunity to assess how Canadians respond to these awareness campaigns – taking learnings and applying them to future dormant coin strategies.

In addition to spreading the word through campaigns, the Mint will take a deeper dive into the motivations of Canadians. Qualitative analysis through focus groups will be designed to further enhance the Mint's understanding of the motivators for Canadians to bring back their coins.

These collective activities form the initial stage of the Mint's plan to increase dormant coins and will provide a necessary foundation of insights that will inform further recommendations towards a sustainable future.

Precious Metals

The Mint aims to maintain solid customer relationships, support Canada's mining and financial sectors, and offer strong product differentiation for our bullion products and services.

The Mint will also optimize numismatic business performance by focusing our numismatic product portfolio, enhancing value for customers while driving sustainable revenue and healthy profit.

All Businesses and Corporate Services

Creating value to Canada through agility, resiliency and productivity, the Mint will continue to focus on strong foundational practices while simplifying and improving all business processes.

Corporate Objective: Customers

In 2024–2028, the Mint will:

- Maintain a trusted brand for Canada and customers around the world that is known for industry-leading innovations.
- Enhance agility to deliver on customer and shareholder expectations.

Precious Metals

The Mint has four key strategies for precious metals products and services in this planning period:

- Protect bullion market position
- Maintain high-integrity refining and storage operations
- Improve bullion efficiency and resiliency
- Focus the Mint's product offerings and innovate

Corporate Objective: People

In 2024–2028, the Mint will:

- Provide a healthy, safe, and caring workplace where employees can grow and achieve their goals as part of a performing team.
- Be an employer recognized for leadership excellence, and for fostering an inclusive, collaborative and innovative work environment.

To proactively support our people in fulfilling the organization's mission, vision and values, the Mint has defined a People Strategy that will drive organizational engagement, a sense of belonging, talent development and contribute to leadership excellence. The strategy's goals and key initiatives focus on an engaging employee experience; being a "future-ready" organization; and providing a positive, inclusive and healthy work environment that encourages talent development and teamwork. In 2024, the HR team will define the next three-year iteration of the People Strategy for the 2025–2027 period, and by the end of 2023 assess and identify the knowledge, expertise and skills within specific teams at the Mint, desirable to achieve any future identified culture change outcomes.

The People Strategy has three pillars:

A Caring Mint: The Mint aims to ensure employees have a meaningful and rewarding experience and that the workplace is a healthy, productive part of employees' lives.

A Performing Mint: The Mint aims to enable organizational excellence and strong business results by encouraging innovation, agility and outstanding employee performance.

One Mint: The Mint aims to foster an inclusive and collaborative mindset, with colleagues across the organization supporting and respecting one another while developing their talents and leadership abilities.

Corporate Objective: ESG

In 2024–2028, the Mint will:

- Provide products and services that are differentiated by being socially and environmentally responsible.
- Take actions that contribute positively to communities and minimize impact on the environment.
- Invest in and develop environmentally responsible technologies and processes.

The Mint is committed to supporting Canada's adoption of the United Nations 2030 agenda for sustainable development. We have a solid foundation in place to be a leader in ESG. We also have many opportunities to create additional business value and, more importantly to customers, societal value—“doing good” for communities and the environment—through our commitment to ESG.

The Mint will continue to implement the actions outlined in our ESG action plan. The ESG commitment and associated roadmap highlights where the Mint will focus our ESG efforts. They include specific actions and investments required to differentiate and position the Mint to be an industry leader in ESG, including the benefits and impacts of successful implementation. Approved by the Board of Directors in June 2022, the ESG commitment focuses on three areas:

1. Environmental: The Mint's primary areas of focus for this planning period are carbon emissions and climate change. The Mint's goal is to exceed the federal Greening Government Strategy targets for carbon emission reductions, with carbon neutral circulation coin production at our Winnipeg facility by 2030. We also aim to reduce carbon emissions throughout our entire value chain, including those from suppliers as well as the Mint's own transportation and business travel.

As part of our ongoing environmental efforts, the Mint will continue to evolve our practices to minimize our impact on the environment and be more sustainable. In addition to emissions reductions, new ways of diverting more waste from going to landfills, reducing water consumption, and finding alternatives to chemical treatments during coin production will be explored. The Mint is focused on reducing everyday waste at our locations by encouraging employees to reduce, reuse and recycle. Employees are both challenged and encouraged to create and lead their own initiatives to help make the Mint more sustainable—employee engagement in these grassroots initiatives is growing steadily.

In June 2023 the Mint achieved certification to the ISO 14001 (2015) standard at the Ottawa facility. The Winnipeg facility was ISO 14001 certified in October 2021 to the ISO 14001 (2015) standard. The standard sets strict requirements for environmental management systems and considers the environmental impacts of the Mint's products.

Other key elements of the Mint's ESG commitment are our coin recycling and redistribution programs, which have reduced and aim to minimize the average annual new coin requirements to support trade and commerce. The Mint will continue to promote increased coin recycling and recirculation over the planning period along with testing pilot programs that may encourage consumers to deposit more coins. We will also conduct an environmental impact and cost-effectiveness study to quantify the impact of retrieving dormant coins versus producing new coins in 2024.

The Mint developed a TCFD implementation plan to ensure compliance to the 2021 federal budget requirement by the Government of Canada that all Crown corporations adopt the Financial Stability Board's Task Force on Climate-related Financial Disclosure (TCFD) standards as part of their corporate reporting. The TCFD is articulated around four themes of governance, strategy, risk management, and metrics and targets. The Mint's implementation plan is aligned to ensure compliance to reporting on the TCFD for the 2024 fiscal year.

- 2. Social:** The Mint is committed to the continued implementation of the DEI action plan that was launched in 2021, with the primary focus being to develop a healthy, safe and caring workplace for all employees—where differences are valued, and employees are empowered to take active roles in addressing systemic racism, discrimination and barriers to inclusion. That commitment is not just internal: inclusivity is to be reflected in the Mint's diverse product offerings and the Mint will continue to work to ensure all Canadians, regardless of race, culture, income or geography, have equitable access to coinage even as the use of digital payments increases.

To achieve those goals, the Mint will reflect Canada's diversity by recruiting and supporting the growth of people of all gender identities, ethnicities, abilities and experiences, who bring their inclusive mindset into the workplace. *(See Appendix 6 for more details on the Mint's DEI action plan.)*

The Mint remains committed to fostering positive physical and mental health among our people and is currently in the process of deploying its Accessibility Action Plan related to employee wellbeing and accessibility for people with disabilities. In addition, the Mint will continue to optimize the hybrid workforce model that leverages flexible working practices to provide all employees, no matter where they are located, with a psychologically safe and healthy work experience.

The Mint also continues to give back to communities across the country, raising money for charities and working with community organizations.

3. Governance: The Mint's ESG commitment in this area is focused on responsible sourcing and manufacturing.

The Mint's operations are accredited by the LBMA for adhering to global standards for the responsible sourcing of precious metals and are subject to annual audit by an authorised external firm. The Mint's recently implemented Responsible Sourcing (Precious Metals) Policy focuses on ensuring and maintaining full compliance with the rigorous ESG requirements specified in the LBMA's Responsible Gold Guidance (RGG) Version 9.

