



# ESG Profile

JANUARY 2023



# Forward-looking information and non-GAAP measures

This presentation includes certain forward looking information, including but not limited to, statements regarding the Corporation's projected 2022- 2026 comparable EBITDA, expected cash flows, future financing options available including divestitures, expected dividend growth, expected access to and cost of capital, expected schedules and costs of planned projects, the future growth of our core businesses, expected energy demand levels, the sustainability commitments and targets contained in our 2022 Report on Sustainability and our GHG Emissions Reduction Plan, the installation, adoption and integration of new technologies into our business, including hydrogen production hubs, renewable natural gas transportation hubs and carbon transportation and sequestration systems, future oriented financial information or financial outlook, which is intended to help current and potential investors understand management's assessment of our future plans and financial outlook, and our future prospects overall, including statements relating to energy transition. Statements that are forward-looking are based on certain assumptions and on what we know and expect today and generally include words like anticipate, expect, believe, may, will, should, estimate, intend or other similar words.

Forward-looking statements do not guarantee future performance. Actual events and results could be significantly different because of assumptions, risks or uncertainties related to our business or events that happen after the date of this presentation.

Our forward-looking information is based on certain key assumptions and is subject to risks and uncertainties, including but not limited to, the realization of expected benefits from divestitures, expected industry, market and economic conditions, our ability to successfully implement our strategic priorities and whether they will yield the expected benefits, our ability to develop a capital allocation strategy aligned with maximizing shareholder value, access to capital markets, the operating performance of our pipeline, power and storage assets, amount of capacity sold and rates achieved in our pipeline businesses, the amount of capacity payments and revenues from our power generation assets due to plant availability, production levels within supply basins, anticipated construction costs, schedules and completion dates of capital projects, cost and availability of, and inflationary pressure on labour, equipment and materials, the availability and market prices of commodities, interest, tax and foreign exchange rates, performance and credit risk of our counterparties, regulatory decisions and outcomes of legal proceedings, including arbitration and insurance claims, our ability to effectively anticipate and assess changes to government policies and regulations, including those related to the environment, our ability to realize the value of tangible assets and contractual recoveries, competition in the businesses in which we operate, unexpected or unusual weather, acts of civil disobedience, cyber security and technological developments, ESG-related risks, impact of energy transition on our business, economic conditions in North America as well as globally, global health crises, such as pandemics and epidemics and the unexpected impacts related thereto. As actual results could vary significantly from the forward-looking information, you should not put undue reliance on forward-looking information and should not use future-oriented information or financial outlooks for anything other than their intended purpose. We do not update our forward-looking statements due to new information or future events, unless we are required to by law. You can read more about these factors and others in the MD&A in our most recent Quarterly Report to Shareholders and in other reports we have filed with Canadian securities regulators and the SEC, including the MD&A in our most recent Annual Report.

For additional information on the assumptions made, and the risks and uncertainties which could cause actual results to differ from the anticipated results, refer to our most recent quarterly report and 2021 Annual Report filed under TC Energy's profile on SEDAR at [www.sedar.com](http://www.sedar.com) and with the U.S. Securities and Exchange Commission at [www.sec.gov](http://www.sec.gov) and the "Forward-looking information" section of our 2022 Report on Sustainability and our GHG Emissions Reduction Plan which are available on our website at [www.tcenergy.com](http://www.tcenergy.com).

This presentation contains reference to certain financial measures (non-GAAP measures) that do not have any standardized meaning as prescribed by U.S. generally accepted accounting principles (GAAP) and therefore may not be comparable to similar measures presented by other entities. These non-GAAP measures may include Comparable Earnings Before Interest, Taxes, Depreciation and Amortization (Comparable EBITDA) and Funds Generated from Operations. The most directly comparable equivalent GAAP measures are, respectively, segmented earnings and net cash provided by operations. Reconciliations to the most directly comparable GAAP measures are included in this presentation. Refer to the MD&A in our most recent Quarterly Report for more information about the non-GAAP measures we use and reconciliations, which section of the MD&A is hereby incorporated by reference. Our Quarterly Report to Shareholders is filed with Canadian securities regulators and the SEC and available at [www.tcenergy.com](http://www.tcenergy.com) under Investors.

# A highly integrated North American footprint

**\$100 billion** in pipeline assets and power generation facilities critical to the North American economy

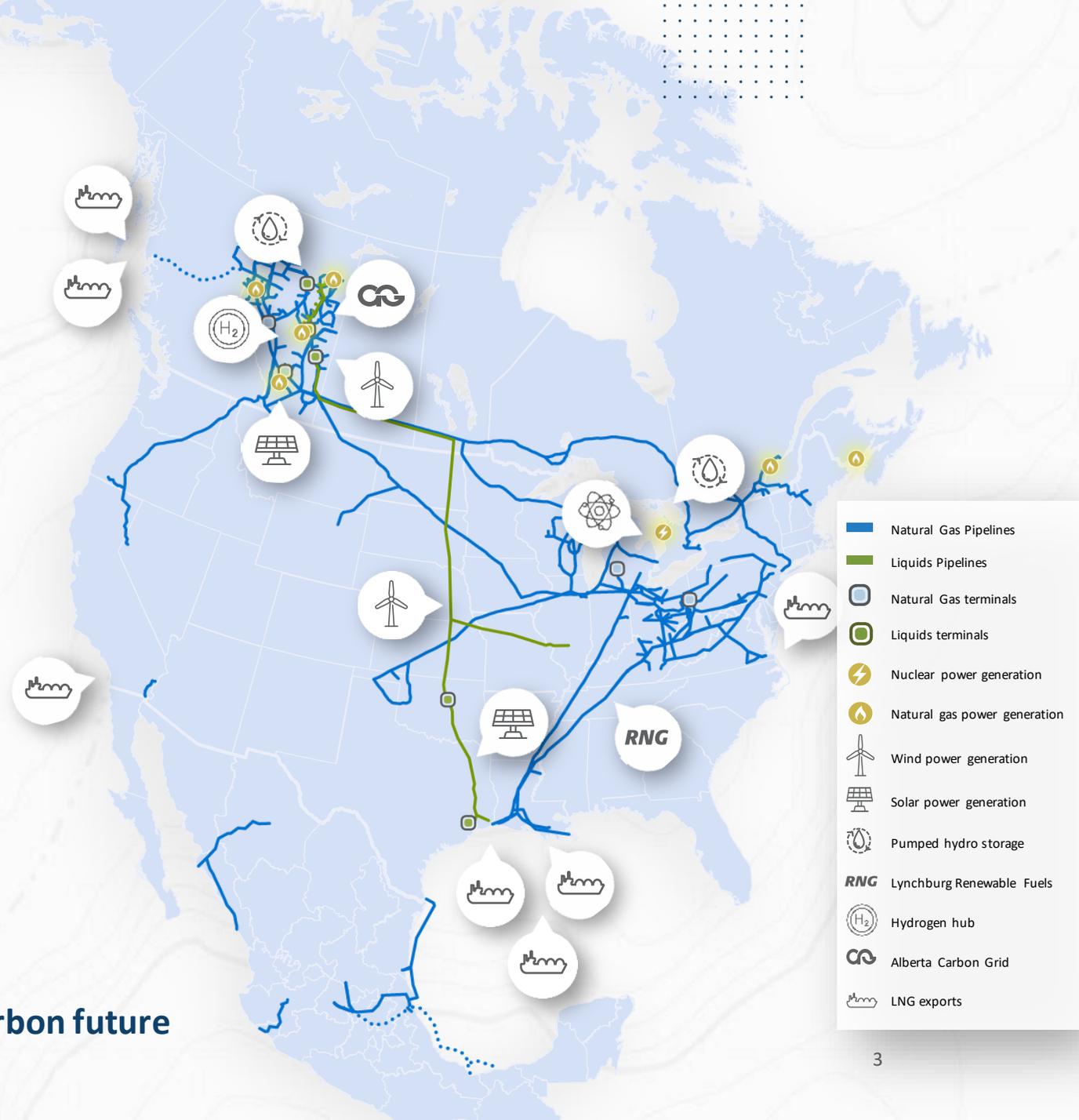
**7,000 employees** with expertise in pipelines, power, storage and new technologies

