

Appendix A Quarterly Dashboard



Exhibition Place March 31, 2022 Dashboard

The Exhibition Place Dashboard provides a quarterly snapshot of Key Performance indices related to the Goals, Objectives, and Strategies of the 2020-2021 Strategic Plan with a primary focus on our Financial, Environmental, Safety, and Organization Goals.

In the 1st Quarter of 2022, the Covid-19 pandemic has continued, and the City of Toronto cancelled programs and events due to risk to public health and safety. Nearly every Exhibition Place Show Organizer and Meeting Planner client has invoked their Force Majeure clause in their License Agreement to cancel or postpone their Q1 2022 events to later in the year or to 2023. In addition to the cancellation of shows/meetings, many of our Tenant's operations have been completely closed while other tenants have opened in very limited capacity, and therefore the loss of related ancillary revenue, such as Parking and Show Services from their closure.

FOR THE THREE MONTHS ENDED MARCH 31, 2022

	Actual YTD	Budget / Target YTD	Prior YTD
Gross Revenue, before City COVID-19 Subsidy	\$ 4,310,160	\$ 16,349,605	\$ 5,944,870
Variance		\$ (12,039,445)	\$ (1,634,710)
Overhead Operating Expenses	\$ 7,730,251	\$ 10,221,905	\$ 8,540,134
Variance		\$ 2,491,654	\$ 809,883
Surplus / (Deficit), before City COVID-19 Subsidy	\$ (3,881,321)	\$ 3,802,461	\$ (3,854,322)
Variance		\$ (7,683,782)	\$ (26,999)
Net Capital Program Spending (%)	1%	5%	5%
Variance		-4%	-4%
Recordable Lost Time Injuries	0.0	0.0	0.0
Variance		0.0	0.0
Average Sick Days Absent	1.0	1.2	1.4
Variance		0.2	0.4
Events and Grounds Waste Diverted (%)	16%	70%	27%
Variance		-54%	-11%
Capital Works Waste Diverted (%)	0%	75%	0%
Variance		-75%	0%
Electricity Net Grid Consumption (kWh)	794,672	3,211,611	1,760,168
Variance		2,416,938	965,496
COE - Carbon Dioxide Emissions (MT)	2,794	3,167	2,998
Variance		374	204
Client Satisfaction Rating (%)	-	85.0%	0.0%
Variance		-	-

LEGEND

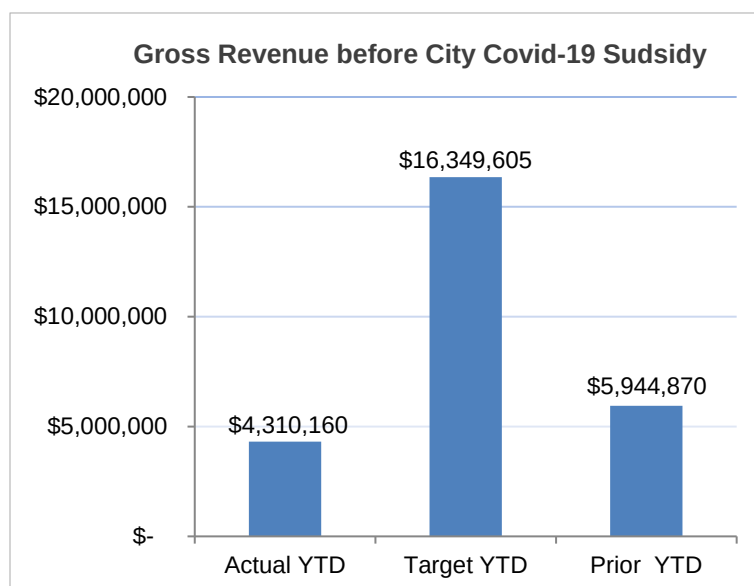
- Favourable or meeting Budget/Target
- Unfavourable
- YTD variance is unfavourable but management believes by year end that we will meet or exceed.

Appendix A Quarterly Dashboard

Gross Revenue before City Covid-19 Subsidy

MEASURE: Gross Revenue before Covid-19 Subsidy Funding from the City of Toronto.