Over the longer term, the ESG commitment, in alignment with the Truth and Reconciliation Commission's Calls to Action, as well as the United Nations Declaration on the Rights of Indigenous People, will increase the Mint's stakeholder engagement in regions where our mining clients operate to better understand their interests and concerns related to the responsible metals supply chain. This includes:

- Identify opportunities to work with mining clients to influence an increased participation from Indigenous groups in the precious metals supply ecosystem, including identifying opportunities to advance the wellbeing of Indigenous and women miners; and,
- Work with organizations such as the LBMA and World Gold Council to improve ESG throughout the global minting community, including participating in the development of best practices for transparency in precious metals supply chains.

The Mint's ongoing ESG governance framework will also continuously review and update as needed our code of ethics, privacy, cybersecurity, anti-money laundering, anti-bribery and corruption and whistleblowing programs. Implementation of new guidelines, developed in 2023, on incorporating ESG considerations throughout all stages of sourcing, procurement and post-award contract management are also integral to the Mint's governance structure.

Risk

The Mint's business exposes the corporation to a wide variety of risks that may impact the successful achievement of our strategy. Under the guidance of the Board of Directors, the Mint's enterprise risk management process is undertaken by the Mint's Leadership Team. It focuses on the identification, assessment and management, within the risk appetite of the key risks, that could impact the achievement of the Mint's strategic objectives. As part of its oversight process, the Board of Directors approves risk appetite statements, reviews the Mint's Strategic risk profile and has input into the broader risk management approach.

Current key risks to the strategy are:

- Cash-light preparedness
- Diversification of customer base
- Talent pool
- Cyber security
- Technology platform
- Supply chain
- ESG implementation
- Geopolitical tensions

Financial Overview

The Mint follows a series of key financial principles in allocating resources to achieve our corporate objectives and manage our financial performance on an ongoing basis

Those principles are to:

- Operate as two collaborating areas of businesses (circulation and precious metals) to generate strong, sustainable financial and non-financial performance, leveraging common infrastructure and set of shared services. Each business plays an important but distinct role in the portfolio and strives to achieve financial targets established in the corporate plan.
- Focus continuously on improving productivity and agility in manufacturing and business operations.
- Demonstrate discipline in managing operating expenses including headcount.
- Target measured capital spending to deliver key business outcomes including risk management.
- Manage working capital actively.
- Reduce operating spend in accordance with 2023 budget directive for Crown corporations.

Table A. Key Financial and Operating Highlights

	2022 Actual	2023 CP	2023 FCST	2024–28 AVG
Key financial highlights (in millions, CAD)				
Revenue	\$ 3,282.6	\$ 2,530.2	\$ 2,743.0	\$ 2,093.2
Gross profit	169.2	155.9	175.9	133.0
Profit for the period	34.8	19.1	33.2	15.9
Profit before income tax and other items ⁽¹⁾	44.9	25.5	42.2	21.2
Dividends paid	40.7	20.5	22.8	15.7
Total assets	380.2	387.9	379.7	345.5
Shareholder's equity	138.4	156.7	148.8	153.2
Capital expenditures	16.4	38.5	38.5	18.8
Cash flow from operating activities	85.2	63.2	61.6	35.3
ROACE ⁽²⁾	15.1%	8.5%	14.0%	7.5%
Key operating highlights				
Canadian circulation new coins sold to financial institutions and others (in millions of pieces)	336	306	300	227
Gold bullion sales (millions of oz's)	1.5	0.9	1.2	0.7 ⁽³⁾
Silver bullion sales (millions of oz's)	37.1	35.0	32.7	30.0 ⁽³⁾
Number of employees (at Dec. 31)	1,189	1,222 ⁽⁴⁾	1,098 ⁽⁴⁾	1,053 ⁽⁴⁾

⁽¹⁾ Profit before income tax and other items is a non-GAAP financial measure. A reconciliation from profit for the period to profit before income tax and other items is included in Appendix 2.

⁽²⁾ Calculation is based on profit before income tax and other items.

⁽³⁾ 2024–2028 bullion volumes reflect historical bullion cycle.

⁽⁴⁾ For planning purposes, full-time equivalent workforce is assumed equal to number of employees.

Highlights Of The 2024–28 Financial Plan

In line with the Mint's strategy, which was refreshed in 2023, the financial plan for the corporate planning period projects annual average revenues of \$2.1 billion, annual average profit before taxes and other items of \$34.6 million (\$21.2 million considering the investment in transformation) and annual average dividends paid to the Government of Canada of \$15.7 million.

Table B. Fulfilling Refocusing Government Spending Commitments

(in millions, CAD)	2023	2024	2025	2026	2027	2028	Total
Type of spending							
Administrative	\$ –	\$ (0.7)	\$ (1.5)	\$ (2.7)	\$ (2.7)	\$ (2.7)	\$ (10.3)
Professional services and Travel	(0.3)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(5.3)
Total	\$ (0.3)	\$ (1.7)	\$ (2.6)	\$ (3.7)	\$ (3.7)	\$ (3.7)	\$ (15.7)

Expense reduction

The Mint plans to achieve the required reduction in expenses primarily by reducing risk and being more efficient.

Major investments over the planning period

Programs will be monitored monthly with the Mint's leadership team and on a quarterly basis with the Mint's Board of Directors, with an eye to ensuring all major investments are on track to deliver clear returns and benefits to the Corporation.

Continued dividend payments over planning period

Based on a cash reserve averaging at \$51.0 million per year, the Mint is planning to deliver an average dividend payment of \$15.7 million over the planning period.

Key Assumptions

Precious metals market conditions, precious metal prices and foreign exchange rates

Precious metal prices and foreign exchange rates are planned consistent with prior year practices and the Mint follows our approved hedging policies in managing risks to the business.

Appendix 1: Corporate Governance Structure

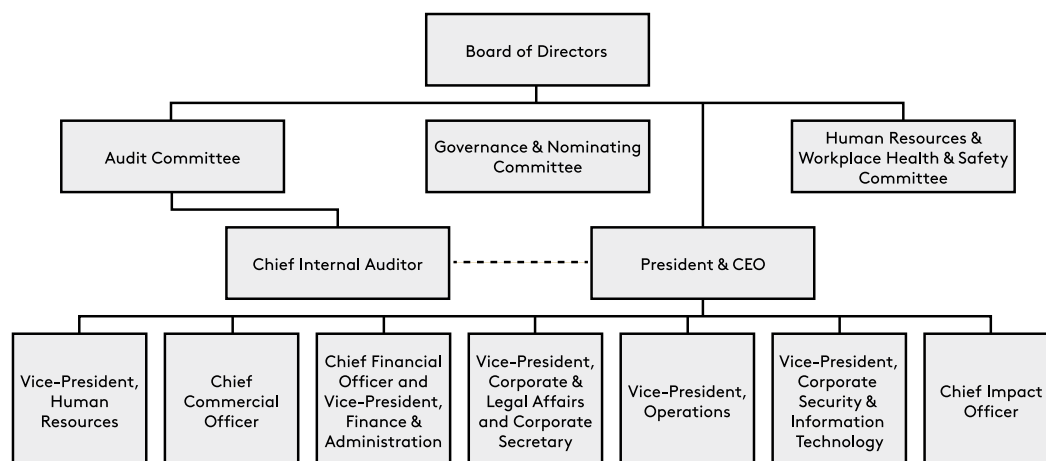
Board of Directors

The Board of Directors is responsible for overseeing the management of the Mint's business and affairs, including full and final responsibility for the corporate plan and its implementation. The Board reports to Parliament through the Minister of Finance and is composed of between 9 and 11 directors including the chairperson and the president and CEO. On February 18, 2019, Ms. Marie Lemay was appointed president and CEO of the Mint for a five-year term.

