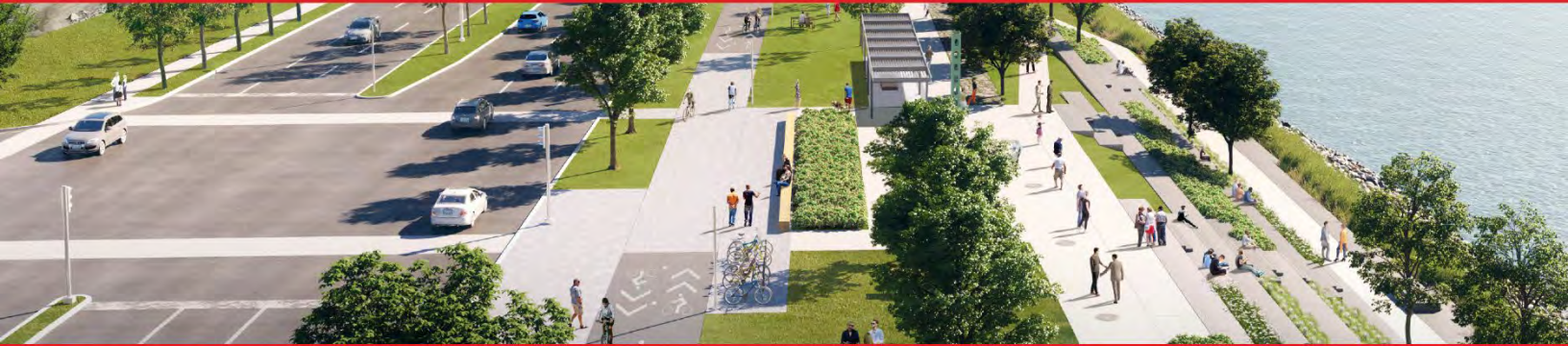




Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges
Canada



Corporate Plan Summary

2026-27
2030-31



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SECTION 1

SUMMARY

1. SUMMARY

The Jacques Cartier and Champlain Bridges Incorporated (“JCCBI” or the “Corporation”) is an agent Crown corporation responsible for managing federal infrastructures such as bridges, highways and tunnels located in the province of Quebec. JCCBI’s mission is to ensure user mobility, safety, and infrastructure longevity using a systemic management approach based on sustainable development.

The infrastructures managed by JCCBI are between 50 and slightly over 100 years old. They have been subjected to years of heavy traffic, harsh weather conditions and use of road salt. Traffic congestion on all structures is an important consideration in both capacity assessment and work planning.

Furthermore, at the request of Housing, Infrastructure and Communities Canada (“HICC”), JCCBI provides technical and financial advice for potential infrastructure rehabilitation projects. JCCBI may also be called upon to undertake planning activities for some of these projects, to provide technical and financial advice for infrastructure management and, if required, to manage certain works or portions of works, subject to obtaining the necessary federal government approvals.

Over the past 10 years, JCCBI has made significant investments in the rehabilitation of its structures. Some structures have reached the end of their service life, in whole or in part. Major investments for their long-term maintenance are therefore needed to ensure mobility and safety of users.

The work planned for the five years covered by the Corporate Plan remains significant, including the following ongoing rehabilitation and major projects:

- + In order to extend the service life of the Jacques Cartier Bridge beyond its 150th anniversary, major work is required on the steel, the piers and the Île Sainte-Hélène Pavilion (the Pavilion). A recent seismic study confirmed the investments required to achieve a level of performance which is adequate. Several projects aim at improving and ensuring safety around the bridge through drainage improvements and land development.
- + JCCBI has integrated the Québec Bridge structure into its business model and has developed asset management strategies and short-term activities. JCCBI has also retained the services of professionals as part of its management program for this new asset and has awarded a professional services contract for the design, plans and specifications for targeted and priority rehabilitation and reinforcement work on the steel structure and for painting work.
- + The Bonaventure Expressway has reached the end of its service life and the project to reconfigure it into a boulevard has started. The current route of the expressway will be moved northwards. In order to carry out the work and integrate the active mobility network, the Corporation will need to acquire certain lands from the City of Montreal and other owners along the existing expressway. The construction work is scheduled for completion in 2029-2030.
- + JCCBI is pursuing its maintenance work program to extend the service life of the Estacade in order to maintain the important link it provides for structure maintenance, ice control and active mobility, by valuing social and urban involvement.
- + In collaboration with the Mohawk First Nation of Kahnawà:ke, JCCBI is ensuring the safety and longevity of the federal section of the Honoré Mercier Bridge until its 125th anniversary, by favoring an evolutionary integration of the bridge into the surrounding environments, through its ongoing maintenance work program and through the development of projects to enhance the Indigenous culture and traditions.
- + Asset maintenance work, including the replacement of the P-113 Bridge, and studies to improve water infiltration control are underway or planned at the Melocheville Tunnel to ensure its sustainability, safety and efficiency in a context of cohabitation and continuity of the St. Lawrence Seaway (“SLS”) operations.

- + Over the years, significant environmental mitigation measures were put in place to contain and treat the contaminated groundwater on lands managed by JCCBI in the Bonaventure Expressway sector (East and West Sectors). The reconstruction of the Bonaventure Expressway is an opportunity to optimize the existing systems in that sector.

In addition, JCCBI has implemented a system for managing its assets to have an in-depth knowledge of their condition, which enables it to identify the work required for their maintenance in order to extend their service life, optimize the investments required and ensure user mobility and safety. Finally, risk analyses at corporate level, at asset level (for each structure) and at project level (for each project), provide JCCBI with an overall view and enable it to mitigate the risks in the day-to-day management of its activities.

The work described above is intended to address the main risk for the Corporation, namely the safety and security of aging infrastructures. The other main risks facing the Corporation, and that have guided the drafting of the Corporate Plan, are sustainable and long-term funding to achieve its mission, organizational performance, information technologies (“IT”), intelligent transportation systems (“ITS”), health and safety in a complex legal environment and close coordination with partners.