**Synergies across business** segments provide low-carbon solutions

**Low-risk business model** with 95% of EBITDA from regulated/contracted assets

**70+ years** delivering the energy millions of people rely on, every day

**Opportunity rich as the world transitions to a lower carbon future**



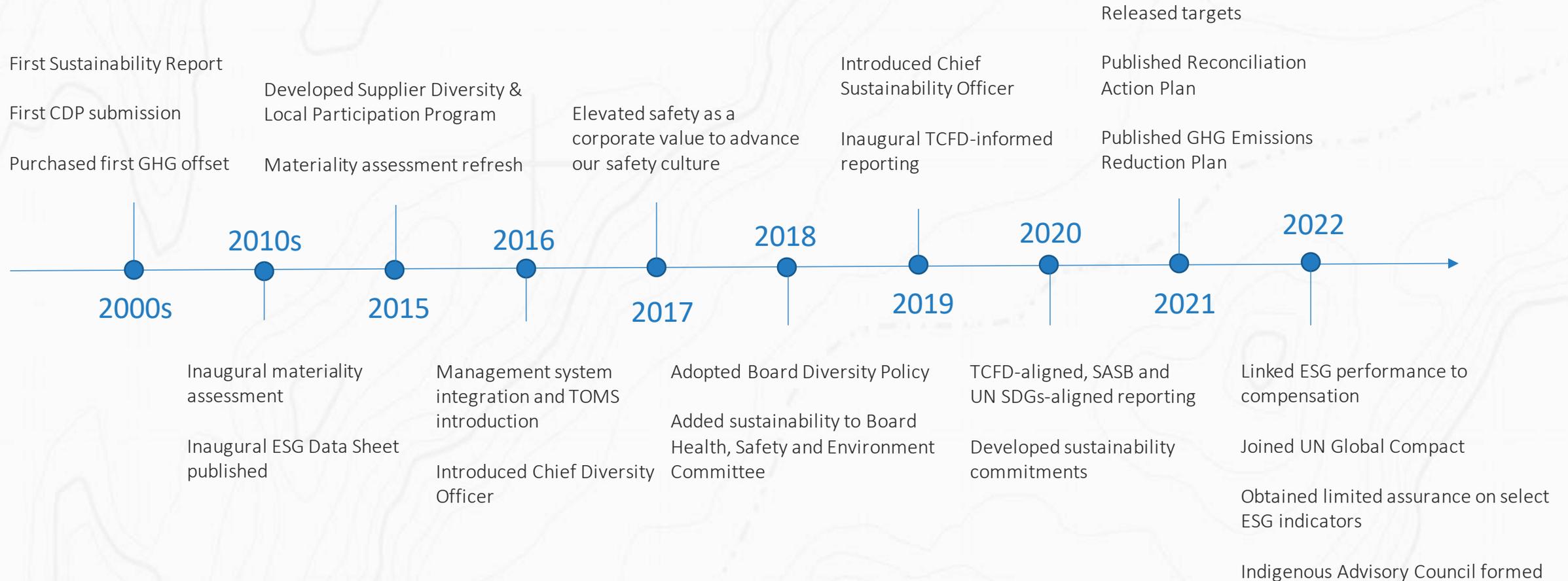


*Sustainability at TC Energy means meeting today's energy needs while safely, reliably and economically finding responsible solutions for our energy future*



**FRANÇOIS POIRIER**  
PRESIDENT AND CEO

# 20+ year commitment to sustainability and ESG



**A continuous journey of embedding sustainability into business decision-making**

# Our approach to ESG

Sustainability is **foundational** in everything we do – in our culture, our stakeholder engagements, our partnerships and in our decision-making

We've made commitments and set targets to drive performance in key areas:

Embracing energy transition (pg.9)

Strong stakeholder relationships (pg.26)

A relentless focus on safety (pg.18)

Advancing Indigenous reconciliation (pg.28)

Protecting land and biodiversity (pg.22)

Supporting inclusion and diversity (pg.39)

**Our approach is supported by a strong governance framework for accountability, management, risk mitigation and opportunity identification**



# Further embedding ESG across the business

Supported by a strong governance foundation with Board and Committee oversight

## COMPENSATION

Corporate scorecard includes **30%** weighting towards progressing ESG priorities including safety, diversity and GHG emissions

## FINANCING

**\$3 billion** 5-year Sustainability-Linked Loan

Tied to **GHG** emissions reduction and gender **diversity\***

## CAPITAL ALLOCATION

**Climate** and **stakeholders** considered alongside fundamentals, risk and return preferences

## DISCLOSURE

Aligned with **leading global** frameworks and standards

**TCFD** | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



\* Metrics for the SLL include: GHG emissions intensity and women in leadership in corporate offices

30%

Progressing ESG priorities,  
including safety, diversity and  
GHG emissions management

40%

Delivering financial results

30%

Advancing corporate strategy  
while balancing growth and  
discipline

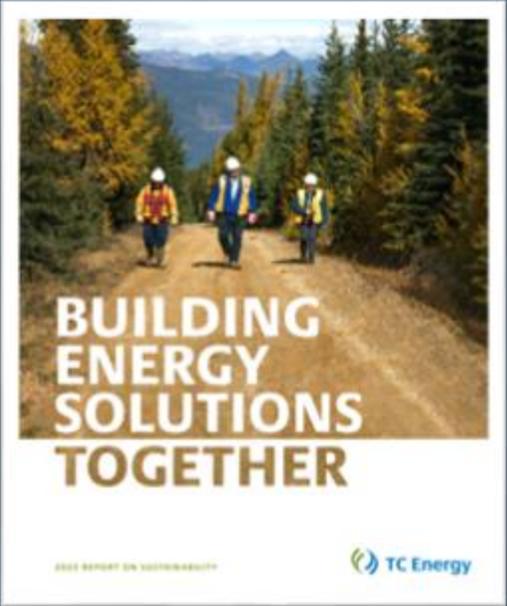
## 2023 CORPORATE SCORECARD

Increased ESG weighting  
from 25% to 30%



# Sustainability and ESG Reporting

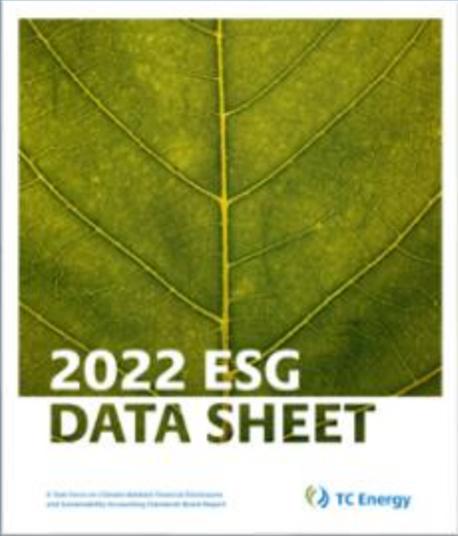
## 2022 REPORT ON SUSTAINABILITY



Materiality Assessment

UN SDG Alignment Table

## 2022 ESG DATASHEET

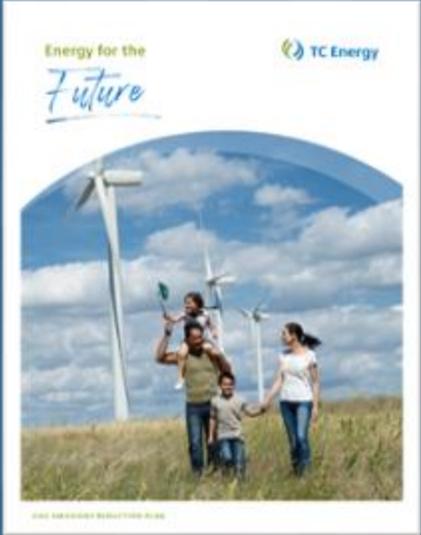


2022 Third-party limited assurance report

Alignment with the TCFD Recommendations

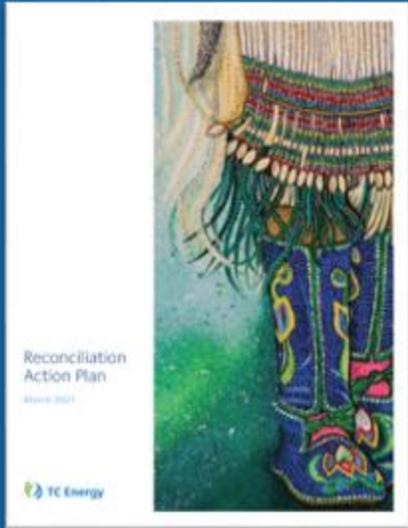
Alignment with the SASB Standards

## 2021 GHG EMISSIONS REDUCTION PLAN



2022 CDP Climate Change response

## 2022 RECONCILIATION ACTION PLAN UPDATE



2021 Reconciliation Action Plan

# Embracing energy transition

Our unparalleled asset footprint allows us to seize the opportunities that a global energy transition presents