The Board exercises its duty with a view to the best interests of the Mint and the long-term interests of the sole shareholder, the Government of Canada, in accordance with the Mint's governing by-laws and various pieces of legislation.

The Board holds management accountable for the Mint's business performance and achievement of its objectives. To fulfill its responsibilities, the Board establishes and approves the Mint's strategic direction through a five-year business plan, and reviews and approves major strategies and initiatives. It exercises due diligence by assessing risks and opportunities, monitoring financial corporate performance, ensuring the integrity of financial results, ensuring oversight of business risk in accordance with the Mint's Enterprise Risk Management Framework and providing timely reports to the Government of Canada. On an annual basis, the Board of Directors reviews and updates the Board and Committee workplans to ensure it meets its obligations in this regard. The 2024 Board and Committee workplans were approved in September 2023.

Organizational structure of the Mint's Board of Directors and Senior Leadership Team



Board of Directors meetings

Members of the Mint's Senior Leadership Team are invited to attend all Board meetings. Their presence contributes to a more effective relationship between management and the Board by fostering open communication and a shared understanding of the Mint's activities. Other members of the Mint's management team also attend Board meetings as needed. Apart from the president and CEO, all directors are independent. At each regular meeting, the Board holds an in-camera session with the president and CEO as well as a separate Board-only in-camera session. The chairperson of the Board is an ex-officio voting member on all standing committees and does not have a casting vote. The president and CEO is invited to all standing committee meetings but does not have voting rights; however, the president and CEO is a Board member and can vote on Board resolutions.

Standing Board committees

Three standing committees assist the Board in discharging its responsibilities: the Audit Committee, the Governance and Nominating Committee, and the Human Resources and Workplace Health and Safety Committee. The Board establishes special ad hoc committees when required. The Board and its committees may hire independent advisors as necessary to discharge their duties and responsibilities.

Audit Committee

With a view to ensuring shareholder expectations and requirements regarding prudent use of public funds, transparency, accountability and ethical conduct are achieved, the Audit Committee plays a key oversight role, on behalf of the Board of Directors and shareholder, to ensure (in collaboration with senior management and the internal and external auditors) that the financial statements are reliable and financial controls are effective. The committee's key role is to take responsibility for ensuring the soundness and integrity of the financial statements are maintained and protected at all costs and that all risks to that soundness and integrity are reviewed on a regular basis by the committee. As of 2023, the committee also oversees the effectiveness of the Mint's Responsible Metals Program. The committee consists of at least three directors and meets at least quarterly or as many times as needed to discharge its mandate.

Governance and Nominating Committee

With a view to ensuring shareholder expectations and requirements regarding prudent Board oversight, the Governance and Nominating Committee plays a key role (in collaboration with senior management) to ensure the Board's overall effectiveness is supported by appropriate governance policies and practices. The committee's key role is to take responsibility for ensuring the soundness of the Mint's governance structure and processes. The committee: provides guidance on matters of corporate governance, including the review of corporate policies and other policy documents; reviews the profiles of desirable skills and experience required of directors; and reviews the selection criteria for new appointments and re-appointments for directors, the chair and the president/CEO. The committee reviews the orientation and education programs for directors and oversees the performance evaluation process of the Board and other committees. The committee also oversees the Mint's approach to ESG. The committee consists of at least three directors and meets at least semi-annually or as many times as needed to carry out its mandate.

Human Resources and Workplace Health and Safety Committee

The human resources and workplace health and safety committee advises the Board on human resources policies and practices, including talent acquisition, development and retention, engagement, organizational culture and diversity, equity and inclusion, performance and compensation policies, labour relations issues, and succession plans. It makes recommendations to the Board on the president and CEO's annual performance objectives and goals and evaluates his or her performance accordingly. The committee also monitors and reports on matters related to workplace health and safety, including as related to employee wellbeing. The committee consists of at least three directors and meets at least semi-annually or as many times as needed to carry out its mandate.

Board education and professional development

New Board directors are provided with orientation to the Mint and our businesses through comprehensive briefings by senior management and are given access to a digital resource centre that houses copies of key corporate governance documents for reference purposes. Tours of the Ottawa and Winnipeg facilities are also offered.

Regular updates on the Mint's activities are provided at Board meetings as part of ongoing education. Board members are further encouraged to participate in ongoing professional development activities in alignment with an assessment of skills and competency requirements. In this context, Board members have participated in the following education activities over the course of 2022–2023: the Mint's self-directed Anti-Money Laundering/ Anti-Terrorist Financing (AML-ATF) and Responsible Metals Program (RMP) training programs; a tabletop exercise designed to support the Mint's effective responsiveness to cyber incidents and further bolster its cyber resilience; a facilitated one-day workshop entitled Indigenous Cultural Competence and Humility; and, an education session on Anti-Bribery and Corruption conducted by Canadian leaders in the field.

Board membership⁴

Name	Position ⁵	Appointment/ term expiry ⁶	Committee membership/ attendance (12 months ending June 30, 2023)	Board attendance (12 months ending June 30, 2023)
Phyllis Clark, ICD.D Edmonton, Alberta	Chairperson	2018-05-11/ 2028-05-10	Audit – 5/6 HR & WHS – 4/4 Governance and Nominating – 4/4	6/7
Serge Falardeau, ASC, CPA, CA Ste-Marie de Beauce, Québec	Director	2017-10-18/ 2026-12-15	Audit – 6/6 HR & WHS – 4/4	7/7
Sandip K. Lalli, FCPA, ICD.D Heritage Pointe, Alberta (until December 7, 2022)	Director Chair, Audit Committee (until December 7, 2022)	2018-06-06/ 2022-06-05	Audit – 3/3	3/3
Fiona L. Macdonald, ICD.D Vancouver, British Columbia	Director Chair, Human Resources and Workplace Health and Safety Committee	2018-06-11/ 2026-12-15	HR & WHS – 4/4	6/7
Pina Melchionna, LLB, ICD.D Toronto, Ontario	Director Chair, Governance and Nominating Committee (as of June 14, 2023)	2019-06-02/ 2023-06-01	HR & WHS – 4/4 Governance and Nominating – 4/4	7/7
Cybele Negrís, ICD.D Vancouver, British Columbia	Director Vice-Chair (as of June 14, 2023)	2017-10-18/ 2026-12-15	Audit – 6/6 HR & WHS – 4/4	7/7
Gilles Patry, C.M., O.Ont Ottawa, Ontario	Director Chair, Audit Committee (as of January 25, 2023)	2018-06-11/ 2026-12-15	Audit – 6/6 HR & WHS (until Jan. 25, 2023) – 2/2	7/7
Barry Rivelis, ICD.D Vancouver, British Columbia	Director	2019-07-01/ 2023-06-30	Audit – 6/6 Governance and Nominating – 4/4	7/7
Deborah Shannon Trudeau Montréal, Québec (until June 15, 2023)	Director Vice-Chair, Board of Directors, Chair, Governance and Nominating Committee (until June 13, 2023)	2017-10-18/ 2026-10-17	Governance and Nominating – 4/4	6/7
Evan Price St-Laurent d'Orléans, Québec	Director	2023-04-21/ 2027-04-20		2/2
Marie Lemay, ICD.D Ottawa, Ontario	Master of the Mint	2019-02-18/ 2024-02-18	Audit – 6/6 HR & WHS – 4/4 Governance and Nominating – 4/4	7/7

The practice has been that the Board members typically attend all committee meetings or as invited observers at meetings of which they are not members.