Considering its experience as manager of major structures, JCCBI provides HICC with technical services in the management of the Project Agreement relating to the Samuel De Champlain Bridge Corridor (“SDCBC”) project during the operation, maintenance and rehabilitation (“OMR”) period.

JCCBI’s strategies and projects are aligned with HICC’s top priorities for 2026-2027 which aims notably to support the construction, maintenance and operations of major bridges and projects to promote the efficient movement of people and goods while facilitating effective governance and stewardship of the organizations.

The Corporation adopted its *“Together Toward 2030”* Strategic Plan following a participatory process involving employees, managers, partners, and external stakeholders. This plan began on April 1, 2025, and has three objectives:



In accordance with this strategic plan, and concurrently with the aforementioned work, PJCCI plans to carry out a series of projects as part of a major digital evolution initiative.

The Corporate Plan describes all work planned for the period ending in 2027-2028 as well as work that is planned but not funded beyond this period. Considering the future funding challenge, none of this work, with the exception of the Bonaventure Expressway reconfiguration project, can be carried out starting in fiscal year 2028-2029 without the approval of the next five-year funding cycle covering the 2028-2033 period.

The list of abbreviations contained in this document can be found in Appendix 7.

Note to readers: This English version of the Corporate Plan Summary includes some untranslated tables from the French version.





SECTION 2

OVERVIEW OF THE CORPORATION

2. OVERVIEW OF THE CORPORATION

2.1 MANDATE

JCCBI is a parent Crown corporation subject to Part X of the *Financial Administration Act* (“FAA”) and is an agent of His Majesty. Its mandate is to manage, maintain and rehabilitate federal infrastructures such as bridges, highways and tunnels as well as properties, to ensure a safe passage for users. Mobility is at the heart of the actions planned and carried out by the Corporation.

JCCBI is responsible for several infrastructures under federal jurisdiction located in the province of Quebec, namely the Jacques Cartier Bridge, the Québec Bridge structure, the federal section of the Honoré Mercier Bridge, the Bonaventure Expressway, the Melocheville Tunnel and the Estacade. Except for the Québec Bridge, JCCBI is also responsible for the lands comprising the right-of-way for these infrastructures, including the lands in the original Champlain Bridge corridor currently being developed into public spaces.

On April 1, 2025, the Corporation rolled out its new five-year strategic plan. This plan, the result of an integrated approach involving all JCCBI employees, aims to pursue the organization’s mission and achieve its vision. It also calls for the implementation of modern business practices, in particular through the integration of digital technology to not only support operations but also encourage change and innovation.

The *Together Toward 2030* Plan is based on three major objectives, reflected in four strategies, associated with specific targets.



Section 4 of this Corporate Plan Summary details the objectives of “*Together toward 2030*” as well as strategies implementation.

2.2 STRUCTURES AND ACTIVITIES

2.2.1 BRIEF DESCRIPTION OF THE STRUCTURES

Jacques Cartier Bridge – An emblematic structure, the Jacques Cartier Bridge has been an icon for Montrealers since 1930. The bridge comprises five modular lanes, a four-season multipurpose path and a sidewalk that connect Montreal to Longueuil, passing over the SLS. The bridge also provides access to Île Sainte-Hélène and Parc Jean-Drapeau via the Pavillon.

Québec Bridge – Commissioned in 1917, the Québec Bridge, whose ownership and management were transferred to JCCBI in 2024, is a cantilever bridge with the longest clear span in the world. The bridge crosses the St. Lawrence River between the cities of Québec and Lévis and comprises a railway deck (owned by the Canadian National Railway Company (“CN”) as well as a road deck and multiuse path (under the responsibility of the ministère des Transports et de la Mobilité durable (“MTMD”)).

Honoré Mercier Bridge – This structure was built in 1933 by the Corporation du pont du lac Saint-Louis, which was constituted by the Québec government. Since its commissioning in 1934, the operation, maintenance and management of the bridge have been under the responsibility of the province of Québec. Between 1958 and 1959, as part of the construction of the SLS, the St. Lawrence Seaway Authority (“SLSA”) raised and extended the south section of the bridge to provide clear passage for ships. This south section of the bridge crosses the Mohawk territory of Kahnawà:ke and has been managed by JCCBI since October 1, 1998.

Bonaventure Expressway – Inaugurated on April 21, 1967, the Bonaventure Expressway links the Samuel De Champlain (SDC) Bridge, Highway 15, the Port of Montréal and downtown Montreal. The management of the federal section of the expressway was transferred from the National Harbours Board to JCCBI in 1978.

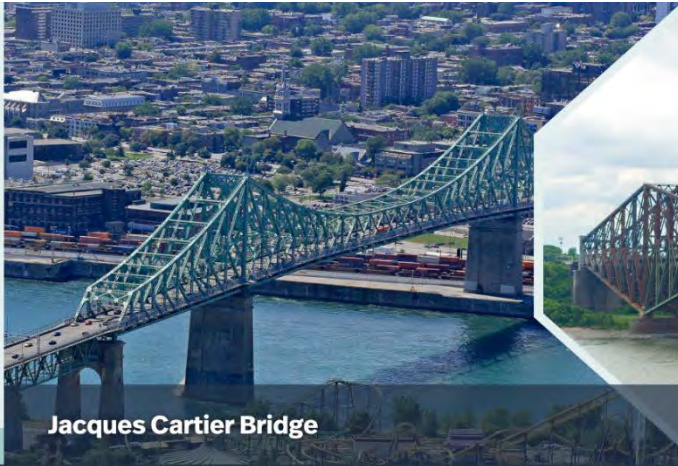
Estacade – The Estacade was built in 1964-1965 as an ice control structure. It now also serves as a privileged link for structure maintenance, as well as an emergency, pedestrian and bike link between Île des Sœurs and the SLS dike, their new facilities built as part of the Héritage Champlain project, and the newly redeveloped cycle path on the dike (the “Promenade fluvial du Grand Montréal”).

Melocheville Tunnel – The tunnel was built by the SLSA circa 1958 as part of the construction of the SLS and its management was transferred to JCCBI in 1998. The tunnel passes under the locks of the Seaway Beauharnois Canal in Melocheville and is an extension of Route 132.

