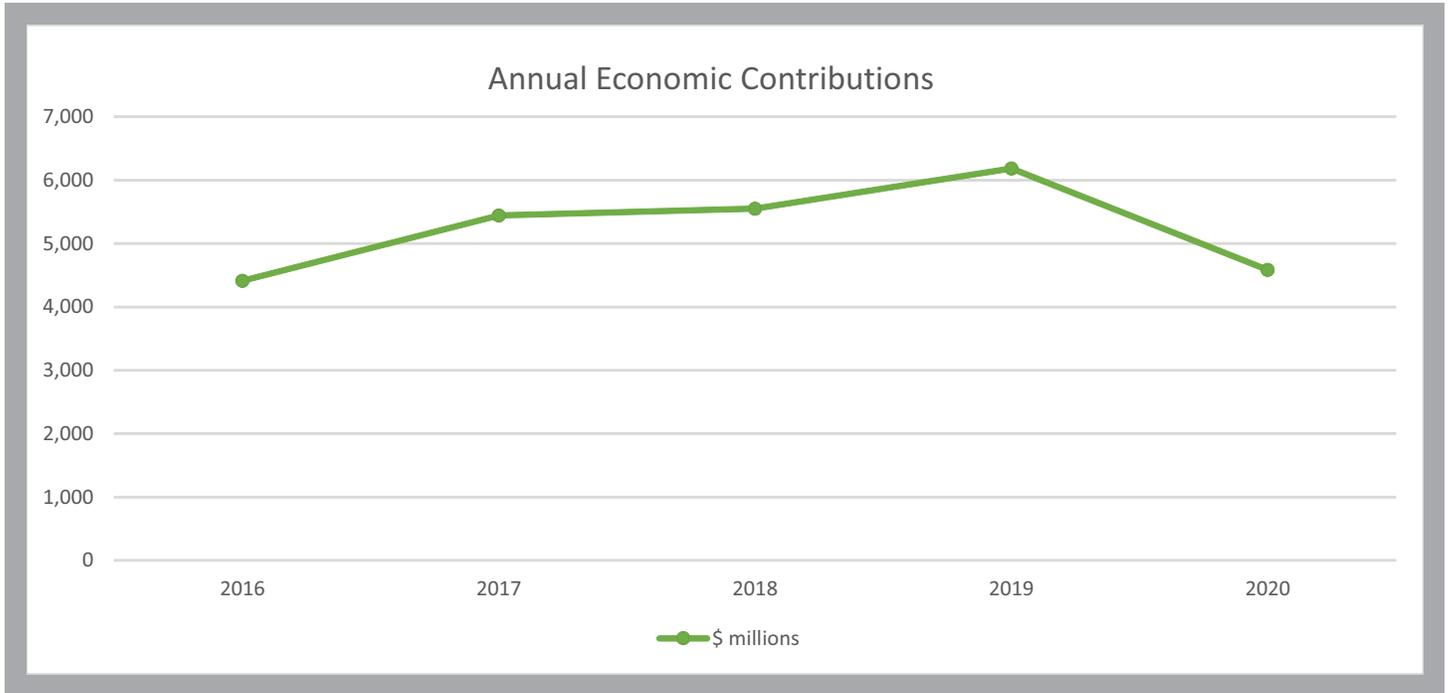


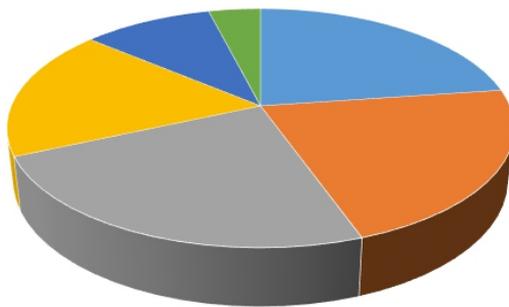
CONTRIBUTING TO THE LOCAL AND CANADIAN ECONOMIES (Cont'd)

Economic contributions also included net payroll costs of \$731 million, municipal taxes of \$67 million, payroll and corporate taxes of \$416 million, and royalty payments of \$148 million.



GEOGRAPHIC DISTRIBUTION OF PROCUREMENT SPEND¹

2020 (%)



- Indigenous-owned Enterprises (23%)
- Municipality of Wood Buffalo (22%)
- Edmonton (24%)
- Rest of Alberta (18%)
- Rest of Canada (10%)
- International (4%)

In 2020, we procured \$672 million in goods and services from local and Indigenous businesses, representing 44 per cent of our purchasing for the year.

Economic Value	2016	2017	2018	2019	2020
Payroll and corporate taxes (\$ million)	396	395	435	416	416
Municipal taxes (\$ million)	131	122	102	90	67
Employees (net) (\$ million)	853	781	849	986	731

1 Operating costs are costs related to the mining of oil sands, the extraction and upgrading of bitumen into Syncrude Sweet Premium (SSP) crude oil, and maintenance of facilities; they also include administration costs, development expenses, start-up costs, research, and purchased energy. There is no generally accepted accounting definition as to what constitutes "Operating Costs."

2 The accounting treatment of certain costs may vary significantly between different producers; some producers may elect to capitalize or defer and amortize certain expenditures that are recorded as an expense by other producers, and may segment "Corporate" costs.

3 Production of Syncrude Sweet Premium (SSP) crude oil becomes the property of Syncrude's Joint Venture Participants at point of departure from the Syncrude plant. As the operator, Syncrude does not collect revenue from the sale of crude oil or other products. Selling price and revenue reported here is solely meant to provide an indication of performance.

4 Research and development expenditures will differ from that reported under the Scientific Research and Experimental Development (SR&ED) Tax Incentive Program, as it includes costs ineligible under SR&ED (e.g. expenditures outside of Canada, some overhead, and costs associated with patenting).

5 Includes fund credit purchases paid to the Government of Alberta under the Specified Gas Emitters Regulation (SGER) for 2016-17, the Carbon Competitiveness Incentive Regulation (CCIR) for 2018-19, and the Technology Innovation and Emissions Reduction (TIER) for 2020.

Note: These figures may differ from those reported by any of the Syncrude Joint Venture Participants due to differences in reporting conventions and methodology.