⁴ Board biographies can be found on the Mint's website (<https://www.mint.ca/en/people/board-members>)

⁵ Committee appointments were renewed on June 14, 2023. Ms. Pina Melchionna was appointed as Chair of the Governance and Nominating Committee and Ms. Cybele Negrís was appointed Vice-Chair of the Board of Directors. Mr. Evan Price was appointed to the Audit Committee and the Governance and Nominating Committee, and will attend his first Committee meetings as a member in September 2023.

⁶ Notwithstanding the expiration of their term, directors continue in office until a successor is appointed pursuant to section 105(4) of the *Financial Administration Act*.

Board renewal

Over the course of 2023, the Chairperson of the Board of Directors was reappointed for a five-year term commencing May 11, 2023, and the Mint welcomed Mr. Evan Price as a Director. Mr. Price was appointed to the Mint's Board of Directors for a four-year term commencing April 24, 2023. By the end of 2023, however, the terms of two directors will have lapsed: Ms. Pina Melchionna and Mr. Barry Rivelis. Two vacant positions on the Board were filled on October 6, 2023 and the Mint welcomed Ms. Cindy Chao and Mr. Kevin Darling as new directors.

As the Board members' terms expire, the Mint will follow the direction of the Government of Canada on how best to fill any vacancies that are created. A skills matrix and competency profile exercise is conducted annually to reveal profile and skillset expectations for Board members.

Compensation

Board of Directors compensation

Position	Compensation
Chairperson	Annual retainer of \$12,400, per diem of \$485
Board members	Annual retainer of \$6,200, per diem of \$485

All directors also receive reasonable reimbursement for travel and other expenses, in line with Treasury Board directives on travel and hospitality.

Senior management compensation

Position	Annual compensation	Maximum performance-based compensation
President and CEO	\$345,400	26%

Appendix 2: Financial Statements and Budgets⁷

Consolidated Statement of Comprehensive Income⁸

For the year ended December 31 (in millions, CAD \$)

	Actual 2022	Plan 2023	Forecast 2023	Plan 2024	Plan 2025	Plan 2026	Plan 2027	Plan 2028
Revenue	\$ 3,282.6	\$ 2,530.2	\$ 2,743.0	\$ 2,055.6	\$ 2,039.2	\$ 2,003.5	\$ 2,180.5	\$ 2,187.1
Operating Cost	3,235.7	2,504.7	2,698.8	2,046.8	2,026.7	1,989.1	2,149.7	2,147.7
Profit before income tax	46.9	25.5	44.2	8.8	12.5	14.4	30.8	39.4
Income tax expense	(12.0)	(6.4)	(11.1)	(2.2)	(3.1)	(3.6)	(7.7)	(9.9)
Profit for the period	\$ 34.8	\$ 19.1	\$ 33.2	\$ 6.6	\$ 9.3	\$ 10.8	\$ 23.1	\$ 29.6

Reconciliation for Profit Before Income Tax and Other Items (PBTOI)

	Actual 2022	Plan 2023	Forecast 2023	Plan 2024	Plan 2025	Plan 2026	Plan 2027	Plan 2028
Profit before income tax	\$ 46.9	\$ 25.5	\$ 44.2	\$ 8.8	\$ 12.5	\$ 14.4	\$ 30.8	\$ 39.4
Add (deduct):								
Face Value revaluation gain (loss) ⁽¹⁾	1.3	–	(1.0)	–	–	–	–	–
Net foreign exchange gain	0.6	–	3.1	–	–	–	–	–
Profit before income tax and other items	\$ 44.9	\$ 25.5	\$ 42.2	\$ 8.8	\$ 12.5	\$ 14.4	\$ 30.8	\$ 39.4

⁽¹⁾ Face Value revaluation is the non-cash impact of the change in the valuation of the precious metal component of the Face Value redemptions liability

⁷ Due to rounding, numbers presented may not add up precisely to the totals provided.

⁸ The Mint planned for 2024–2028 what we could reasonably foresee based conditions at the time.

Summarized Statement of Financial Position

As at December 31 (in millions, CAD \$)

	Actual 2022	Plan 2023	Forecast 2023	Plan 2024	Plan 2025	Plan 2026	Plan 2027	Plan 2028
Current Assets								
Cash and cash equivalents	\$ 79.3	\$ 72.1	\$ 72.1	\$ 54.9	\$ 48.6	\$ 45.6	\$ 53.0	\$ 53.0
Trade, net and other receivable	26.7	18.0	9.7	8.7	9.3	9.8	9.8	10.4
Inventories	56.2	76.9	68.1	73.9	76.1	77.0	77.5	78.3
Other	34.3	3.7	25.2	6.9	6.9	6.9	6.9	6.9
Total current assets	196.5	170.6	175.0	144.4	140.8	139.2	147.2	148.6
Non-current assets								
Deferred income tax assets	31.0	31.1	28.9	29.8	29.7	29.6	29.5	29.4
Property, plant and equipment	140.7	174.1	163.3	171.6	171.6	170.0	161.2	153.0
Other	12.1	12.0	12.5	10.0	7.5	5.1	4.7	4.4
Total non-current assets	183.8	217.1	204.7	211.4	208.8	204.8	195.5	186.8
Total assets	380.2	387.9	379.7	355.8	349.6	344.0	342.7	335.4
Current Liabilities								
Trade & other payables, accrued liabilities	58.4	61.7	56.6	53.0	53.1	53.4	52.6	52.3
Loan payable	6.0	6.0	6.0	6.0	6.0	–	–	–
Other	26.8	9.2	27.7	8.1	8.1	6.0	6.0	6.0
Total current liabilities	91.2	76.9	90.3	67.1	67.3	59.4	58.6	58.3
Non-current liabilities								
Loan payable	18.0	12.0	12.0	6.0	–	–	–	–
Face Value redemptions liability	115.5	124.2	112.9	117.3	116.9	116.5	116.1	115.7
Other	17.1	18.1	15.6	14.0	12.2	12.1	12.0	11.8
Total non-current liabilities	150.6	154.3	140.6	137.3	129.2	128.7	128.1	127.6
Total liabilities	241.8	231.2	230.9	204.5	196.5	188.0	186.7	185.9
Shareholder's equity								
Share capital	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Retained earnings	98.4	116.7	108.8	111.3	113.1	116.0	116.0	109.5
Total shareholder's equity	138.4	156.7	148.8	151.3	153.1	156.0	156.0	149.5
Total liabilities and shareholder's equity	\$ 380.2	\$ 387.9	\$ 379.7	\$ 355.8	\$ 349.6	\$ 344.0	\$ 342.7	\$ 335.4