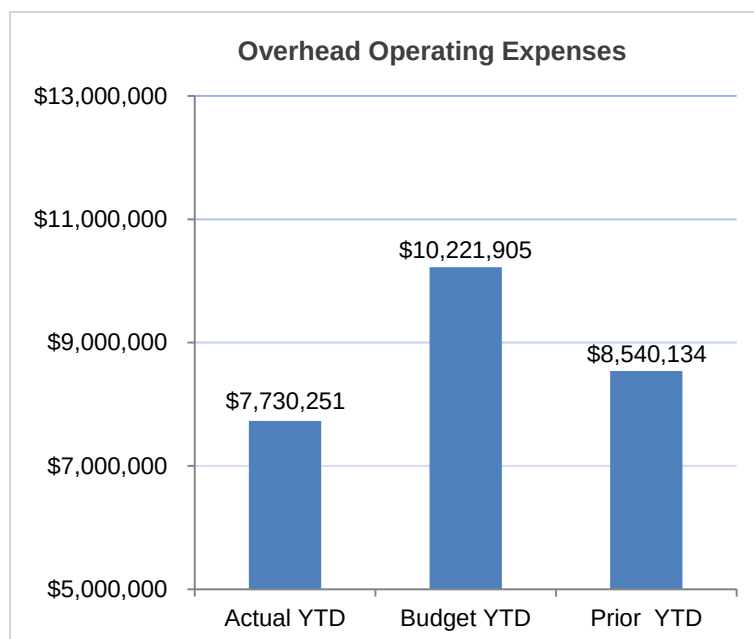
- 1) Target used for this KPI is the actual gross revenue achieved for the three months, 2016 adjusted for the CPI of 3% per year.
- 2) Unfavourable variance of (\$12M) between Actual and Target is due to the loss of events and closure of Tenant operations from the global Covid-19 pandemic until April 2022. The Gross Revenue does not include \$3M of Subsidy Revenue funding from the City of Toronto to fund cash shortfall from operations in Q1.
- 3) YOY unfavourable variance of (\$1.6M) is primarily due to lower volume of events in 2022 vs the same period of 2021 due to the ongoing global COVID-19 pandemic



Overhead Operating Expenses

MEASURE: Overhead operating expenses before amortization, cost of services, contribution to naming rights, and interest.

- 1) Favourable variance between Actual and Budget of \$2.5M is from continued cost cutting measures due to Covid-19, lower direct expenses due to events cancellation, lower salaries and benefits due to staff gapping, and lower utilities due to the energy savings initiatives.
- 2) YOY favourable variance of \$0.8M is primarily due to lower direct expenses due to reduced volume and lower rates, and savings in non-essential base building maintenance compared to prior year.

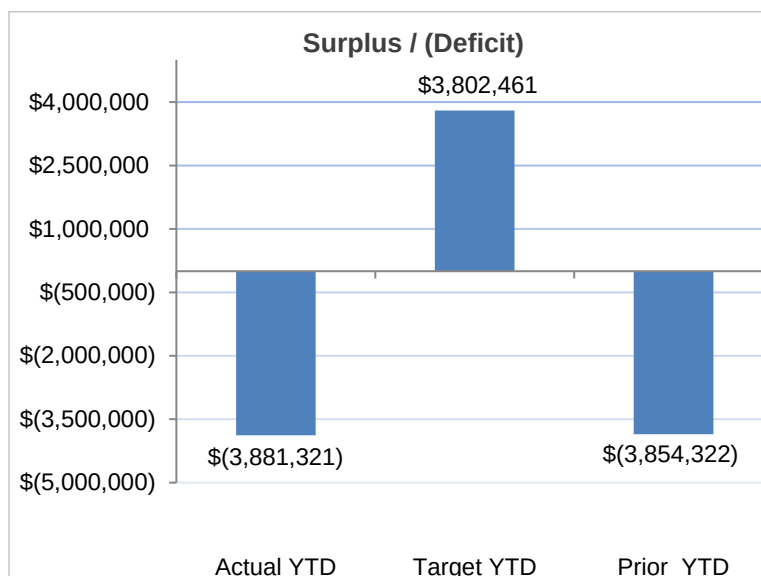


Appendix A Quarterly Dashboard

Surplus / (Deficit), before City Covid-19 Subsidy

MEASURE: Net Income before Covid-19 Subsidy Funding from the City of Toronto.