Héritage Champlain – The shoreland freed up following the deconstruction of the original Champlain Bridge and located on Île des Sœurs, on the SLS dike and in Brossard is being redeveloped as part of the Héritage Champlain project.

Samuel De Champlain Bridge Corridor – The SDC Bridge links the city of Brossard on the South Shore to Île des Sœurs, on the Montréal side. Opened to traffic in 2019, it allows the passage of 50,000 vehicles a day and has three lanes in each direction, one lane reserved for the Réseau express métropolitain (“REM”) and one multipurpose path. The SDC Bridge corridor includes the north and south approaches to the bridge, namely the federal portion of Highway 15, which is 2 km long, the Île des Sœurs Bridge, and a section of Highway 10 in Brossard. HICC is the authority responsible for the corridor project, which was carried out as a public-private partnership. JCCBI’s mandate is to support HICC during the operation, maintenance and rehabilitation phases.

The infrastructures managed by JCCBI are illustrated in the photos below.



Jacques Cartier Bridge



Québec Bridge



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Bridges
Canada

JCCBI

connects our community
along the St. Lawrence River



**Honoré Mercier Bridge
(federal section)**



Melocheville Tunnel



Estacade



**Bonaventure Expressway
(federal section)**



2.2.2 Activities

JCCBI's activities are divided into two parts: technical and administrative.

The Diagnostics and Planning Division manages asset management activities and major maintenance projects planning. Major projects are carried out under the responsibility of the Projects Division in a matrix approach of project-based management. The Projects Division is supported by the Engineering and Construction Divisions, which provide the expertise required to manage the various contracts. The main construction and rehabilitation projects are related to components of civil and road engineering structures, such as piers, girders, decks, steel structures, tunnels, foundations, paving and painting as well as the mechanical and electrical components associated with these structures and their signage. The Environment and Sustainable Development ("ESD") Division supports the teams and ensures the protection and enhancement of the territory as well as the implementation of the sustainable development strategy ("SDS"). The Asset Information and Innovation Division supports these teams by documenting all infrastructure knowledge, as well as by identifying and monitoring research and application projects.

The Operations and Maintenance Division is responsible for structure regular maintenance and manages contracts for snow removal and towing, road cleaning and maintenance, landscaping, pothole repair, as well as maintenance and operation of electromechanical systems and road lighting.

Administrative divisions such as those providing support for projects and continuous improvement, as well as for occupational health and safety ("OHS"), Legal Affairs, Procurement, Finance, Information Resources, Human Resources and Communications support these teams.

The Corporation awards contracts, mainly to engineering consulting firms, for professional services in the fields of inspection, planning, engineering and work supervision. Contracts for the execution of the work under its major maintenance program are awarded to contractors. Research and application activities are mainly carried out with research entities and universities. In addition, various firms offering a variety of professional services assist the Corporation's divisions in carrying out their mandates.



2.3 FINANCIAL POSITION

JCCBI's financial framework is based on the optimal use of available resources to ensure the longevity of the assets while fulfilling its mission of ensuring the safety and mobility of users, all within the objective of sound management of public funds.

The Corporation's investments and expenditures are funded by parliamentary appropriations, which are based on the funding authorized over a five-year cycle. The Corporate Plan reflects the funding allocated in the 2023 federal budget for the 2023-2028 cycle to carry out the basic maintenance and asset maintenance work. The funding allocated also includes the Bonaventure Expressway reconfiguration project until 2031-2032.

Given the age of JCCBI's assets, resources are primarily used to perform the required maintenance and repairs, while seeking to enhance the service offering and provide viable solutions to extend their useful life.

JCCBI uses a multi-factorial approach to project analysis based on sensitivity studies, which also relies on an analysis of the maximum investment capacity per structure on the basis of market realities, supplier mobilization and maintenance of traffic flow. This approach ensures that financial forecasts are more accurate, so that budget planning and funding requests can be adjusted to reflect actual capacity.

The [2024-2025 Annual Report](#) is published on JCCBI's website.





SECTION 3

OPERATING ENVIRONMENT



3. OPERATING ENVIRONMENT

In its asset management, JCCBI now takes a preventive or proactive approach through planned, systemic, and timely rehabilitation programs.

The Corporation thereby aims to improve the durability of its infrastructure, which is between 50 and just over 100 years old, through its rehabilitation. Some bridge, road, or tunnel components have reached the end of their service life, in whole or in part, and require major investment for their long-term maintenance.

3.1 OPERATING CONTEXT

In carrying out its mission, JCCBI must deal with internal and external factors that call upon its various strengths, create opportunities, pose challenges and have an impact on its main risks. Once these factors have been identified, JCCBI monitors them and adapts its activities and planning accordingly.

3.1.1 EXTERNAL ENVIRONMENT

Participatory Approach – For several years, JCCBI has been implementing a participatory approach to structure the consultation and information activities with stakeholders (partners, interest groups, and the general public) as part of its projects that have an impact on the community, the environment, or mobility. Various methods are used to foster transparent communication and constructive discussions with all groups.

In its mobility management, the Corporation must coordinate and plan its activities in collaboration with various federal, provincial and municipal partners, including Mobility Montreal, which coordinates the major construction projects in the Montreal area.

In addition, JCCBI liaises with the media and interacts with users, affected residents and elected officials through regular and transparent communication about the work and issues. Such communication allows users of the road and active mobility networks to plan their trips.

Management of the Honoré Mercier Bridge is shared between JCCBI, which is responsible for the section that crosses the SLS and the Kahnawà:ke territory, and the MTMD, which manages the section over the St. Lawrence River. JCCBI rehabilitation work on the federal section is carried out by First Nations contractors and workers (Order in Council P.C. 2675 dated December 7, 1932). For several years, JCCBI has taken a collaborative and inclusive approach with the MCK and the population to ensure the social acceptability of its projects. It should be noted that on a day-to-day basis, regular maintenance of the entire bridge, including traffic management, is the responsibility of the MTMD.