Consolidated Statement of Changes in Equity

As at December 31 (in millions, CAD \$)

	Share capital	Retained earnings	Total
Balance end of year 2022	\$ 40.0	\$ 98.4	\$ 138.4
Balance beginning of 2023	40.0	98.4	138.4
Profit (loss) for the year	–	33.2	33.2
Dividend	–	(22.8)	(22.8)
Balance end of year 2023	40.0	108.8	148.8
Balance beginning of 2024	40.0	108.8	148.8
Profit (loss) for the year	–	6.6	6.6
Dividend	–	(4.1)	(4.1)
Balance end of year 2024	40.0	111.3	151.3
Balance beginning of 2025	40.0	111.3	151.3
Profit (loss) for the year	–	9.3	9.3
Dividend	–	(7.5)	(7.5)
Balance end of year 2025	40.0	113.1	153.1
Balance beginning of 2026	40.0	113.1	153.1
Profit (loss) for the year	–	10.8	10.8
Dividend	–	(7.9)	(7.9)
Balance end of year 2026	40.0	116.0	156.0
Balance beginning of 2027	40.0	116.0	156.0
Profit (loss) for the year	–	23.1	23.1
Dividend	–	(23.1)	(23.1)
Balance end of year 2027	40.0	116.0	156.0
Balance beginning of 2028	40.0	116.0	156.0
Profit (loss) for the year	–	29.6	29.6
Dividend	–	(36.0)	(36.0)
Balance end of year 2028	\$ 40.0	\$ 109.5	\$ 149.5

Consolidated Statement of Changes in Cash Flow

For the year ended December 31 (in millions, CAD \$)

	Actual 2022	Plan 2023	Forecast 2023	Plan 2024	Plan 2025	Plan 2026	Plan 2027	Plan 2028
Cash flows from operating activities								
Profit	\$ 34.9	\$ 19.1	\$ 33.2	\$ 6.6	\$ 9.3	\$ 10.8	\$ 23.1	\$ 29.6
Adjustments to reconcile profit to cash flows from operating activities:								
Depreciation and amortization	19.8	19.5	18.6	21.6	23.0	23.7	22.1	21.8
Tax expense (recovery)	12.0	6.4	11.1	2.2	3.1	3.6	7.7	9.9
Finance costs, net	(1.2)	(1.8)	(3.2)	(2.0)	(1.2)	(1.4)	(1.4)	(1.3)
Loss (gain) on foreign exchange	6.6	–	(3.1)	–	–	–	–	–
Adjustments to other expenses (revenues), net	(14.4)	(9.2)	(7.7)	(7.9)	(7.9)	(7.9)	(7.9)	(7.9)
Changes in Face Value redemptions liability	(2.7)	3.9	0.6	4.4	(0.4)	(0.4)	(0.4)	(0.4)
Net changes in operating assets and liabilities	64.8	29.0	13.5	(3.8)	5.3	6.4	6.7	6.4
Cash provided by operations before interest and tax	119.6	66.8	63.0	21.2	31.3	34.8	50.0	58.0
Income tax paid, net of income tax received	(35.3)	(5.4)	(4.6)	(1.3)	(3.2)	(3.7)	(7.8)	(10.0)
Interest received, net of interest paid	0.9	1.8	3.2	2.0	1.2	1.4	1.4	1.3
Net cash from operating activities	85.2	63.2	61.6	21.9	29.3	32.5	43.6	49.4
Cash flows used in investing activities								
Acquisition of property, plant and equipment	(14.3)	(33.0)	(38.0)	(26.9)	(20.0)	(19.5)	(12.5)	(12.7)
Acquisition of intangible assets	(2.1)	(5.5)	(0.5)	(0.5)	(0.5)	(0.3)	(0.4)	(0.5)
Net cash used in investing activities	(16.4)	(38.5)	(38.5)	(27.4)	(20.5)	(19.8)	(12.9)	(13.2)
Cash flows used in financing activities								
Dividends paid	(40.7)	(20.5)	(22.8)	(4.1)	(7.5)	(7.9)	(23.1)	(36.0)
Lease principal payments	(2.2)	(1.7)	(1.5)	(1.6)	(1.7)	(1.7)	(0.1)	(0.1)
Repayment of loans	(9.0)	(6.0)	(6.0)	(6.0)	(6.0)	(6.0)	–	–
Net cash used in financing activities	(51.9)	(28.2)	(30.3)	(11.7)	(15.2)	(15.7)	(23.3)	(36.2)
Effect of changes in exchange rates on cash and cash equivalents	(7.0)	–	–	–	–	–	–	–
(Decrease) increase in cash and cash equivalents	10.0	(3.4)	(7.2)	(17.2)	(6.4)	(2.9)	7.4	–
Cash and cash equivalents at the beginning of the period	69.3	75.5	79.3	72.1	54.9	48.6	45.6	53.0
Cash and cash equivalents at the end of the period	\$ 79.3	\$ 72.1	\$ 72.1	\$ 54.9	\$ 48.6	\$ 45.6	\$ 53.0	\$ 53.0

Capital Budget for 2024 and Capital Expenditure Plan for 2025–28

(in millions, CAD \$)	Actual 2022	Plan 2023	Forecast 2023	Plan 2024	Plan 2025	Plan 2026	Plan 2027	Plan 2028
Total	\$ 16.4	\$ 38.5	\$ 38.5	\$ 27.4	\$ 20.5	\$ 19.8	\$ 12.9	\$ 13.2

- **Building** includes plant and office modernization, replacements and improvements in Ottawa and Winnipeg, to facilitate efficient use while meeting health and safety standards.
- **Equipment** includes investments for reliability, flexibility and capability improvements, as well as safety, security and environment. These projects are dedicated to optimizing processes, equipment and layout to ensure a high level of manufacturing efficiency and responsiveness. They also ensure the health and safety of employees, security of Mint's assets, and compliance with environmental requirements including carbon emissions monitoring.
- **Information technology** includes computer hardware and software for the ongoing support and development of the computing and communications infrastructure and business applications and customer-facing systems.
- Treasury Board corporate plan guidelines require the application of two key risk criteria (value and risk) for mandatory disclosure in corporate plans. There are no projects requiring mandatory disclosure over the planning period.
- Other than the right of use assets transitioned into capital upon the adoption of IFRS 16, no other leases are included in the capital plan.

The capital budget for 2024 and the capital expenditure plan for 2025–2028 represent investments planned in equipment and technology to enhance the Mint's productivity, customer service and profitable growth opportunities. Investments required to maintain reliability, flexibility and capability of the Mint's equipment as well as to protect employee health and safety and the environment are also included.

The Mint's capital budget is managed in aggregate with adjustments made as required by in-year prioritization. In addition, adjustments have been made relating to the timing and required transitions on capital projects. As a result of these adjustments and the multi-year nature of some projects, the actual spend by asset category may vary from that presented in the 2024 capital budget and 2025–2028 capital expenditure plan. Capital spending at the Mint goes through a rigorous procurement process that can lead to project launches shifting out to future years. Return on investment on capital projects is developed for all spending over \$250,000, excluding foundational investments, and occurs during business case development. It is reviewed as part of the approval process.