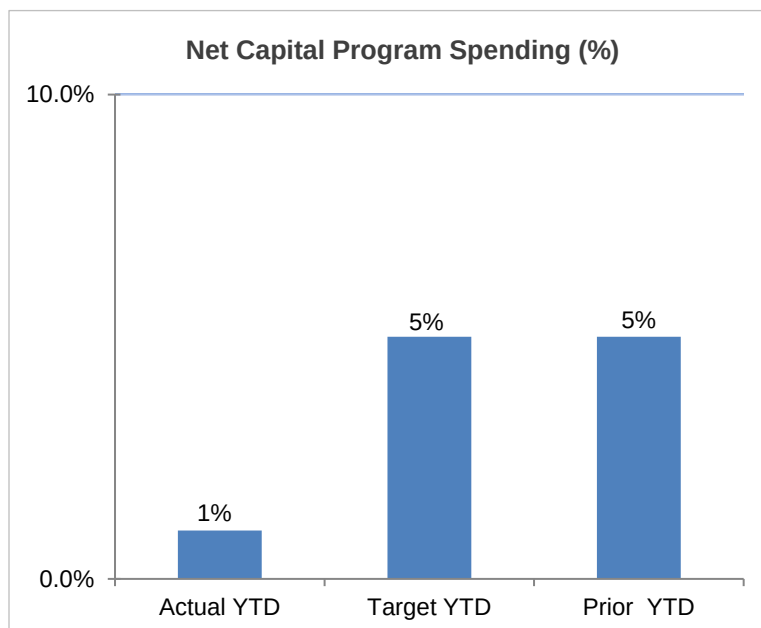
- 1) Target used for this KPI is the actual surplus achieved for the three months ended March 31, 2016 adjusted for the CPI growth of 3% per year.
- 2) The Deficit of (\$3.9M) net of City funding of \$3M is unfavourable of the Target Surplus by (\$7.7M). The unfavourable variance is due to cancellation of all events because of the ongoing global Covid-19 pandemic.
- 3) The YOY variance is minimal.



Net Capital Program Spending (%)

MEASURE: Achievement of Exhibition Place's current year capital work program as a percentage of City of Toronto capital funding. This includes both carry-forward and current year capital.

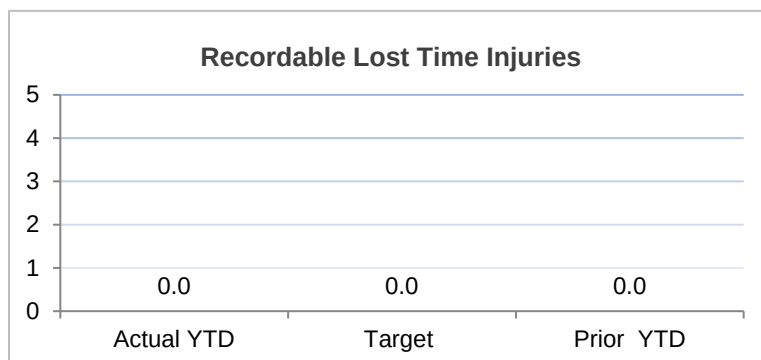
- 1) Target for net capital spend is 90% or more for the year with a Q1 target being set at 5% or more.
- 2) The Year-To-Date (YTD) actual vs target unfavourable variance of (4%) is mainly due to the major tender (Duct Bank Relocation) still to be closed before the first week of May. Also, City has reduced our Capital budget for this year from \$20M to \$17.8M due to Covid-19. Generally, spending on carry forward from prior year funding is prioritized first before spending on current year budget.
- 3) Management believe we will meet the year-end target.



Recordable Lost Time Injuries

MEASURE: Standard occupational recordable Lost Time Injury (LTI) includes WSIB claims containing lost time opened. Calculation is the number of recordable injuries x 200,000 exposure hours divided by total employee hours worked.

- 1) The Q1 2022 LTI is zero, which is in line with our target and YOY.