ROAD TO 2050

# Our climate goals

Reduce GHG emissions intensity from our operations by 30% by 2030\*

Position to achieve net zero emissions from our operations by 2050

*\*Scope 1 and 2 emissions, operational control boundary, 2019 baseline*



## FIVE FOCUS AREAS

# Our roadmap to 2050



### 1. Modernize our existing systems and assets

Reduce fugitive methane emissions, leaks, venting and flaring associated with regular operations and maintenance, and improve overall operational efficiency.



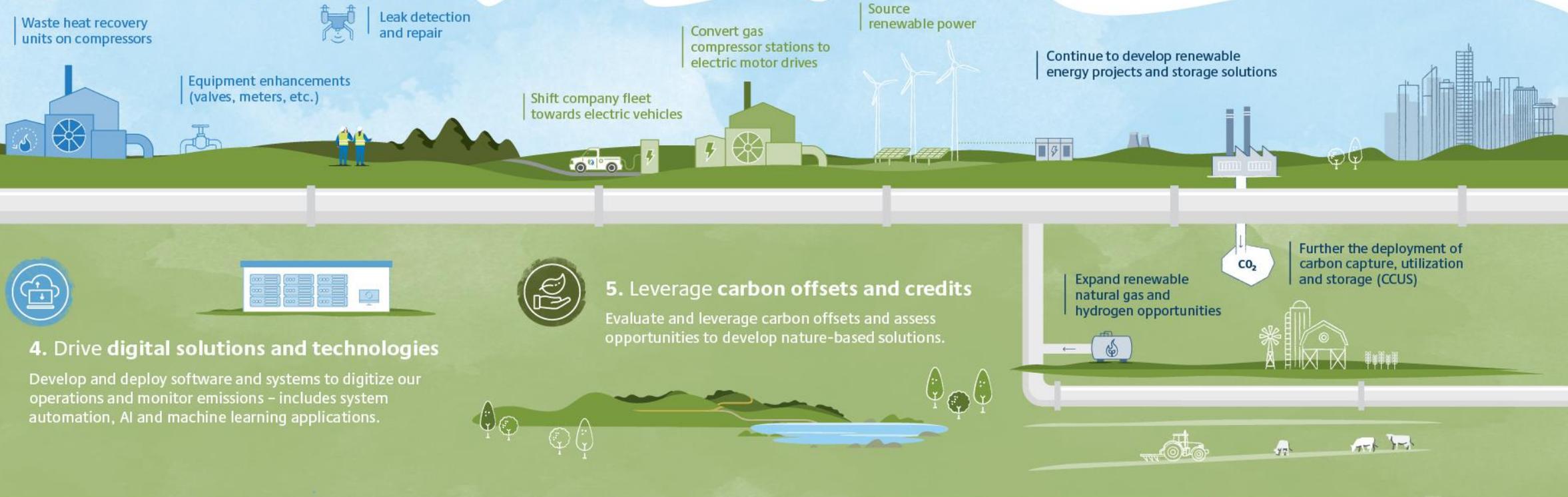
### 2. Decarbonize our energy consumption

Seek low carbon energy sources to support our operations.

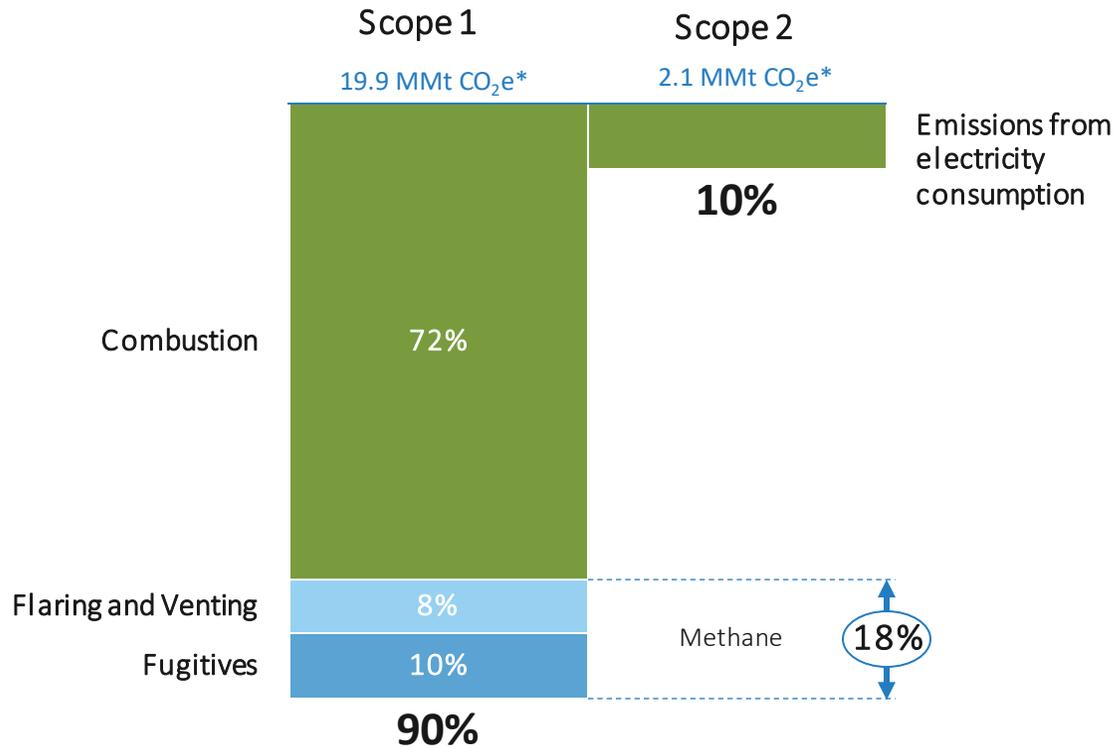


### 3. Invest in low-carbon energy and infrastructure

Develop a broad range of new low-carbon energy solutions for today and for the future.