Key Planning Assumption

Planning assumption	2024
Inflation	4%

Significant Accounting Policies

Basis of reporting

The Mint's consolidated financial statements are prepared in accordance with International Financial Reporting Standard (IFRS) that came into effect on January 1, 2023.

Quarterly financial reporting

The *Financial Administration Act* requires that all departments and parent Crown corporations prepare and make public a quarterly financial report within 60 days of the end of each fiscal quarter. The Treasury Board Secretariat issues this standard.

New and revised IFRS affecting amounts reported in consolidated financial statements

As described in note 4 of the condensed consolidated financial statements for the 13 weeks ended April 1, 2023, there were no new or revised accounting pronouncements that were issued and had mandatory effective dates of annual periods beginning on or after January 1, 2023, or that had an impact on the Mint's consolidated financial statements included in this corporate plan.

New and revised IFRS pronouncements issued but not yet effective

The adoption of the following IFRS pronouncements may have a possible impact on the Mint's consolidated financial statements in the future. The Mint will continue to assess the possible impact through the effective date of each pronouncement.

- The amendments to IAS 1 *Presentation of Financial Statements* aim to promote consistency in applying the requirements by helping companies determine whether debt and other liabilities with covenants should be classified as current or non-current in the statement of financial position.
- The amendments to IFRS 16 *Leases* requiring a seller-lessee to subsequently measure lease liabilities arising from a leaseback in a way that it does not recognize any amount of the gain or loss that relates to the right of use it retains.

Appendix 3: Borrowing Plan

For 2024, the Mint requests approval of short-term borrowings outstanding at any time not to exceed CAD \$25 million (or equivalent in US dollars).

Funding activities are governed by section 20 of the *Royal Canadian Mint Act* and sections 101 and 127 of the *Financial Administration Act*. Under subsection 20(1) of the *Royal Canadian Mint Act*, the Mint is subject to a statutory borrowing authority constraint, which limits total amount outstanding at any time at \$75 million, or such greater amount as may be specified in an appropriation Act. In accordance with subsections 20(3) of the *Royal Canadian Mint Act* and 127(3) of the *Financial Administration Act*, the Mint requires the approval of the Minister of Finance to enter into any particular transaction to borrow money, including the time and the terms and conditions of the transaction. The borrowing plan is made in compliance with subsection 101(1)(a) and (b) of the *Financial Administration Act*.

Appendix 4:

Risk and risk responses

The Mint relies on effective leadership, modern business tools, and engaged employees and stakeholders to ensure the disciplined execution of our programs and initiatives. In recent years, the Mint has matured our enterprise risk management (ERM) framework to enhance our risk-informed decision-making process. The new ERM framework, which continues to be phased in, includes the following key components: strategic planning, risk identification and assessment, and risk monitoring and mitigation.

Strategic planning

The Mint's Board of Directors and senior leadership hold a strategic planning session each year, reviewing and adapting the corporate strategy to reflect changes to the external and internal operating environments. Risk is one of many factors considered when determining long-term strategic priorities and objectives. Risk appetite statements exist to further support strong governance through risk-informed decision-making. The current risk appetite statements are as follows:

- The wellbeing of the Mint's workforce is imperative, and the Mint will not tolerate uncertainty regarding employee safety.
- The Mint wants a high level of confidence that we will be agile in adapting products and services to a cash-light society and meeting coin demand everywhere in Canada.
- The Mint has a low-risk appetite to deviate from the strategic and performance expectations of the shareholder. Including being non-compliant on key legal and regulatory requirements.
- The Mint wants a high level of confidence that we provide social, environmental and economic value to Canada. The Mint will not enter into or maintain relationships with other parties that do not operate consistently with our ethics and values.
- The Mint has a high commitment to maintaining good corporate governance, ensuring our infrastructure and systems are efficient, effective and resilient in supporting the business.
- The Mint has a high appetite to be innovative in our thinking, ways of operating and approach to market—but not to the extent it jeopardizes our reputation or the security and safety of our employees.
- The Mint is willing to accept some customer concentration, provided it does not jeopardize the stability of future revenues.
- The Mint has some appetite to the impact of the labour market and will continue to be an employer of choice.

Risk identification and assessment

It is important for the Mint to identify future events that could affect the achievement of our strategy and objectives. The Mint's risk assessment considers the strategic, financial, reputational and operational impacts of such events, as well as the likelihood that they will occur.

Risk monitoring and mitigation

Risk indicators are closely monitored and updated using the Mint's corporate risk framework. Senior management reviews the Mint's risk profile on a quarterly basis. Risk exposure is discussed in the context of risk appetite and related risk tolerances. Risk mitigation actions are then selected.

The Integrated Risk Management Committee, composed of management staff, meets regularly to review operational risks and monitor the effectiveness of the risk mitigation actions. The Board receives a quarterly update on the key strategic risks included in the corporate risk profile, along with information on any newly identified emerging risks.

The Mint's Corporate Risk Profile includes the following strategic, financial and operational risks:

Strategic

- Cash light preparedness
- Talent pool

Financial

- Diversification of customer base

Operational

- Technology platform
- Cyber security
- Geopolitical tensions
- Supply chain
- ESG implementation

Appendix 5: Compliance with Legislative and Policy Requirements

This appendix contains information about the Mint's compliance with legislation, Treasury Board policies, Governor in Council and ministerial directives.

Access to Information Act and Privacy Act

The Mint is subject to the *Access to Information Act* and the *Privacy Act* (the Acts). Our Access to Information and Privacy Coordinator has legislated delegation of authority from the CEO for ensuring that requests for information are responded to in compliance with the Acts and with related government policies. Activities also include employee training and awareness to ensure that the Mint meets our duty to assist requesters. Supported by sound privacy management practices related to the handling and protection of personal information, the Mint provides comprehensive descriptions of our programs, activities, related information holdings and personal information banks. The Mint is well positioned to meet expected legislative reform.

Conflict of Interest Act

The Mint provides conflict of interest letters to members to ensure that directors follow a formal process to annually review and affirm their commitment to and compliance with the *Conflict of Interest Act*, the Guidelines for Public Office Holders, the *Royal Canadian Mint Act* and the Mint's Code of Conduct policy. Directors are further reminded at the outset of each Committee and Board meeting to disclose potential conflicts of interest.

Canadian Human Rights Act

The Mint conducts itself and provides experiences to employees in a manner consistent with the expectations set out in the Canadian Human Rights Act.

Corruption of Foreign Public Officials Act (CFPOA)

The Mint's Code of Conduct and Ethics and the CFPOA prohibit employees and Mint agents operating abroad from accepting bribes or knowingly supporting a transaction that involves the offer or giving of a bribe. As a means of ensuring demonstrated compliance with the CFPOA, the Mint has an Anti-Bribery and Anti-Corruption Program that includes a variety of components, including CFPOA training to select Mint employees and agents and a "Know Your Agent" due diligence process and a formal risk assessment. The Mint's Regulatory Affairs (Compliance) function has oversight for all aspects of the program including payments made to agents of the Mint who represent the Mint in Foreign Circulation Business.