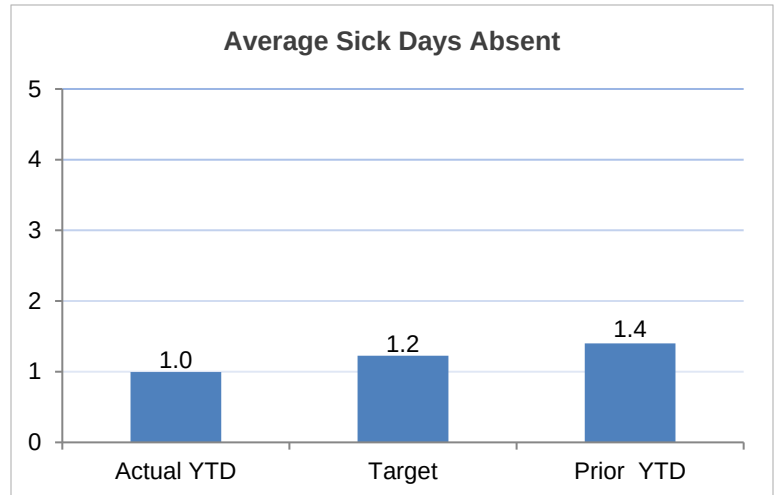


Appendix A Quarterly Dashboard

Average Sick Days Absent

MEASURE: Average days absent per employee. This includes all Short-Term Disability Benefits (100%, 75%, and dependent), and Unpaid Sick Days.

- 1) The City and Exhibition Place implemented the Short-Term Disability Benefits policy in January 2017, Exhibition Place is using the 2016 actual Average Sick Days Absent of 4.9 days as the 2022 Target.
- 2) The Actual vs. Target is a favourable variance of 0.2 day.
- 3) YOY there is a favourable variance of 0.4 day.

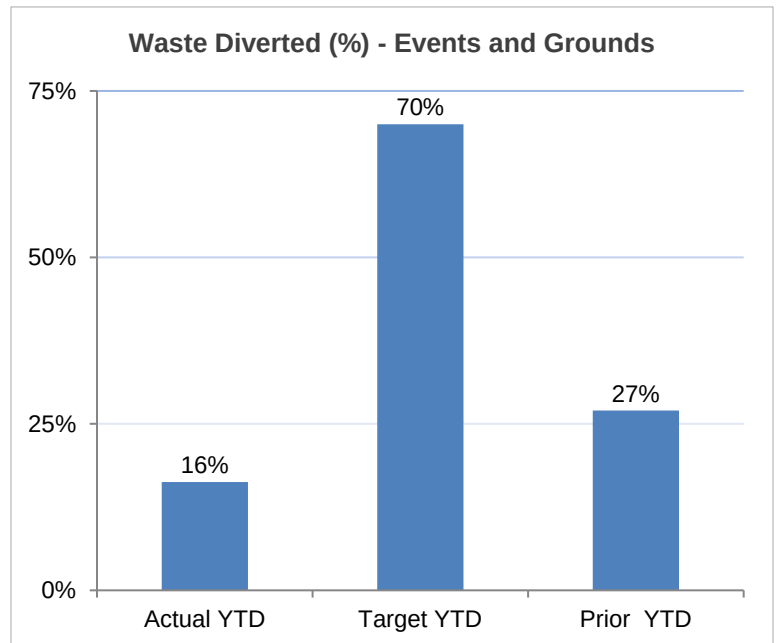


Waste Diverted (%) – Events and Grounds

MEASURE: Percentage of all waste produced from events, grounds, and buildings that was diverted.

Definition: The total amount of waste diverted from events, grounds, and buildings in kilograms is divided by the total of waste from events, grounds, and buildings (diverted and not diverted) and multiplied by 100.

- 1) The Actual vs Target is an unfavourable variance of (54%). Since the outbreak of the pandemic and cancellation of all events the diverted waste % is significantly lower since most of the divertible waste originates from the events taking place at Exhibition Place.
- 2) YOY is an unfavourable variance of (11%) primarily due to the continued cancellation of events in Q1 2022 vs the same period of 2021.



