



Speaking Notes for

Marie Lemay

President and Chief Executive Officer
Royal Canadian Mint

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Thank you, Simon.

When I spoke to you last year, we had just entered a period of incredible disruption caused by the unprecedented situation with COVID-19.

At that time, I had hoped that I would be able to be speaking to you in-person today, but we find ourselves once again meeting virtually, hopefully for the last time.

I am looking forward to the day when I can once again meet face to face with Canadians and collectors and safely welcome you back into our facilities in Winnipeg and Ottawa.

For now, I would like to welcome you to the Royal Canadian Mint's Annual Public Meeting and while I don't have the pleasure of seeing you all today, I am looking forward to answering your questions later in our call.

While 2020 posed some significant challenges for the Mint, it also highlighted some of the Mint's greatest strengths, including its ability to innovate, collaborate and respond to the external environment with agility while continuing to deliver profit to Canada and Canadians.

I am proud to say that the health and safety of our employees was at the heart of every decision we made in 2020.

In the 15 months since the start of the pandemic, the Mint has introduced more than 40 new measures to protect the health of our employees working on-site and enhance the safety of our facilities.

This has meant developing and implementing strict active screening protocols, installing automatic doors and faucets, introducing new procedures to limit the number of people in our facilities, procuring and distributing tens of thousands of masks, introducing enhanced cleaning procedures, developing a rigorous contact review process, and ensuring that our ventilation and air filtration systems meet or exceed public health guidelines.

These measures have allowed the Mint to keep operating safely throughout the pandemic without ever shutting down.

Early in the pandemic, we made a difficult decision to temporarily suspend part of our operations to allow us to focus all of our efforts on delivering critical services to the essential mining and financial sectors. This reprioritization led to an unplanned reduction in our numismatic offering and I once again want to take the time to thank our loyal customers and partners for their patience and understanding during this unprecedented time. We heard from many of you over the past 18 months and appreciate your continued support. Despite the challenges of the pandemic, the Mint was able to celebrate some significant achievements in 2020 and I would like to share some of them with you today.

One of the biggest success stories of the year was the work done in our refinery. During the pandemic global demand for precious metals soared. The Mint's refinery team managed to deliver more than double the volume of gold and 30-per-cent more silver than it did in 2019 working new modified schedules that ran seven days a week, 24 hours a day. The team also managed to secure several new partnerships. In a year when many refineries around the world were forced to shut down temporarily and global supply chains were disrupted, the Mint stood out as a reliable leader in the industry.

Another significant achievement came from our Foreign Circulation team whose members were able to find innovative ways of forging new relationships across continents and time zones despite not being able to travel and signed the largest single denomination order in Mint history.

Behind the scenes, meanwhile, we continued to seamlessly manage the distribution of Canada's coin supply, ensuring that there are no shortages of coins and that Canadians continue to be able to use coins when and where want or need to. It may seem counterintuitive to talk about a shortage of coins, but when less coins circulate and the flow is interrupted it can quickly lead to shortages. In some jurisdictions outside of Canada residents were asked to bring their coin back to avoid shortages. We have a coin management system in Canada that allows us to forecast and move coins. With our partners, we positioned coins strategically during the pandemic to ensure that they remain readily available throughout the country. During the pandemic, we have seen an overall reduction in consumer spending, and a decline in demand for coins.

It remains to be seen how the pandemic will influence the rate of this decline. However, it has reinforced the important role the Mint will play in the coming years as Canada transitions to a cash-light economy. We are committed to making sure that no Canadian is left behind in this transition. The valuable data, knowledge and insights gained from the Mint's Coin Circulation Management system will support a seamless transition to a digital payment economy and will help Canada be well-positioned for resilience in the event of future disaster events.

But perhaps the achievement of which I am the most proud, from the last year, wasn't about our business at all, it was about our people. Very early on in the national pandemic response, employees expressed a desire to find a way to help fellow Canadians during a difficult time.

In the first months a small part of our operation was converted to make hand-sanitizer and face shields leveraging existing materials. This personal protective equipment was donated to health workers in Manitoba, Ontario and Quebec.

But employees wanted to do more.

As we entered the summer, the idea of creating a token of appreciation for front-line workers from hospital staff and paramedics to bus drivers and grocery store workers took shape. Employees were the driving force behind our Recognition Medal project from start to finish. All money raised through the sale of the medal would be donated to the Breakfast Club of Canada, a national organization combatting food insecurity. To keep costs as low as possible in order to maximize the donation, the medal was made from recovered materials and was packaged by employees and their families who volunteered their time to work on this project.

In the year since we launched the medal, I have been blown away by the generosity of Canadians and Mint employees. We have sold more than 100,000 medals and have donated \$600,000 to the Breakfast Club of Canada to date. You can still support this worthy cause by ordering your own at [mint.ca](https://www.mint.ca).

Despite the disruptions caused by the pandemic, our teams found innovative ways of celebrating Canadian milestones when launching our commemorative circulation coins, marking the end of the 75th anniversary of the end Second World War, the anniversary of the signing of the UN Charter and the legacy of legendary Haida artist Bill Reid.

I am looking forward to unveiling our 2021 commemorative circulation coins in the coming months. Canadians from coast to coast to coast will soon be able to re-live the fascinating stories of the discovery of insulin, the Klondike gold rush and Bluenose's legendary exploits. Against the backdrop of the pandemic, work continued in collaboration with the board of directors to develop the Mint's long-term strategic vision. I am pleased to say our new long-term strategy, which we are calling our "One Mint" strategy, launched in January.

It was developed with long-term sustainability in mind and will help make sure the Mint is well positioned to be resilient over the years to come and able to be responsive to emerging market trends, taking advantage of developments in the external environment while identifying opportunities at home and abroad that ensure sustained profitability.

We have called it One Mint because its successful implementation hinges on breaking down siloes that exist in every business to work together, collaboratively, in a way that maximizes efficiency and capitalizes on the combined skills and knowledge every member of the team brings to the table.

This new strategy prioritizes agility and innovation, which are already strengths of the Mint's dedicated employees. It also explicitly puts the well-being of our people at the forefront of our decision-making, prioritizing diversity, equity and inclusion and Corporate Social Responsibility as foundational elements of our workplace culture.

While this year has continued to present new challenges related to the pandemic, the Mint is well-equipped and ready to face them. I am excited about the opportunities in 2021 and beyond as we begin implementing our new long-term strategy.

Thank you.