To build its reputation in the greater Québec City area and inform the community of activities planned as part of its management of the Québec Bridge, JCCBI followed a participatory process that included identifying stakeholders, meeting with key players, establishing the Advisory Group for the rehabilitation of the Québec Bridge, and discussions with First Nations. In this way, JCCBI intends to present a clear and transparent asset management plan and clarify its roles and responsibilities as part of the bridge's tripartite management with CN and the MTMD. Communication tools have been created to this end, including a new section on the corporate website.

Legal Environment – In a context of competitive markets and work that is considered complex and high-risk, issues related to the fair treatment of tenderers, the probity of contractors, consultants and other suppliers, claims, environmental protection and sustainable development and health and safety in the workplace, are important.

Support for government initiatives - On September 5, 2025, the Government of Canada announced the “Buy Canadian” policy as part of new measures to support and develop Canada’s strategic industries. This

policy applies to Crown corporations. Consequently, JCCBI will contribute to it to the extent that it is expected to and in keeping with the specificities of its activities.

Environment and Sustainable Development (ESD) – Over the years, in response to the impacts of climate change and the increase in greenhouse gas (“GHG”) emissions, the Government of Canada has enhanced its Sustainable Development Strategy (“FSDS”). The 2022 to 2026 FSDS addresses all the United Nations Sustainable Development Goals, thus encompassing the three dimensions of sustainable development (social, economic and environmental) and adopts a more coercive approach, making the contribution to three sustainable development goals mandatory.

JCCBI’s 2023 to 2027 SDS comprises a multi-annual action plan that contributes to six goals of the FSDS, which is outlined in Appendix 6.



In 2017, the Corporation issued its first sustainable development action plan. Since then, the Corporation has incorporated the fundamental concepts of sustainable development into its mission and vision statements. In addition, the Corporation integrates environmental issues as well as consultations with partners, stakeholders and the general public into its corporate practices and infrastructure projects. JCCBI is currently implementing sustainable development plans notably to contribute to the Government of Canada’s objective of reducing GHG by 40% by 2030 and becoming carbon-neutral by 2050.

Appendix 4 presents the three corporate risks identified in this regard and prioritized, namely “Relationship with Stakeholders, Partners and Communities” (Risk N° 9), “Level of Knowledge and Resilience of Infrastructures” (Risk N° 19) and “Environmental Protection” (Risk N° 25), and the numerous mitigation measures in place to mitigate these risks.

The Corporation’s commitment is also reflected in an internal policy that provides guiding principles for environmental protection, sustainable development and relationships with partners and stakeholders, and two committees were set up to help the Corporation meet its responsibilities.

The actions taken to achieve the sustainable development goals are grouped under the following themes:

- 1. Corporate Governance** – The Corporation pays close attention to risk management, accountability and ethical conduct, while promoting good practice in environment and sustainable development, and in relationships with stakeholders. Its main actions aim at:
 - + Ensuring that its activities and those of its suppliers are carried out in an ethical and transparent manner in accordance with applicable laws and regulations as well as with best practices, notably through the implementation of a code of conduct and ethics for suppliers.
 - + Managing risks in a preventive and systemic way, ensuring that all economic, social and environmental risks are covered.
- 2. Environmental Responsibility** – The Corporation is committed to limiting the impact of its projects on the environment through mitigation measures. It actively participates in the preservation and enhancement of ecosystems in the vicinity of infrastructures under its management.

JCCBI conducts environmental characterization of the lands under its responsibility in an orderly fashion. This program helps to better forecast the costs of projects that include the management of contaminated soil and to define, at the planning stage, the methods and schedules required to achieve it.

JCCBI participates in the Federal Contaminated Sites Action Plan (“FCSAP”) administered by Environment and Climate Change Canada (“ECCC”). Since 2016, the Corporation has been managing an innovative environmental project (Solution Bonaventure) to protect the St. Lawrence River from the contaminants present in the groundwater in the East and West Sectors of the Bonaventure Expressway. The project segment that targets the West Sector is carried out in partnership with Québec’s *ministère de l’Environnement et de la Lutte contre les changements climatiques, de la Faune et des Parcs*. Through a concerted effort, JCCBI and other federal, provincial and municipal authorities responsible for lands in this sector are investing to identify and implement an integrated solution to this environmental issue.

JCCBI has also set up a biodiversity monitoring and land enhancement program and plans to update its knowledge on a regular basis. Some migratory birds’ nest on its structures, including the peregrine falcon and the cliff swallow. The Corporation has deployed an avifauna management plan to ensure the protection of these species while work is in progress. Its main actions aim at:

- + Ensuring biodiversity protection on and around infrastructures.
- + Promoting management of contaminated soil and ground water as well as residual materials.
- + Increasing the level of knowledge regarding biodiversity protection, preservation and enhancement, as well as management of contaminated lands.
- + Consolidating JCCBI’s environmental management system (“EMS”) implemented in 2025.

3. Sustainable Infrastructure Design – The Corporation designs its infrastructure projects using a sustainable development approach, with the aim of ensuring the assets’ sustainability, considering various principles of the *Envision* standard. It has introduced an approach to goods and services procurement based on good practice, as well as an internal guide to responsible procurement. Its main actions aim at:

- + Integrating sustainable development concepts into the planning and design phases of projects.
- + Improving assets’ sustainability through applied research projects.
- + Implementing mitigation measures related to the potential impacts of climate change.
- + Improving its active mobility service offering through an integrated approach.

4. Socio-Economic Contribution – As manager of key infrastructures, the Corporation contributes to local and regional communities’ economic activity and development notably by creating value for its employees, partners and stakeholders. Its main actions aim at:

- + Promoting its activities positive impact in communities.
- + Implementing a stakeholder relations management system.
- + Formalizing a participatory approach for its projects, notably with First Nations.
- + Collaborating with working groups and the scientific community to share innovative research and application practices.

3.1.2 INTERNAL ENVIRONMENT

Integrated Risk Management – In 2018-2019, JCCBI defined its integrated corporate risk management strategy. Since then, JCCBI has been using an integrated risk management approach based on the Committee of Sponsoring Organizations of the Treadway Commission’s (“COSO”) *Enterprise Risk Management – Integrated Framework*.