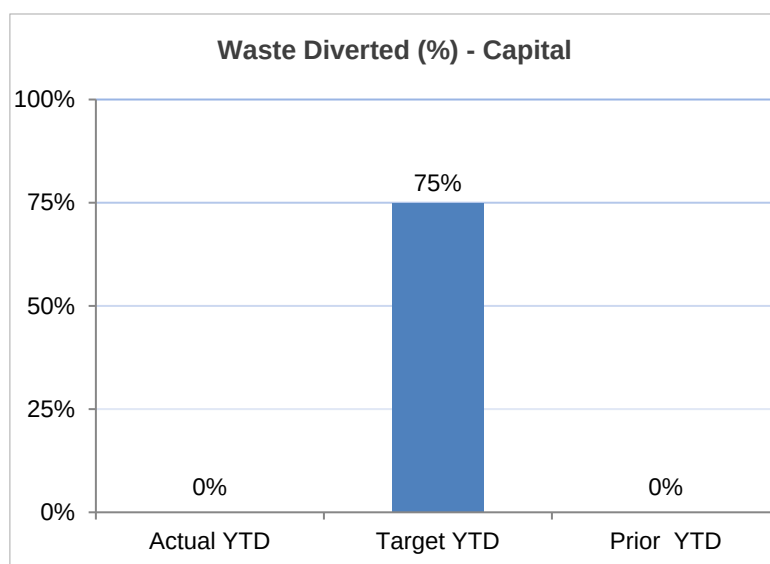
Appendix A Quarterly Dashboard

Waste Diverted (%) - Capital

MEASURE: Percentage of waste produced from capital works that was diverted.

Definition: The total amount of waste diverted capital works in kilograms is divided by the total of waste from capital works (diverted and not diverted) and multiplied by 100.

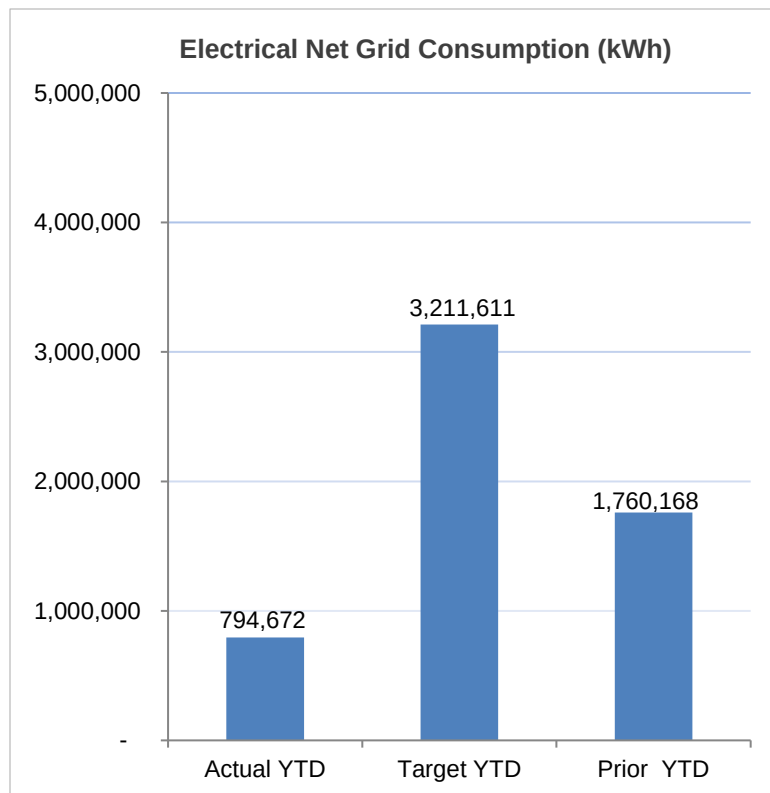
- 1) There was no divertible waste from capital works in Q1 2022 and Q1 2021.
- 2) Exhibition Place staff continue to emphasis recycling and reducing waste. Staff work through the tender process ensuring the successful contractors to have strong recycling programs which includes timely reporting



Electrical Net Grid Consumption (kWh)

MEASURE: Electricity purchased from grid less Solar Production, Renewable Energy purchased, and recoveries from tenants.

- 1) The Strategic Plan set a Goal to aim for Electricity Net Grid Consumption and as a tactic Management set a target to reduce kWh by 1% a year from the base year of 2016.
- 2) The Q1 2022 Actual vs Target is a favourable variance of 2.4M kWh primarily due to curtailment efforts in response to the ongoing Covid-19 pandemic. In particular the Boat Show was not held in Q1 2022 which contributes to the favorable variance when compared to the base year of 2016. The Enercare Centre's new high efficiency chiller, District Energy System Production (DES) and new GREEN Smart lighting policy are secondary, yet still significant factors leading to the reported favourable variance.
- 3) The YOY favourable variance of 965,496 kWh is primarily due to reduction of volume of events such as film shoots in 2022 vs the same period of 2021 and the Co-gen being operational in first quarter 2022 therefore requiring less kWh from the grid to operate ECC. In 2021 the Co-gen was down for maintenance.