# Decarbonizing our assets



**Converting gas to electric compression, sourcing renewable power and using carbon capture will support ~70-80% of identified reductions**

\*2021 GHG emissions reported on an operational control reporting boundary

## Primary emissions source and main activities

### Scope 1 (CO<sub>2</sub>)

Natural gas-fired compressor engines power our natural gas transmission system

Natural gas turbine generators and duct burners at cogeneration units

### Scope 1 (CH<sub>4</sub>)

Leaks from valves, fittings and other pressurized equipment at meter stations, compressor stations and valve sites

Controlled releases during operation and maintenance e.g., blowdowns and purges

### Scope 2

Purchased electricity used to power our liquids pipelines

## METHANE REDUCTION A KEY PRIORITY

# Reducing methane emissions

As part of our target to reduce GHG emissions, we're focused on addressing methane emissions through:

- Enhanced leak detection and repair
- Equipment enhancements (valves and meters)
- Digital solutions and technologies to monitor emissions, system automatization, AI and machine learning applications

## Partnering to identify solutions in methane measurement and management

# 22%

Methane reduction on our Canadian Natural Gas Pipeline system between 2019 and 2021

# Canada

Reduce oil and gas sector methane emissions by at least 75% below 2012 levels by 2030 (40-45% by 2025)

# 61%

Lower methane intensity than the ONE Future transmission and storage sector target

# U.S.

Overall methane intensity of 1.0% (or less) of total produced natural gas by 2025

## EMPLOYING METHANE REDUCTION TECHNOLOGIES



# Laser focused on supporting global climate goals

## Abatement assessment 2022-2050



70-80%

### Decarbonizing our consumption and lowering emissions intensity

(TC Energy Scope 1+2 reductions)

- Valhalla North and Berland River (VNBR) project
- Renewable energy contracts
- Elwood Power
- Wisconsin Access, VR and WR Projects
- EVCs\* convert methane to water
- Shifting company vehicle fleet to electric
- Leverage carbon offsets where necessary



20-30%

### Modernizing our systems and assets and driving digital solutions

(TC Energy Scope 1+2 reductions)

- Multi-sensor methane surveillance using drones, aerial and satellites
- Reducing venting with portable compression
- Digitizing GHG emissions data collection
- R&D focused on asset integrity, cost competitiveness and energy transition
- Dry gas seal capture and reinjection
- Autonomous pipeline controls optimization

The percentages identified represent our current abatement assessment. We recognize the quantum and composition of each abatement focus area will change over time as technology and innovation develops.

\*Enclosed Vapour Combustors (EVCs)

## TC Energy targets

- + 30% GHG emissions intensity reduction by 2030
- + Position to achieve net zero GHG emissions from operations by 2050



## Supporting global climate goals

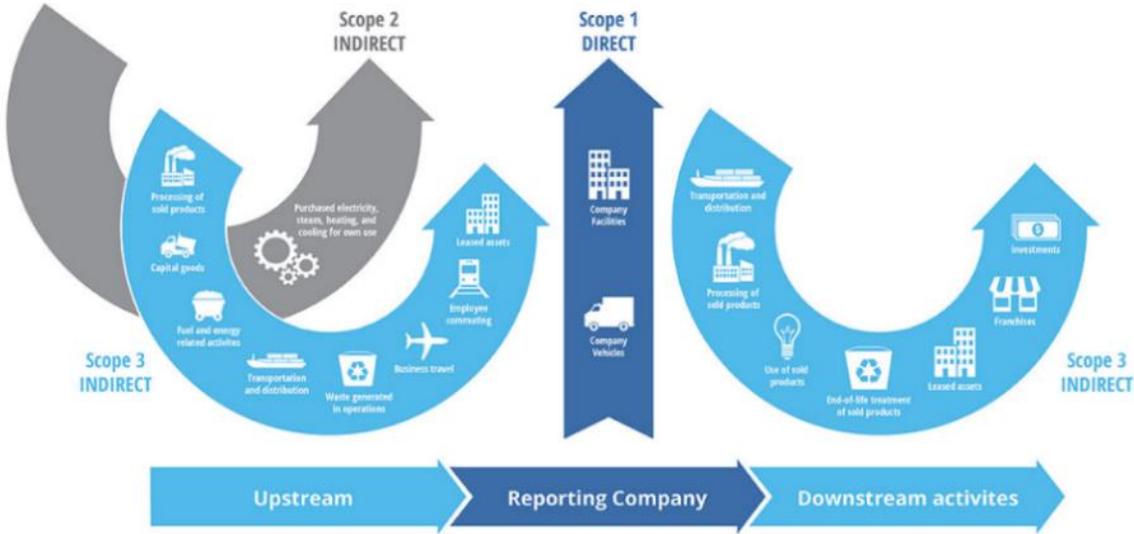
### Investing in low-carbon technologies to support global and customer GHG reduction targets

(Global Scope 1+2 reductions)

- Bruce Power Life Extension/Project 2030
- Ontario Pumped Storage
- Hydrogen hubs with Hyzon and Nikola
- Strategic investment in Carbon Clean
- Coastal GasLink Pipeline
- Southeast Gateway Pipeline
- GreenGasUSA RNG hubs
- Canyon Creek Pumped Storage
- Alberta Carbon Grid
- Saddlebrook Solar + Storage
- Lynchburg Renewable Fuels

REDUCING EMISSIONS ACROSS OUR VALUE CHAIN

# Addressing Scope 3 emissions



Source: GHG Protocol

Currently reporting **four categories** of Scope 3 emissions  
**3.2 MMtCO<sub>2</sub>e**

Upstream emissions (MMt CO <sub>2</sub> e)			
Fuel and energy related activities (3)	Waste generated in operations (5)	Upstream leased assets (8)	Business travel (6)
3.1	0.05	0.01	0.01

We are actively working to understand the Scope 3 emissions along our entire value chain and pursue disclosure for additional categories that may be applicable to our company

- We continue to grow our portfolio of low-carbon products:
- Nuclear – Bruce Power
  - Renewables – wind, solar, pumped storage
  - Hydrogen hubs
  - Renewable natural gas
  - Carbon capture, transportation and storage

# \$34 billion secured capital program



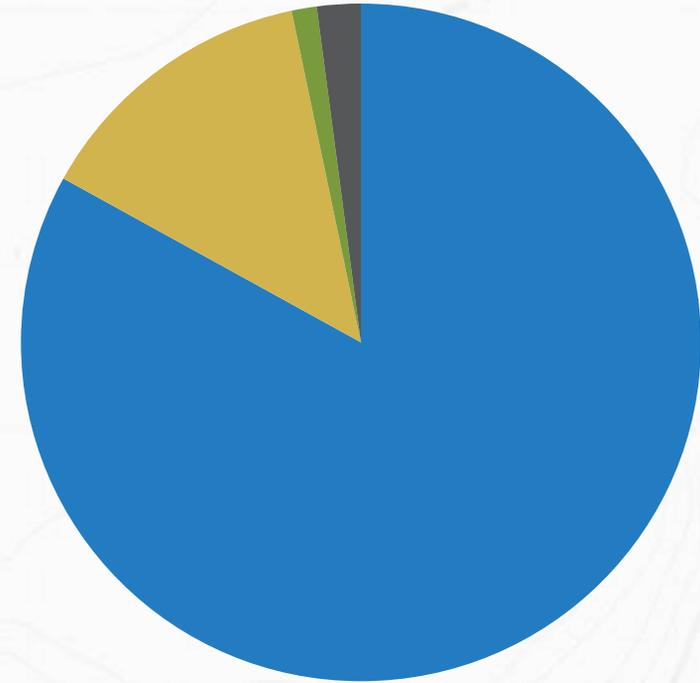
## 83% Natural Gas Pipelines projects

- Modernizing and expanding North America's natural gas infrastructure
- Reaching overseas LNG markets
- Displacing higher-emitting power sources
- Backstopping renewables' intermittency
- Long-term contracted and/or regulated business models



## 14% Power and Energy Solutions projects

- Refurbishing Bruce Power which supplies ~30% of Ontario's market with emission-less electricity under contract to 2064



Natural Gas Pipelines

\$27.9 billion

Power and Energy Solutions

\$4.6 billion

Liquids Pipelines

\$0.4 billion

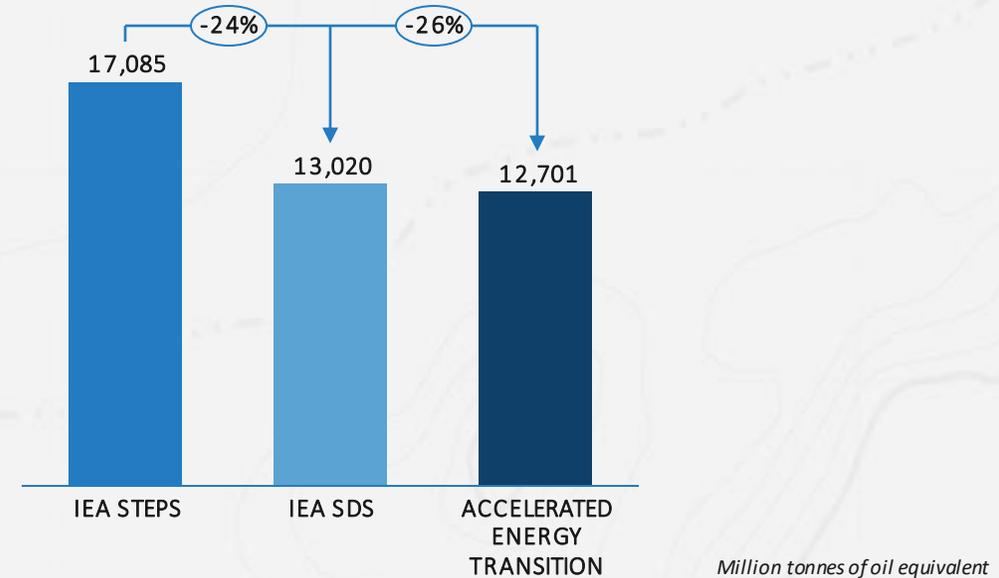
Other\*

\$0.7 billion

**Capital plan 97% dedicated to natural gas, power and energy solutions**

# Financially resilient in an accelerated energy transition scenario

Primary energy demand – world (2040)