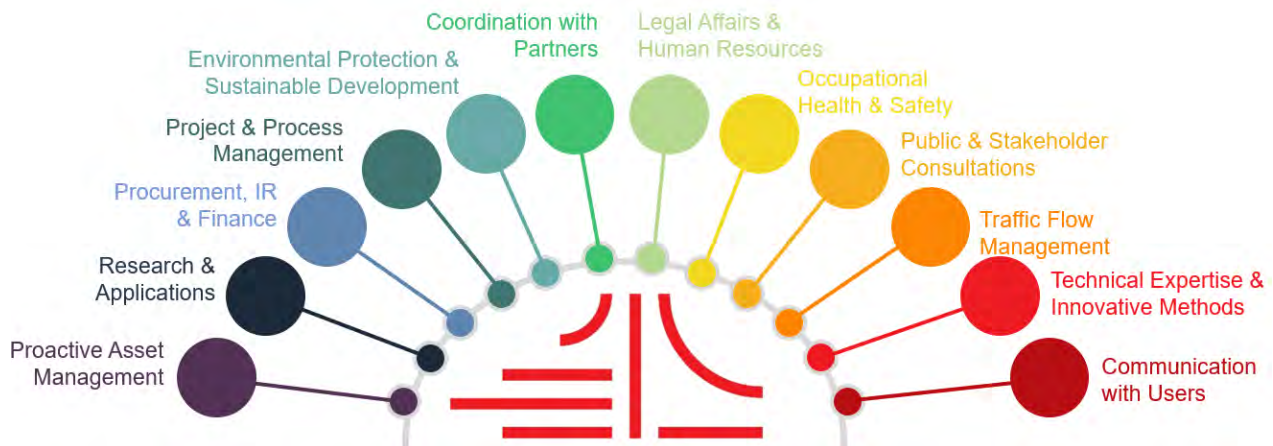
The main risk management actions include the following:

- + Updating of the integrated corporate risk management (“ICRM”) policy;
- + Development and updating of a guide to implementing ICRM;
- + ICRM processes, stored in a digital repository and made available to employees;
- + Ongoing development of a methodology for internal assessment of corporate risks severity and identification of emerging risks for each risk category;
- + Determination of risk appetite and risk tolerance;
- + Identification of interrelationships between risks;
- + Identification of key risk indicators;
- + Employee training.

The Corporation measured its ICRM maturity in 2023-2024 and achieved the “mature” target set in 2020-2021. The ICRM is now an ongoing, dynamic and evolving process of the Corporation’s culture that contributes effectively to the achievement of its strategic objectives. The approach is described in Appendix 4.

Human Resources – JCCBI is deploying various measures to meet the challenges of retaining its staff and attracting qualified candidates, particularly technical resources supporting its core business, in a context of competition with high-profile projects from other project authorities.

The completion of the original Champlain Bridge deconstruction project was a pivotal moment, providing an opportunity to enhance the Corporation’s portfolio of assets and responsibilities in support of the Government of Canada’s orientations and objectives. With the support of its multidisciplinary team, JCCBI’s business model is based on a turnkey solution, covering all the aspects required for the sound management of major infrastructures.



The Corporation's business model makes it possible to:

- + Start up projects easily, given its agility;
- + Proactively manage climate change issues;
- + Maintain excellent relations with the community and First Nations;
- + Contribute to the creation of hundreds of direct and indirect jobs;
- + Ensure sound management of public funds and protection of public property.

The Corporation's enhanced responsibilities, as described below, allow it to maintain the high level of expertise within its workforce and the federal government in Québec, and to continue to support the government efficiently and rigorously in the management of other projects or assets.

To achieve its mission and vision, JCCBI must remain an attractive, inclusive and constantly evolving organization. To this end, JCCBI implements actions to stimulate leadership, change management, and employee development and engagement in an innovative environment, while ensuring a friendly and collaborative atmosphere.

JCCBI is continuing to implement a number of initiatives, which can be summarized as management priorities, in order to:

- Maintain the capacity of the dynamic workforce plan ("WFP") through change management, individual and collective skills development, and advances in management and leadership practices within the organization, while continuing to update and implement its 2025-2027 succession plan;
- Pursue activities aimed at developing the organizational culture based on its values and bringing to life the internal employer brand "Together, WE CONNECT – OUR COMMUNITY", building on distinctive elements that reflect the employee experience within the organization, such as recognition practices and ownership of organizational values;
- Use the "BRIDGE – YOUR CAREER" external employer brand incentive to act in external communications since the summer of 2024 to distinguish JCCBI as an employer of choice;
- Establish and deploy corporate action plans to meet the following government priorities:
 - + Equity, diversity and inclusion, in order to build a diverse (multiculturalism) and inclusive (employment equity) public service;
 - + Health and wellness in the workplace (in particular by obtaining the annual "Bien-être au travail" certification);



- + Prevention of violence and harassment in the workplace;
- + Development of staff skills, particularly in an increasingly digital environment;
- Annually update its pay equity plan adapted to Government of Canada orientations.

Following the review of its workforce requirements, JCCBI wishes to retain the specialized and diversified expertise that constitutes its strength, enabling it to support the government in new mandates.

To this end, a new mandate and a new asset were entrusted to JCCBI. As mentioned in paragraph 4.2.1.10, a memorandum of understanding (MOU) was signed with HICC under which JCCBI will support HICC during the operation, maintenance and rehabilitation phase of the SDCBC project. In addition, following the acquisition of the Québec Bridge structure by the Government of Canada, JCCBI was entrusted with the ownership and management of that structure. In 2025-2026, the resources assigned to the original Champlain Bridge deconstruction project and those assigned to the SDCBC will be shared to carry out the new activities on the Québec Bridge.