Proceeds of Crime (Money Laundering) and Terrorist Financing Act (PCMLTFA)

The Mint has obligations under the PCMLTFA and associated regulations respecting transactions involving the sale of precious metals, including suspicious transaction and large cash transaction reporting, record keeping, customer identification and "Know Your Customer" requirements. The Mint's Anti-Money Laundering/Anti-Terrorist Financing (AML/ATF) Compliance Program includes the appointment of a Chief Anti-Money Laundering Officer ("CAMLO"), implementation of policies and procedures, regular assessment of risk mitigation measures, a compliance training program, and external reviews of the effectiveness of the AML/ATF program every two years. The Mint's AML/ATF Compliance Program responds with risk mitigation measures when considering new products and distribution channels, and complies with Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) guidance for dealers of precious metals and stones.

Canada's Anti-Spam Legislation (CASL)

The Mint ensures consents and protocols are in place for the dissemination of commercial electronic messaging to our customers in compliance with CASL.

Employment Equity Act

The Mint maintains and administers policies to provide equitable access to employment opportunities for internal and external job applicants. The Mint reports annually to the Labour Program of Employment and Social Development Canada pursuant to section 18 of the Act on our employment equity representation against the Canadian workforce availability, as well as on our measures and results in support of achieving that representation.

Accessible Canada Act

The Mint has developed an action plan in response to removing barriers to accessibility in accordance with the Accessible Canada Act. This plan will help the Mint make our services and products accessible to even more people and foster accessibility in the workplace for employees.

Official Languages Act (OLA) and official languages policy instruments

The Mint balances its mandate of operating in anticipation of profit with spending requirements for bilingualism and compliance with the federal OLA, namely Parts IV, V, VI and VII. The Mint is also subject to the Official Languages (Communications with and Services to the Public) Regulations and the Treasury Board's Policy on Official Languages and its three consolidated directives, except Appendix 2 of the Directive on Official Languages for People Management. On June 20, 2023, Bill C-13 aimed at modernizing and strengthening the OLA received Royal Assent. In parallel to this legislative process that was started before the pandemic, the Mint had also started updating its own official languages (OL) policy. The outcome, which also involved the development of new policy instruments, will help align the Mint with the enhanced regulatory landscape, including the newest iteration of the Government of Canada's Action Plan for Official Languages.

Beyond compliance, the corporation proactively promotes opportunities and events that highlight linguistic duality. Official languages are therefore a component of the social dimension of the Mint's ESG framework and embody a clear aspect of the inclusion approach expected of DEI initiatives.

Directives on Travel and Hospitality, Conference and Event Expenditures (DTHCEE)

The Mint complies with the current DTHCEE designed to meet requirements of the *Access to Information Act*, including the proactive disclosure of appropriate travel and hospitality expenses on a monthly basis. Controls include system-related audit checks and warnings, guidance and focused training, as well as oversight activities during the processing of claims.

Pension plan reform directives

The Mint has necessary processes and systems in place to ensure employees who meet the prescribed eligibility criteria are members of the federal public service pension plan.

Canada Labour Code Part II and the Canada Occupational Health and Safety Regulations

The Mint is committed to providing a safe and healthy work environment as a fundamental right of employees, contractors and business visitors. The Mint has a corporate health and safety policy and a suite of comprehensive, proactive and practical health and safety programs designed to meet legislative compliance and to identify, assess and control workplace hazards, including those impacting psychological health and safety.

Canadian Environmental Protection Act and related regulations

The Mint recognizes that protection of the environment and sustainable use of resources and energy are essential for the wellbeing of future generations. Through our Environmental Management System, the Mint is continuously working on identifying the environmental aspects and impacts related to our operations and minimizing and/or eliminating our adverse impacts, and has measures in place designed to meet the *Canadian Environmental Protection Act* and our associated regulations, and other compliance obligations identified under the Mint's Environmental Management System.

Government procurement obligations under trade agreements

The acquisition of goods and services can represent a significant proportion of the Mint's annual budget. Through our corporate procurement policy and directive, the Mint is provided with a flexible management framework that promotes the efficient, effective, open, fair, ethical and transparent acquisition of goods and services while supporting the organization's commercial mandate and operational requirements. The framework is also designed to meet compliance with all applicable laws are complied with, including but not limited to trade agreements that apply to the Mint.

Pay equity legislation

The Mint is working toward developing and implementing a proactive pay equity plan to identify and close the gender wage gap, ensuring workers receive equal pay for work of equal value in accordance with the *Pay Equity Act* and the regulations applicable to federally regulated public-sector workplaces. The Mint leverages a recognized job evaluation system for both our unionized and non-unionized positions, a solid foundation for determining the value of work.

Canadian Multicultural Act

The *Canadian Multicultural Act* encourages and assists the social, cultural, economic and political institutions of Canada to be both respectful and inclusive of Canada's multicultural character. The Mint's annual report, submitted annually to Canadian Heritage, showcases the programs, practices and services that support and value diversity and multiculturalism in the workplace.

Fighting Against Forced Labour and Child Labour in Supply Chains Act

The *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, which will be in force on January 1, 2024, implements Canada's international human rights-related commitment to combat forced labour and child labour by imposing reporting obligations on certain entities and government institutions, including parent Crown corporations within the meaning of s. 83 of the *Financial Administration Act*. A thorough review will be conducted of the Mint's internal policies, due diligence processes (including a review of contractual arrangements) and internal controls in light of the legal requirements stemming from the act, the related amendments to the *Customs Tariff Act* and other ancillary legislative changes, including requirements contained in free trade agreements.

Appendix 6: Government Priorities and Direction

This appendix describes how the Mint's priorities and activities align with government-wide priorities and highlights any notable activities in the following key areas. Government-wide priorities are outlined in the Speech from the Throne and the Budget Plan.

Open and transparent government

In alignment with this priority, the Mint is:

- Refreshing systems and processes to enable timely and accurate disclosure to the shareholder and the people of Canada.
- Publishing on our website all annual and quarterly financial reports, as well as proactively disclosing the travel and hospitality expenses of our board members and officers.

Gender-Based Analysis Plus (GBA+)

The Mint has been implementing our diversity, equity and inclusion strategy, including a rollout of GBA+ online learning initiatives in support of conducting our business activities. The GBA+ analytical process (used to assess how different women, men and gender diverse people may experience policies, programs and initiatives), developed by Women and Gender Equality Canada is incorporated into the Royal Canadian Mint's DEI Lens Toolkit.

To support GBA+, a workforce analysis will be conducted to review the underrepresentation of persons in designated employment equity groups; non-legislated self-declaration data will be requested from employees in the Mint's Human Resources IT system; and the Mint's annual employee engagement survey will expand the collection of the breadth and depth of DEI topics. Reporting this aggregated data in a dashboard for senior management will support workforce planning and decision making.

Diversity, equity and inclusion

The Mint is proud to promote diversity through our coin designs and the themes selected to be represented on numismatic coins. The Mint will continue to look for opportunities to commemorate diversity in recommending future coin designs and to leverage our brand to help support inclusion.

To ensure our workforce reflects Canada's diversity, the Mint remains committed to increasing the representation of employees in the four designated employment equity groups (women, Indigenous peoples, members of visible minority groups, people with disabilities) by identifying and eliminating barriers to employment and by ensuring our current practices do not disadvantage these groups. As an example, the Mint plans to work with post-secondary institutions to help bring in more interns and students from Indigenous backgrounds, and is already partnering with Indigenous organizations to ensure job postings are seen by more Indigenous candidates.