## Mitigating transition risks

### Decarbonizing our existing asset base

- 30% reduction in GHG emissions intensity by 2030; positioning for net zero by 2050

### Well positioned in key basins

- Connecting lowest cost basins to the largest demand markets
- Direct LNG access
- Strong customer base – low production costs and break evens; committed to GHG reductions, CCUS opportunities

### Competitive toll structures

- Recover depreciation through regulated pipeline rates
- Recouping costs on Keystone Pipeline system by ~2030

## Seizing opportunities

### Shifting portfolio mix

- Building towards 10-15% EBITDA from Power & Energy Solutions

### Leveraging our footprint and expertise to enter markets with high barriers to entry

- LNG, hydrogen, renewable natural gas, carbon capture, transportation and storage, nuclear

### Capitalizing on growing demand for emission-less power

- Growing renewable power portfolio
- Continued investments in Bruce Power

# A partner in climate initiatives

Working collaboratively with North American partners to address climate change. In 2021, we:

- Became a steering member of the Hydrogen Council – a global CEO-led initiative to advance the role for hydrogen in the global energy transition
- Joined a coalition to launch the Partnership to Address Global Emissions (PAGE), to advocate for policies that enable the development of the infrastructure needed to increase production and export of U.S. LNG to replace foreign coal and lower GHG emissions

**Hydrogen Council**



# A relentless focus on safety

We believe **zero is real**, and today—for us—zero means: All harm, loss and incidents are preventable



# Valuing safety at the heart of our culture

Our goal is for our pipeline and energy facilities to operate safely every day so that the public, our workforce and the environment aren't affected by an incident involving our assets. Safety is, and always will be, our number one value.



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Maintaining dedication  
to personal and  
process safety

[HSE Committee Charter](#)

[TC Energy Operations Management System](#)

[Safety — Employee & Contractor](#)



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Protecting asset  
integrity and public  
safety

[Safety — Pipeline & Operations](#)

[Safety — Emergency Preparedness](#)



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Supporting mental  
health and  
psychological safety

[Focus on mental health](#)



ZERO IS REAL

## Our safety targets

ZERO significant process safety incidents\*

2021 Total Recordable Case Rate:

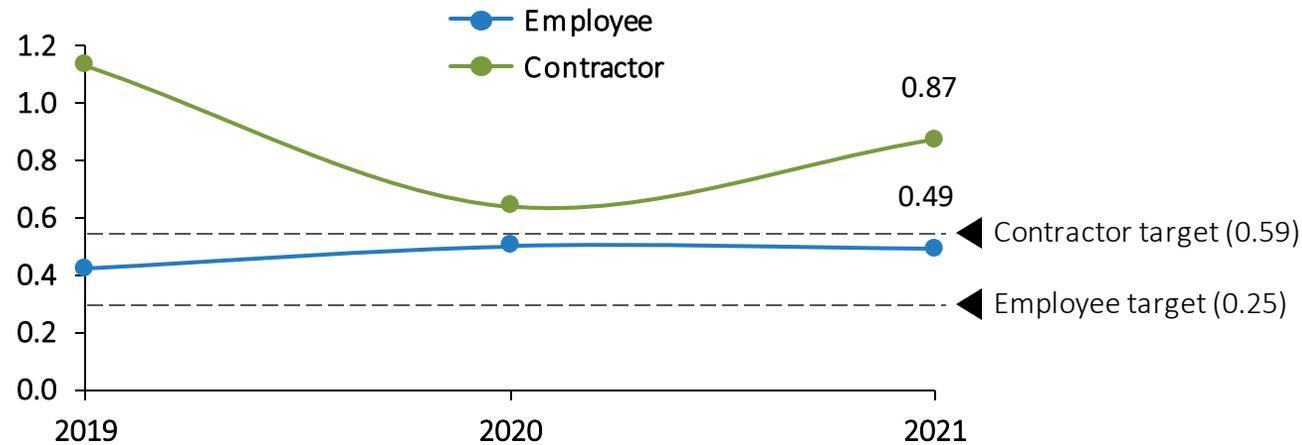
- 0.25 (employee)
- 0.59 (contractor)

*\*Significant process safety incidents are defined as unplanned or uncontrolled spills or releases that result in major consequences to people or the environment. They are a subset of Tier 1 process safety incidents. In evaluating the severity of the incident, we also consider the potential risk of legal, financial or reputational impacts to our company.*

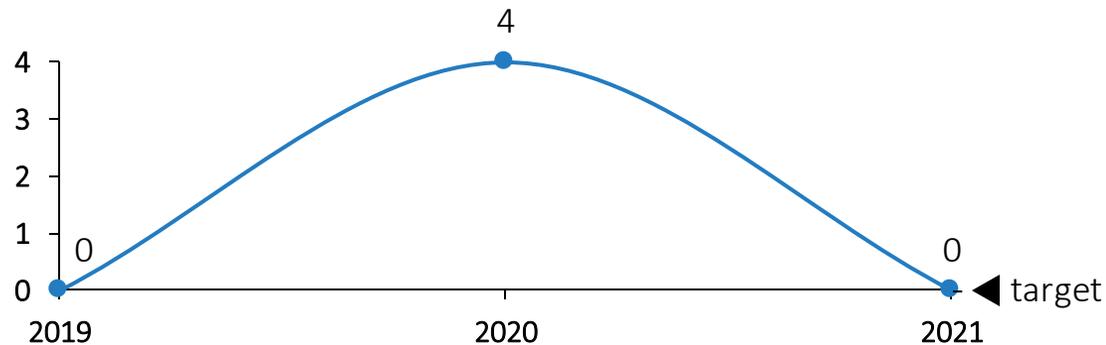


# Our safety performance

## Total recordable case rate (TRCR)



## Significant process safety incidents



## Recent Highlights

- In early 2022, initiated a company-wide assessment on our safety culture
- Set a combined (employee and contractor) TRCR target of 0.50 for 2022
- Achieved our target of zero significant process safety incidents in 2021
- Invested \$1.4 billion in pipeline integrity programs
- Reduced number of reportable gas releases by 14% and reduced volume of reportable gas releases by 69%

# Protecting land and biodiversity

Leaving the environment where we work in a condition equal to, or better than, we found it



# Our approach



## GOVERNANCE

- The [Health Safety and Sustainability \(HSSE\) Committee](#) has oversight of environmental-related risks
- Our work is guided by our [Environmental Principles](#)
- Our [Commitment Statement](#) declares our values, including protecting our planet, by leaving the environment in a condition equal to, or better than we found it
- Our assets are subject to federal, state, provincial and local environmental statutes and regulations governing environmental protection

## RISK MANAGEMENT

- Our management system, TOMS, is modeled after international standards, including the ISO standard for environmental management ISO 14001
- Under TOMS, the [Environment Program](#) applies to all of our operations and is a documented set of processes and procedures that identifies our requirements to proactively and systematically manage environmental hazards and risks throughout the [lifecycle](#) of our assets
- The program outlines environmental training requirements for applicable roles to raise awareness of environmental protection commitments and requirements; and sets environment performance goals that are regularly monitored

## STRATEGY

- We're [committed](#) to reducing our impact on the environment throughout the complete life cycle of our assets.
- We develop [partnerships](#) with employees, industry partners, Indigenous groups and regulatory agencies and work together to help find solutions to important environmental issues
- As part of our Environment Program, we complete environmental impact assessments for our projects and develop project-specific environmental protection plans
- Our extensive environmental management program ensures ongoing, day-to-day protection of the environment, including detailed operating procedures, extensive employee training and routine inspections and audits
- We've set targets to drive performance in reducing environmental impacts

# Protecting land and biodiversity

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LEAVING THE  
ENVIRONMENT AS WE  
FOUND IT



## 100% land restoration

Targets to fully restore or offset disturbances to sensitive habitat and private lands resulting from construction and operation of our North American assets.