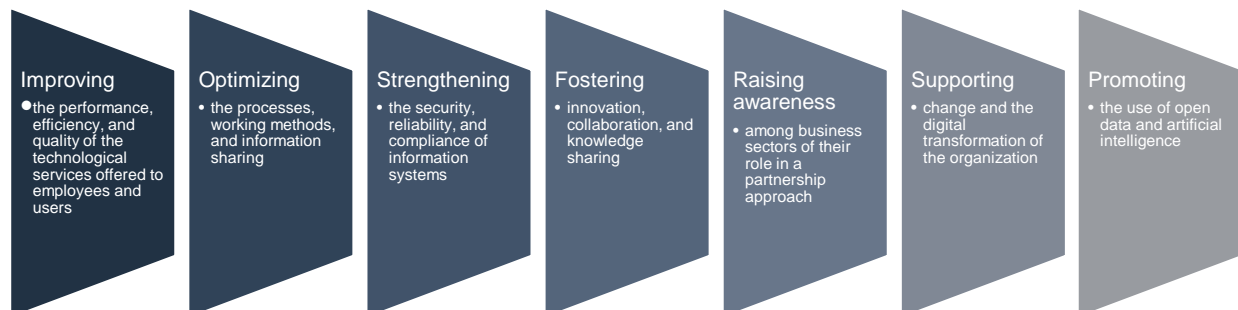
The collective agreements of both unions, namely the *Syndicat des travailleuses et travailleurs (CSN)* – blue-collar workers and the Canadian Union of Public Employees, local 4102 – white-collar workers have expired since December 31, 2025 and negotiations will begin shortly. All employees are covered by various programs and benefits, including a disability program whose costs are partially paid by the Corporation, in addition to being affiliated with the Public Service Pension Plan.

Occupational Health and Safety (OHS) – JCCBI has implemented an Occupational Health and Safety Management Program (“OHSMP”) that demonstrates its commitment to implementing a “Zero Injury by Choice” culture. The OHS division, in collaboration with the local OHS Committees, structures OHS management through processes, procedures and instructions as well as training to continuously enhance the OHS culture. JCCBI’s OHS management also encompasses contractors and consultants through their contracts. JCCBI has implemented an OHS pre-qualification system for contractors and consultants, thereby ensuring that they possess an OHS culture level that meets its requirements. In continuity with the elements mentioned above, the OHS division is integrating the Québec Bridge into the OHSMP. Existing documentation is reviewed to include the specificities of this new structure, such as railway safety.

Information Resources (IR) – The Corporation owns its technological assets. It manages them through maintenance and support contracts and ensures that they continue to evolve.

As part of the “*Technological Infrastructure and Quality of Management Information*” and “*Information Systems Security*” risks, as well as the Convergence program, which aimed at mapping and optimizing all information flows and their interoperability in agile mode, a number of lessons learned have been documented. They are mainly deviations from the enterprise architecture that do not make it possible to reduce the administrative burden by using the full potential of technological solutions in place. Based on these lessons learned and, on a willingness, to align IR with strategic orientations to safely support operations and decision-making, an IR vision was adopted and is broken down into three digital projects as part of the IR 2024-2027 Master Plan.

The IR Master Plan’s objectives are the following:



The IR master plan will therefore be divided into three projects, which will be implemented jointly as follows:

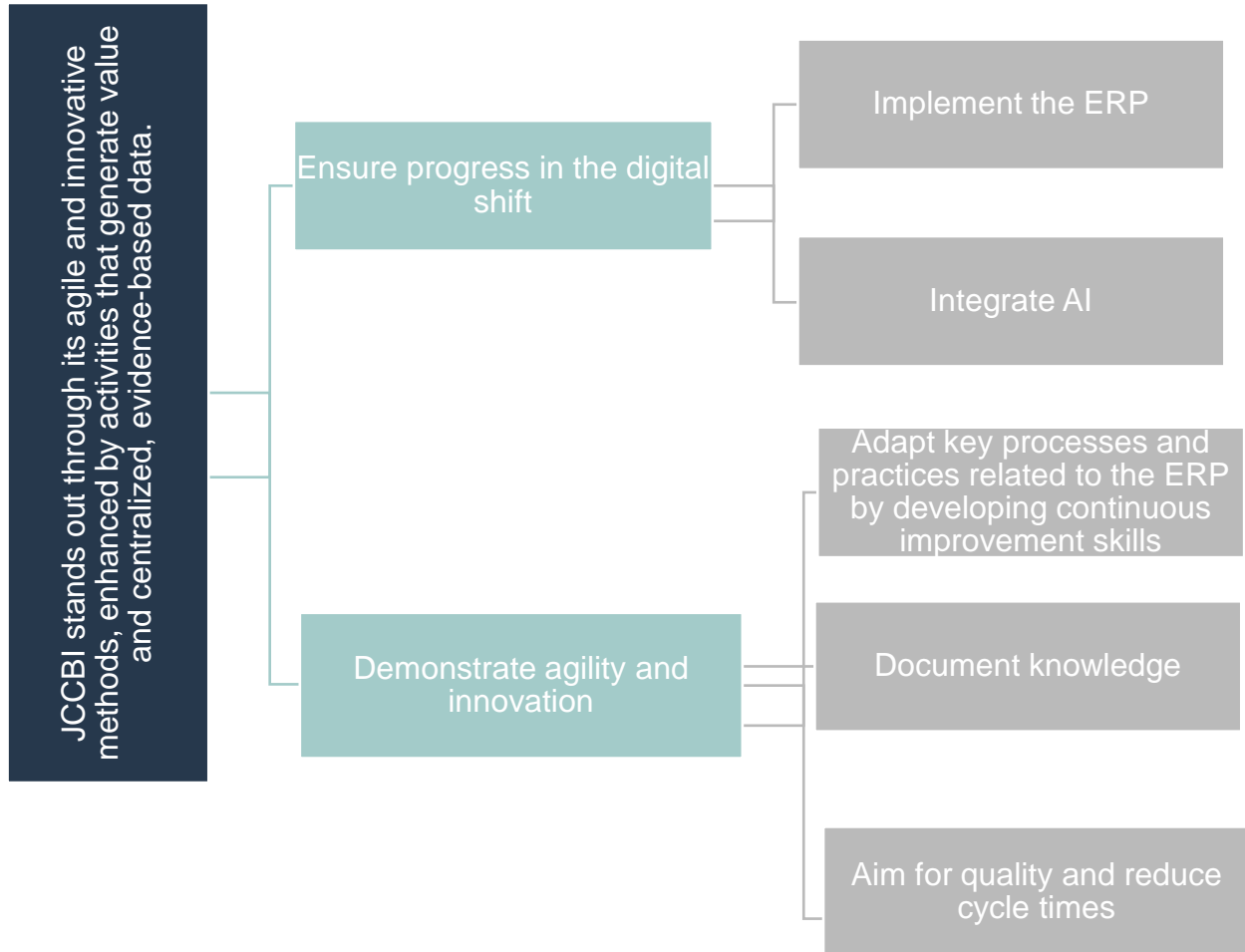


In order to meet its investment objectives, JCCBI must support its staff through digital evolution, the transformation of its working methods, and the unified management of its administrative processes by 2030. As part of Project 2, the ERP transformation project entitled “Inspire” was officially launched in April 2025. It aims to develop internal digital skills to transform working methods that will be supported by a new ERP.

As part of the process to develop the 2025-2030 Strategic Plan, several workshops and discussion tables on AI were held, resulting in an AI strategy. This strategy aims to align the organization’s business priorities with opportunities to introduce AI while fostering employee engagement in this new technology. JCCBI’s vision for AI, as approved by the Board, is as follows:

- + Capitalize on AI capacity as a strategic lever to consolidate knowledge within the organization, better meet operational challenges and add value to employee tasks.

The IR Master Plan is integrated into the *Together Toward 2030* Strategic Plan as follows:



Compliance and Performance Audit Regime – JCCBI’s auditor is the Auditor General of Canada. In accordance with the FFA, the Auditor General conducts an annual audit of the Corporation’s activities to verify that the financial statements are presented fairly in accordance with the accepted accounting principles and the operations have been conducted in accordance with the FAA.

The FAA also requires JCCBI to have a special examination of its activities conducted every 10 years. The last special examination was carried out in 2020-2021 and 2021-2022.

JCCBI develops internal performance audit plans for its operations. To conduct these audits, JCCBI retains the services of external firms. A new five-year internal audit plan for the 2024-2029 period was developed during fiscal year 2024-2025.

3.2 ISSUES

Risk management is an essential process for any organization wishing to identify, assess and mitigate potential threats that could affect its objectives and operations. By situating the organizational issues, risk management provides a means of understanding the vulnerabilities and opportunities that exist within the organization, including analysis of internal and external factors that could influence the organization's performance. By effectively managing its risks, the Corporation can both minimize potential negative impacts and capitalize on opportunities to improve its resilience and performance. The Corporation can also better prioritize the resources and efforts based on the likelihood and impact of the identified risks, thereby making it possible to allocate resources more strategically and effectively. Risk management is therefore a strategic tool that helps the Corporation to navigate in a complex and uncertain environment, by ensuring a better understanding of the organizational issues and proactively managing their impact on the organization. Based on its risk management, the Corporation has identified the following three issues:



External factors and new asset:

Car-free cities, new real estate projects, opposition to public-private partnerships, mobility coordination with partners, and climate change

- 9 GRE Relationship with Stakeholders, Partners and Communities
- 19 RIP Level of Knowledge and Resilience of Infrastructure
- 26 RIP Inadequate traffic management (monitored)



Investment Capacity:

Availability of external skilled labour, political uncertainties, prioritization, and administrative burden

- 11 RSO Political environment (monitored, prioritization proposal)
- 15 RSO Management Model
- 21 RIP Management of the Planned and Ongoing Project Portfolio
- 28 FIN Funding and Parliamentary Appropriations



Safe and Efficient Digital Evolution:


Digital evolution of the ERP, Building Information Modelling ("BIM"), and AI to increase visibility and efficiency, and provide cybersecurity

- 16 Decision-making
- 59 GTI Technological Infrastructure and Quality of Management Information
- 60 GTI Information Systems Security

External Factors and New Asset – The structures managed by JCCBI will have to adapt to the evolution and transformation of the various modes of mobility. Adjustments to its investment program could therefore be required.

In the Greater Montréal area, municipal authorities and the Québec government have major infrastructure projects that are either underway or in the planning stages, including the work at the Louis-Hippolyte La Fontaine Tunnel, at the Île aux Tourtes Bridge and on the Ville-Marie Expressway. The Bonaventure Expressway reconfiguration project, which started in 2025, is added to this list of major projects. These major projects currently disrupt user mobility and will do so over the coming years.

Consultations with partners and stakeholders play an increasingly important role in project planning. This approach is now a must for achieving social acceptability.



Close coordination between Greater Montreal players is required to minimize the impact on mobility and it is in that spirit that JCCBI participates to Mobility Montreal Committees.

Over the next few years, several projects planned by JCCBI will require important agreements with third parties. It will be essential to conclude these agreements at the right time so as not to affect the projects' schedules.

Climate change and the possibility of a seismic event are also issues that JCCBI will have to address, notably through its asset resilience plan.

Investment Capacity – The volume of work in the Greater Montreal area and the shortage of labour in the market mean that JCCBI must compete with other employers and project authorities to hire and retain staff and to award contracts to consulting engineering firms and contractors to carry out its work program, at a fair price.

Financially, JCCBI has a limited revenue-generating capacity and authority. Its funding comes almost entirely from parliamentary appropriations. Despite the significant investments made in recent years, JCCBI will need to obtain the funding provided for, in the Corporate Plan, in order to ensure the sustainability of our infrastructures. Its major projects are mainly carried out through multi-year contracts. The lack of multi-year funding commitments limits JCCBI's ability to initiate such major projects and award these multi-year contracts, which may lead to delays in operational planning, increased costs, execution delays and a possible impact on mobility.

The Corporation is working with HICC and ECCC (as part of the FCSAP) to identify its short- and long-term financial needs.

With respect to the environmental projects for the management of contaminated groundwaters in the Bonaventure Expressway sector, despite the funding received for years 2024-2025 to 2028-2029 and FCSAP funding, long-term funding for the containment systems over a 15-year period, which began in 2016-2017, is imperative.

Long-term funding needs are identified in the 10-year planning of the Corporate Plan (see Appendix 3).