In this planning period, the Mint will focus more energy and take proactive measures to develop stronger relationships with Indigenous communities, including consultations in areas such as coin design, while continuing our ongoing efforts to improve accessibility for people with disabilities to Mint products, services and employment. The Mint is implementing a strategy for responsible manufacturing, with one goal being to work with a greater number of suppliers from diverse backgrounds (e.g., Indigenous-owned companies) at every stage of the supply chain.

The Mint has also formed a cross-functional team to help identify and remove barriers to accessibility in accordance with the *Accessible Canada Act* (ACA). This team will review the Mint's policies, procedures, tools, practices and environment, evaluating and addressing barriers in the seven areas identified in the ACA: employment, service delivery, the built environment, information and communications technology, procurement, and transportation. The activities coming out of this plan will help enhance the Mint's ability to attract, retain and provide opportunities for talented Canadians with disabilities. The Mint has partnered with the market research firm Return on Disability to conduct both quantitative and qualitative research, including on shared experiences from other federally regulated employers, to generate the knowledge and insights needed to design the accessibility action plan.

The following outlines the activities and outcomes of the Mint's DEI Action Plan, titled *All In*. It is important to note these activities are not aspirational goals—they are all underway and solid progress has already been made on many of them

Goal	Key activities	Expected outcome
Communication	Develop and implement a communications plan to increase employee awareness with the support of a DEI resource person on the Employee Communications team; Develop communications tools and products to promote DEI including a DEI Veritas (intranet) page and a microsite on mint.ca; Build and leverage awareness tools that support the commitment to DEI including promotion of the Clearview Connects Whistleblower program, Employee and Family Assistance Program (EFAP) helplines; mental health programs; the Mint's Code of Conduct and Ethics; and the <i>Accessible Canada Act</i>.	Accessible DEI information will foster allyship.
DEI Lens	Update the DEI committee terms of reference, including formalizing members' capacity and training plan in order for them to participate fully in the implementation of DEI change activities; Develop and implement a DEI lens and toolkit for policies, programs and product development; Apply a DEI lens to review HR policies and programs on a cyclical basis.	A safe, respectful and inclusive work environment

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Goal	Key activities	Expected outcome
Benchmark and Metrics	Establish a DEI metrics framework that can be utilized by multiple stakeholders; Develop tools and methods to gather and expand workforce diversity data collection. Communicate widely the correlation of workforce data and the business' ability to achieve diverse perspectives; Enhance analysis and reporting of DEI data to track hiring, promotion, retention and other aggregate data.	Improved employee engagement and enablement using analytics.
Tools	Develop, communicate and leverage special DEI initiatives across the organization; Leverage art to build cultural awareness and learning programs that demonstrate the Mint's commitment to DEI, including the promotion of Indigenous artists; Support the creation of Employee Resource Groups (ERGs).	Enhanced inclusion practices that foster belonging.
Learning and development	Develop a mentorship and sponsorship program across the organization; Develop targeted DEI training programs in VIP (HR portal) for People Leaders and employees; Enable all employees to leverage career development workshops to help plan for growth opportunities; Ensure that equal opportunities are available to all employees in alignment with the People Strategy.	People leaders and employees are better equipped to be inclusive and apply their learnings effectively.
Leadership	Establish an annual DEI performance objective for People Leaders for 2022 and beyond.	People leaders demonstrate commitment to DEI objectives and achievements.
Recruitment and Onboarding	Develop diversity data fields in the Applicant Tracking System (ATS) to invite applicants to share their diversity and Employment Equity information; Review and update recruitment and onboarding process to include enhanced outreach practices, a DEI lens, and formal touchpoints to foster a sense of belonging for new hires.	A more inclusive and diverse workforce that is a reflection of the customers the Mint serves.
Partnerships	Develop strong partnerships that support the Mint's DEI Action Plan; Create a partnerships database that would allow People Leaders and employees to engage with diverse communities for recruitment, training, procurement, etc.	Valuable partnerships help the Mint achieve our business goals.

Consultations on Indigenous issues

The Mint regularly consults with Indigenous communities across Canada on coin themes and designs at every stage of the development process. The Mint has a rich history of portraying Indigenous art, culture, people and places on our coins. The Mint will continue to work to increase the inclusion of Indigenous themes and artists, building on existing engagement process.

Sustainable development and greening government operations

The Mint's commitment to sustainability is set out in our vision statement and strategic objectives and is aligned with the Greening Government Strategy. The Mint adds value by returning profits to the Canadian shareholder; celebrating Canada's heritage, people and places; and through an ongoing commitment to reducing the Mint's environmental footprint, including increased recirculation of dormant coins. The Mint has confirmed that we will begin reporting on the Task Force for Climate-related Financial Disclosures (TCFD) ahead of our requirement to do so for 2024.

The Mint has committed to exceeding the government's carbon emissions targets outlined in the Greening Government Strategy as part of the carbon emissions and climate change area of focus in our ESG commitment. As part of that commitment, work is underway to ensure the plant in Winnipeg is carbon neutral by 2030 and that we achieve a carbon net zero operation by 2050.

Safe workspaces

The Mint Code of Conduct and the wrongdoing policy include a third-party whistleblower reporting service providing employees with another mechanism to report potential misconduct while ensuring legislated confidentiality and protection against reprisal.

The Mint prioritizes protecting the health and safety of our workforce and in doing so continues to monitor changes in the COVID-19 environment and is prepared to implement the appropriate safety measures aligned to public health authority's guidance as required.

Recovery from COVID-19

As Canada recovers economically from the COVID-19 pandemic, the Mint's real-time management of the coin pool and strong relationships with all players in the cash/coin ecosystem will ensure a stable supply of coins remains available across the country when and where they are needed.

ESG in procurement

The Mint is continuing to develop and implement guidelines that provide contextualized guidance on how to incorporate consideration for ESG throughout the contract lifecycle stages of sourcing, procurement and post-award contract management.

Acronyms and Abbreviations

ACA	<i>Accessible Canada Act</i>	MOU	Memorandum of understanding
AML	Anti-money laundering	MPPS	Multi-ply plated steel
ATF	Anti-terrorist financing	NCC	National Coin Commission
ATS	Applicant Tracking System	OLA	<i>Official Languages Act</i>
ATU	Amalgamated Transit Union	PBTOI	Profit before Taxes and Other Items
B2C	Business to consumer	PCMLTFA	<i>Proceeds of Crime Money Laundering and Terrorist Financing Act</i>
CAD	Canadian dollar	P&L	Profit and loss
CASL	Canada's Anti-Spam Legislation	PSAC	Public Service Alliance of Canada
CFPOA	<i>Corruption of Foreign Public Officials Act</i>	R&D	Research and development
DEI	Diversity, Equity and Inclusion	ROACE	Return on average capital employed
DTHCEE	Directive on Travel, Hospitality, Conference and Event Expenditures	TCFD	Task Force for Climate-related Financial Disclosures
EFAP	Employee and Family Assistance Program	WHS	Workplace health and safety
ERM	Enterprise risk management		
ESG	Environmental, Social and Corporate Governance		
GBA+	Gender-based analysis plus		
GFMS	Gold Fields Mineral Services		
GHG	Greenhouse gas		
HR	Human resources		
IFRS	International Financial Reporting Standards		
IT	Information technology		
LBMA	London Bullion Market Association		