## \$1.2 million per year

Target to support environmentally focused Community and Workforce Giving partnerships through 2022.

Investing in activities that restore biodiversity and reduce the impacts of climate change.



**TC Energy joined the  
Task Force on Nature-  
based Financial  
Disclosures (TNFD)  
Forum in July 2022**

## Protecting biodiversity

- We believe that when we build an asset, we temporarily borrow the land; once our projects are constructed, we reclaim to equivalent land capability and biological diversity
- Working with scientists, biologists, engineers and other experts, we complete environmental impact assessments for our projects
- Assessments includes field studies that examine existing natural resources and land use along our proposed project footprint, such as vegetation, soils, wildlife, water resources, marine ecosystems, wetlands, and protected areas
- Where sensitive habitats or areas of high biodiversity value are identified, we apply the biodiversity protection hierarchy and avoid those areas, as practicable
- Where those areas cannot be avoided, we minimize our disturbance, restore and reclaim the disturbed area, and provide offset where required

# Our 2021 performance

Read more in our [2022 Report on Sustainability](#)

- Planted over **one million trees** in caribou habitat in Alberta and British Columbia
- Transplanted over **46,000** individual flora specimen over 33 hectares beyond our right of way to support flora and fauna relocation and restoration in Mexico
- Supported the **expansion** of the Nupqu Native Plant Nursery to grow Whitebark Pine seedlings, with the aim to restore the threatened tree species in southeastern B.C.

TARGET	2021 PERFORMANCE
Fully restore* or offset disturbances to sensitive habitat and private lands resulting from construction and operation of our North American assets	<b>100%</b> sensitive land
	<b>99%</b> private land
Invest \$1.2 million in activities that restore biodiversity and reduce the impacts of climate change	<b>\$2.3</b> million invested

\*Restoration for land that is in the fifth year of monitoring following construction.



# Managing impacts on water

TC Energy recognizes water and water systems as fundamental components of the ecosystems where we operate

The protection of our water resources is of the utmost importance to both the environment and our business

## HYDROSTATIC TESTING



When we temporarily use water to test the integrity of our pipelines, we adhere to strict regulatory requirements and ensure water meets applicable water quality standards before it is discharged or disposed of

## CROSSING WATER BODIES



Environmental protection measures are implemented to avoid or minimize potential adverse effects on the environment at water crossings during construction and throughout the life cycle of our pipeline operations



# Strong stakeholder relationships

By engaging early and often with stakeholders, we create project plans with better outcomes for everyone involved



# Our approach

TC Energy engages with communities throughout the life cycle of our assets, from project approval to decommissioning

- [TC Energy — Communities](#)
- [Stakeholder Engagement Commitment Statement](#)
- [Engaging with our stakeholders – Fact sheet](#)
- [Guiding Principles Working with Landowners](#)

## OUR PRINCIPLES



**100% of our operations have local community engagement, impact assessments and development programs**<sup>31</sup>

# Advancing Indigenous reconciliation

Building respectful relationships, enhancing cultural competency and pursuing opportunities that help us build stronger, mutually beneficial relationships with Indigenous Peoples



# Our approach to working with Indigenous groups

Our work with Indigenous groups is guided by our [Indigenous relations Policy, Strategy, and Guiding Principles](#)

When engaging and collaborating with Indigenous Groups, all Personnel will respect the spirit and intent of the **United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)** and its guiding principles within the context of existing Canadian, U.S. and Mexican law and the associated commitments and roles that governments in those jurisdictions have, relative to Indigenous Groups

Our [Reconciliation Action Plan](#) is TC Energy's public commitment to advance reconciliation between Indigenous and non-Indigenous peoples





## 2021-2022 accomplishments

- Formed an **Indigenous Advisory Council**
- Signed **Equity Option Agreements** with two entities representing 16 Nations for a **10 per cent equity interest** in the Coastal GasLink project
- Signed **20 agreements** with Indigenous groups along the Coastal GasLink corridor that provide opportunities for contracting and employment as well as other long-term benefits
- Completed **cultural awareness training** for our Board of directors, Canadian workforce, and entire workforce along the Coastal GasLink project



# Our vision is to be an industry leader in **advancing reconciliation** with Indigenous Peoples

## WHAT WE'RE FOCUSED ON IN 2022-2023

- Conducting a review of our **contracting** and **hiring** processes and expect to implement new changes in 2023
- Working to finalize our **Indigenous Equity Framework**
- Identifying opportunities to **increase Indigenous participation in service categories** aligned with our ongoing business needs and the economic development priorities of the communities with whom we work
- Extending our efforts to **increase Indigenous participation** through direct and indirect **employment**

**\$1.2 BILLION**

Spend with Indigenous and Native American business in 2021 through TC Energy and our Prime or General contractors

**\$7.3 MILLION**

Invested in Indigenous-related causes and initiatives

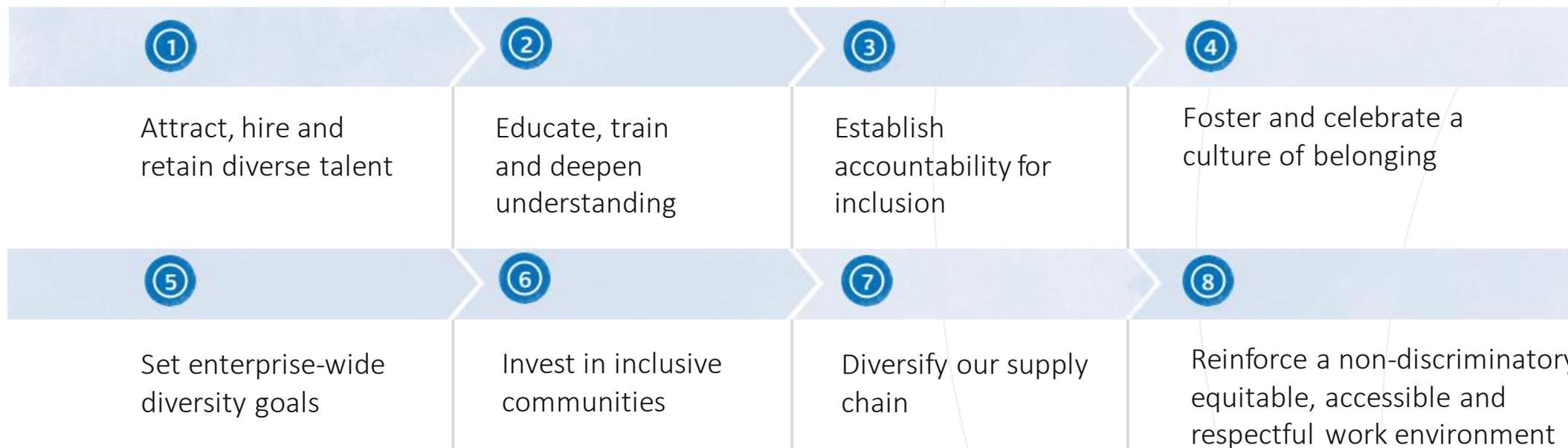
# Supporting inclusion and diversity

Embedding a culture of inclusion across our organization and ensuring the diversity of employees reflects the communities in which we live and work