COE – Carbon Dioxide Emissions (MT)

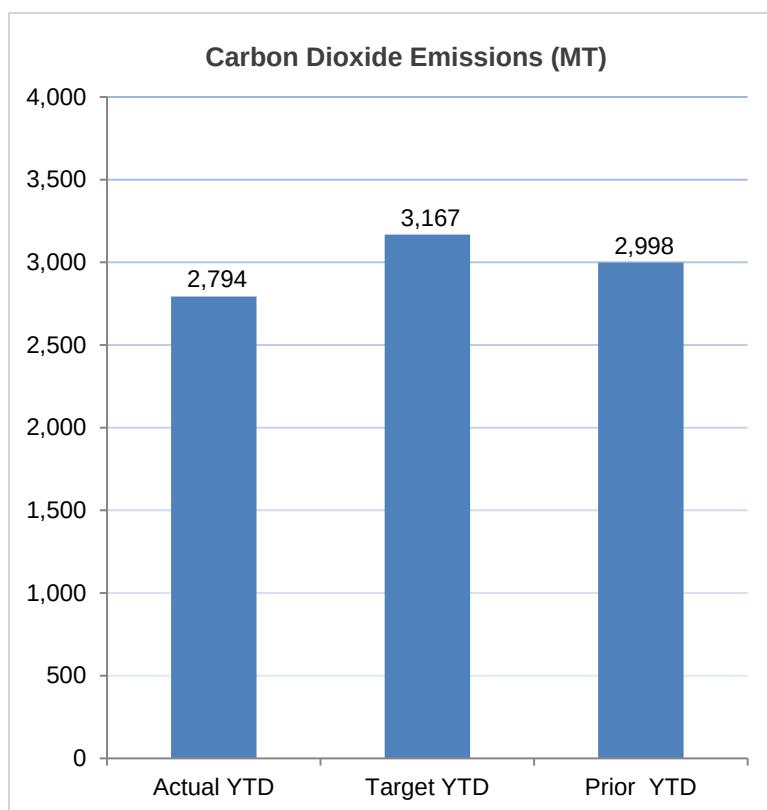
MEASURE: Greenhouse gas (COE) is a measure of how much we contribute to climate change and is measured in metric tons of carbon dioxide released.

Definition: The total amount of CO2 Metric Tons released by burning carbon fuels and consumption of electricity. The carbon fuels included are gas, propane, diesel, and electricity.

1) The Strategic Plan set aggressive targets for minimizing environmental impact with a focus of reducing Carbon Dioxide Emissions - COE. Management developed a plan to reduce Carbon Dioxide Emission by 1% a year from the base year in 2018.

2) The Q1 2022 Actual vs Target is a favourable variance of 374 CO2e tons. This is primarily due to curtailment efforts for both electrical and natural gas use in response to the ongoing Covid-19 pandemic in comparison to Q1 of 2018 (base year).

3) YOY is a favourable variance of 204 CO2e tons. This is primarily due to the increased use of the cogeneration plant in Q1 of 2022 compared to Q1 of 2021.



Client Satisfaction Rating (%)

MEASURE: Customer Satisfaction Rating (CSR) is an industry wide measure of customer loyalty, satisfaction, and relationship. CSR measures the opinion / rating of Exhibition Place by event management on the delivery of the following services in the Enercare Centre, Beanfield Centre, and Exhibition Place: Customer Service, Food & Beverage, Event Services, Parking, ICT (internet, Wi-Fi, and telephone), Facilities, and Parking.

Definition: The CSR target is 85% with a survey return rate from clients of 25%. The higher the score the higher the customer satisfaction and loyalty.

1) To achieve the Strategic Plan objective to grow event activity at Enercare Centre and Beanfield Centre, Exhibition Place developed a Client Satisfaction Rating (CSR) measurement which measures how services supplied by a company meet or surpass client expectation.

2) Due to the Covid-19 pandemic Q1 2022 events were cancelled, therefore there were no surveys completed in 2022 and 2021.