# Supporting Inclusion and Diversity

## OUR I&D ACTION PLAN

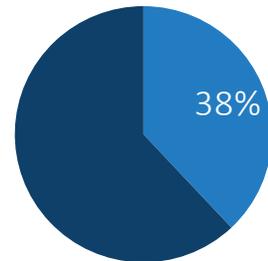




# Progress in 2021 against our I&D targets

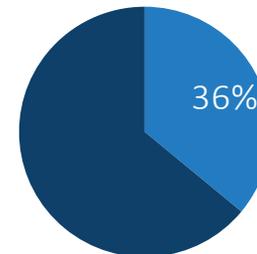
- Exceeded Board gender diversity target (38%) **Board Diversity Policy**
- Increased representation of women and visible minorities in leadership positions in our corporate locations year over year
- Completion rate of 99% for **inclusion and unconscious bias training**
- Expanded our **Inclusion Champion** network
- Launched a **Women in Leadership** network
- Updated **parental** and **maternity leave** practices to support working parents
- Continued to offer **flexible work** arrangements
- Maintained strong emphasis on **mental health** and **psychological safety**

Board gender diversity



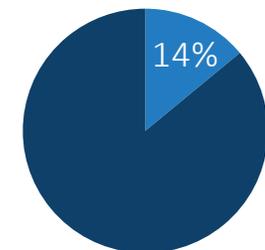
**Target: 30%** women on Board of Directors by 2025

Women in leadership



**Target: 40%** women in leadership positions in our corporate locations by 2025

Visible minorities in leadership



**Target: 17%** visible minorities in leadership positions in our corporate locations by 2025

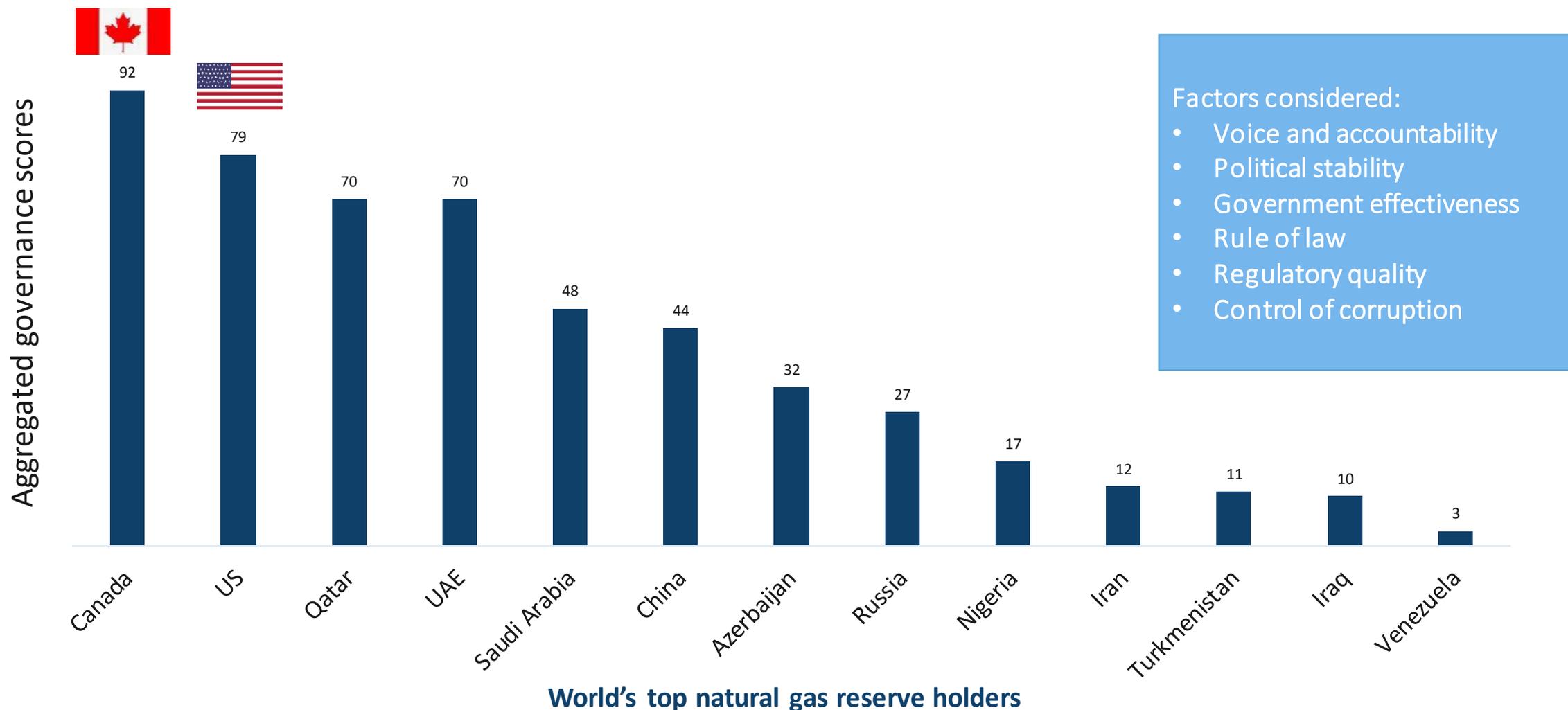
# Governance

Our robust governance structure provides a framework for oversight, accountability, management and risk mitigation



# North America scores high on World Bank Governance Indicators

***Strong governance supports energy stability, security and reliability***



Source: Reserves: BP Statistical Review of World Energy 2021 based on government and published data  
Governance score: Aggregated using equal weighting for each of six World Bank Governance Indicators

# Strong governance, responsible management and committed leadership

Our Code of Business Ethics includes:

- Ethics helpline
- Human rights
- Diversity, employment equity and equal opportunity
- Harassment and violence-free workplace
- Political contributions and lobbying
- Anti-corruption and preventing money laundering and fraud
- Cybersecurity

## The Code of Business Ethics (COBE) Policy

- Reinforces TC Energy's requirements and expectations for conducting business and behaviours
- Provides guidance to ensure daily activities and decisions appropriately reflect, and are consistent with corporate values
- Applies to all employees, directors, officers and Contingent Workforce Contractors of TC Energy and its wholly owned subsidiaries and/or operated entities in all countries in which TC Energy conducts business
- Requires annual training and certification

# Strong Board oversight of ESG

## Board of Directors

Annual strategic planning process, including progress towards GHG reduction goal; oversight of enterprise risk register; ultimate oversight of all ESG matters, including risks and opportunities related to material capital project decisions and matters not otherwise allocated to a committee, e.g., Indigenous relations oversight

### Health, Safety, Sustainability & Environment (HSSE) Committee

Receives updates to environment program, climate change risks and opportunities and GHG emissions targets

Reviews implementation of safety conscious culture, including emergency preparedness plans, landowner and community relationships, and mental health and psychological safety initiatives

Reviews risk management matrix and voluntary ESG reporting and disclosure

### Audit Committee

Reviews climate change and sustainability inclusion in financial disclosure documents

Oversees financial risk management, financial reporting, auditor independence and the implementation of internal and external audits

### Governance Committee

Monitors Board diversity targets and lobbying practices

Monitors updates to securities law and proxy advisor policies, reviews Board skills matrices and enterprise risk management program implementation

### Human Resources Committee

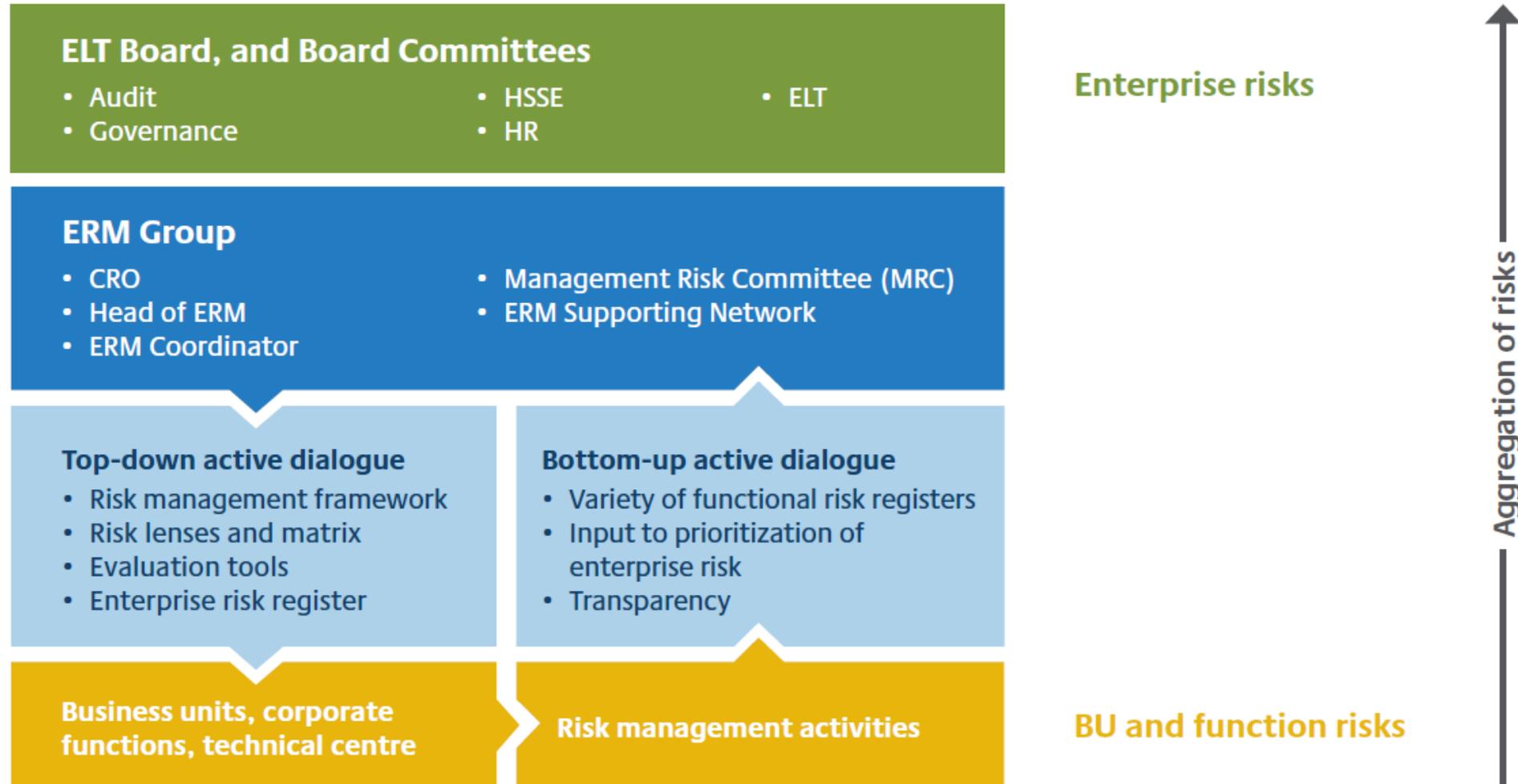
Oversees Inclusion and Diversity targets and action plan and employee engagement levels

Reviews executive compensation levels, employee compensation and benefits programs and reviews overall Corporate Scorecard

**Six directors have specific expertise in operations/health, safety, sustainability and environment**

# Enterprise risk management (ERM) framework

End-to-end process for risk identification, analysis, evaluation and mitigation





## Integrating sustainability into our supply chain

We seek to establish relationships with contractors, suppliers and vendors who share our commitment to safe and reliable operations

- [Contractor COBE Handbook](#)
- [Rules and Guidelines for Contractors, Suppliers & Vendors](#)
- [Supplier Diversity and Local Participation Business Policy](#)

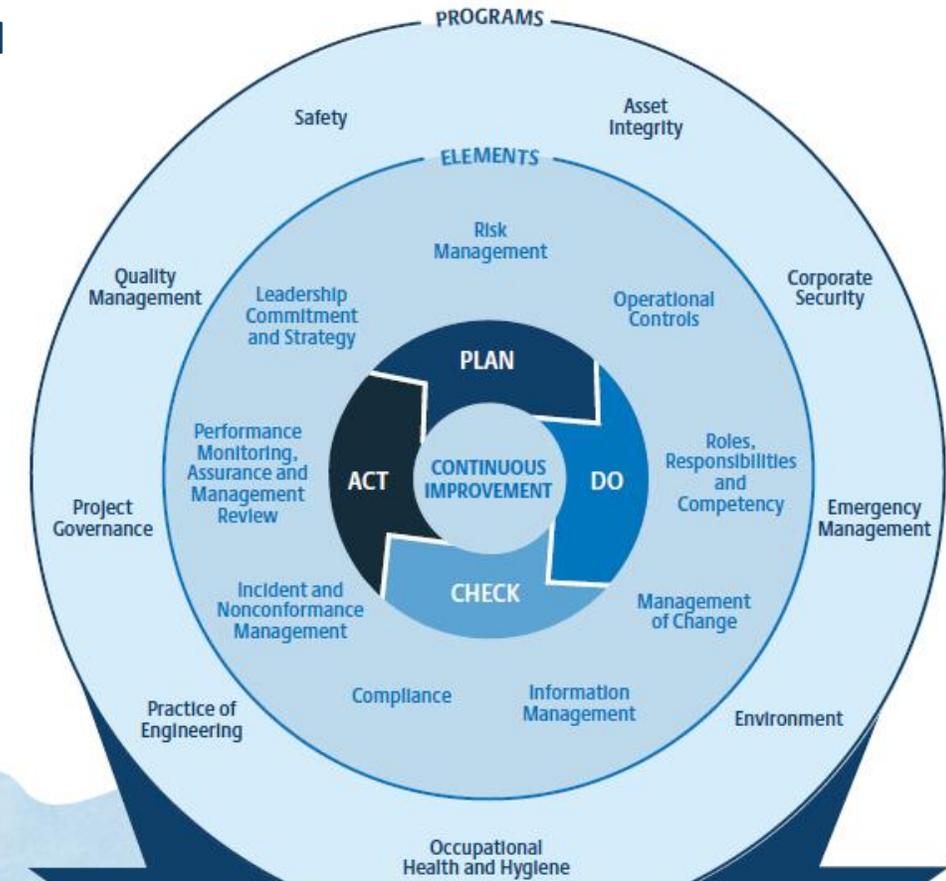
As part of pre-qualification, all suppliers are required to submit information related to their company's:

- Safety performance and program
- Quality program
- Technical expertise
- Business conduct
- Sustainability program

# TC Operations Management System (TOMS)

Overarching management system that applies across the organization and throughout the asset life cycle

- Provides a structured set of requirements and processes to manage risk and continually improve
- Modeled after international standards, including the ISO standard for environmental management systems, ISO 14001 and the Occupational Health and Safety Assessment Series.
- Aligns to industry best practices and standards and incorporates applicable regulatory requirements
- Ensures the integrity of our physical assets and the safety and security of the public, our personnel and the protection of the environment



**RISK MANAGEMENT, GOVERNANCE,  
COMPLIANCE AND SUSTAINABILITY**

For people and throughout  
the life cycle of our assets

# Delivering our shared energy future

Sustainability is **foundational** in everything we do

It is part of our **long-standing approach** to build a resilient business and deliver shareholder value

We are **well positioned** to continue meeting today's energy needs in a way that's safe, reliable and economic for everyone, while developing **responsible** and **innovative** solutions for an opportunity-rich energy future

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## ESG at TC Energy – recent highlights

- Plug to deliver two 30-tons-per-day hydrogen liquefaction systems to TC Energy
- Alberta Carbon Grid secures rights to evaluate one of the largest carbon storage areas available under the Carbon Sequestration Tenure Management
- TC Energy, 3 Rivers Energy Partners to develop renewable natural gas production facility at Jack Daniel Distillery
- TC Energy to build its first solar energy project in Canada
- TC Energy and Mexico’s Comisión Federal de Electricidad announce a first-of-its-kind strategic partnership to develop world-class energy infrastructure in Mexico
- TC Energy showcases ESG initiatives at inaugural forum