Safe and Efficient Digital Evolution – In a context where innovation is at the heart of the Corporation's values and where the vision is to become a leader in major infrastructure management, the digital shift is essential, but the challenges are many and complex. For the organization to embark on this digital journey, it is essential to consider several key aspects, including data governance, cyber security and the adoption of a new digital culture.

In order to manage its challenges effectively, the Corporation has drawn up an information resources master plan divided into three digital projects listed in Section 3.1.2.





SECTION 4

OBJECTIVES, ACTIVITIES AND
PLANNED RESULTS

4. OBJECTIVES, ACTIVITIES AND PLANNED RESULTS

4.1 OBJECTIVES

The Corporate Plan incorporates new realities that could have an impact on future investments, in order to ensure that the infrastructures managed by JCCBI will meet the current and future needs in a perspective of sustainable development. Several proposed projects demonstrate that it is no longer a question of repairing or redoing as the existing, but of enhancing the service offer and proposing viable and innovative solutions in order to ensure structure longevity, resilience and functionality in a context where social acceptability has become an imperative for the carrying out of projects and where the impact of climate change is omnipresent.

4.1.1 STRATEGY TREE – OBJECTIVES AND STRATEGIES

The 2025-2030 Strategic Plan is broken down into three major objectives and four strategies to support the four themes.

THEMES



OBJECTIVES

- JCCBI's teams stands out for its commitment, accountability, openness and pride, making each team member a partner of choice.
- To improve user experience, JCCBI implements rigorous, efficient and responsible asset management and operating programs, enhanced by the complementarity of knowledge and skills.
- JCCBI sets itself apart through the agile and innovative ways of doing things, enriched by the value-generating activities and centralized, evidence-based data.

STRATEGIES

- Integrating the Québec Bridge and delivering the Bonaventure
- Ensuring digital evolution
- Demonstrating agility and innovation
- Implementing the asset management and operations plans

In order to measure the expected results of its 2025-2030 Strategic Plan, JCCBI has adopted performance indicators for each target related to its objectives.

Appendix 2 presents the indicators.

4.1.2 OPERATIONAL OBJECTIVES RELATED TO ASSETS

The operational objectives related to JCCBI's assets are as follows:

- + Ensuring the longevity and resilience of road links as well as safe and efficient mobility.
- + Monitoring the assets and determining the investment needs based on life cycle, functionality and risk, and carrying out the work according to available funding.
- + Aligning intervention and investment plans with government strategic orientations, including the FSDS, resilience to climate change, and carbon neutrality.
- + Improving operations and maintenance by adopting innovative measures relating to inspection, maintenance and construction methods, in addition to considering the execution challenges and investments made by our partners, to provide integrated solutions for users.

4.2 ACTIVITIES

4.2.1 ACTIVITIES RELATED TO STRUCTURES

4.2.1.1 Strategy and Axes of Intervention

Mobility through Asset Management

The Corporation ensures the efficient movement of people and goods on the infrastructures through several modes of transportation. Annually, 82 million vehicle trips and 700,000 active mobility passages are made on the Corporation's assets (excluding the Québec Bridge), thereby making a major contribution to the economy of the metropolitan area. According to Statistics Canada, transport is responsible for 28% of global GHG emissions. Therefore, the smooth flow of traffic and the efficiency of the road network require close collaboration between JCCBI and its partners.

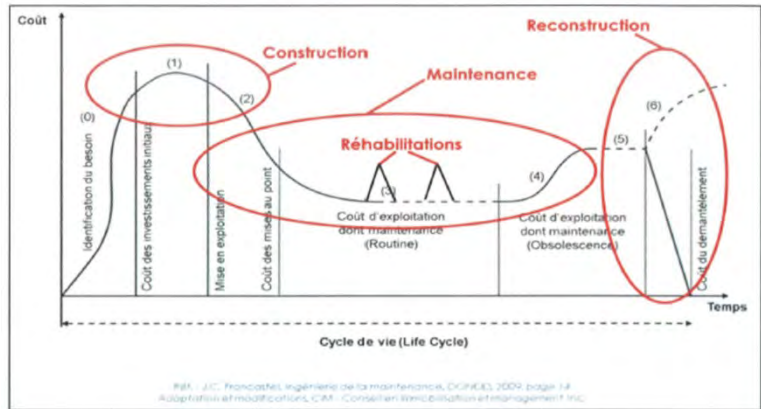
In order to optimize performance, risk management and road infrastructure maintenance costs, JCCBI is continuing its efforts to continuously enhance its asset management practices by drawing inspiration from the Institute of Asset Management ("IAM") model and the ISO 55000 standard. JCCBI advocates a cross-functional, multi-disciplinary integration approach to asset management, where all divisions contribute to the creation of quality data and knowledge sharing. The Corporation's Asset Management practices enable it to integrate the infrastructure's structural longevity and functionality requirements over the short, medium and long term to ensure an adequate level of service for users. Its Asset Management policy ensures that industry's best practices are implemented and that the highest standards of asset management are achieved.

JCCBI's priority objectives in terms of mobility are the following:

- + Ensuring a reliable level of service that is compatible with its partners' networks;
- + Ensuring longevity of existing road infrastructures, thereby reducing the need for reconstruction and its impact on the environment;
- + Responding to the emergence of alternative and intelligent modes of transportation;
- + Enhancing the level of service of the active mobility network by improving connectivity, and user safety;
- + Ensuring efficient communication with users.

Optimizing investments in the rehabilitation and replacement of structures requires in-depth, centralized knowledge of the data that must be used at the right moment in the decision-making process. To this end,

the Corporation is currently developing a BIM approach for its structures, so as to centralize all relevant data.



Réf. : JC Francastel, Ingénierie de la maintenance, DUNOD, 2009 page 14
Adaptation et modifications, CIM Conseil en immobilisation et management Inc.

In addition to the major rehabilitation program to ensure long-term viability of the infrastructures and user mobility, the following investments are planned to improve the mobility service offering:

- + Addition of active mobility links as part of the reconfiguration of the Bonaventure Expressway (funding granted in the 2023 federal budget).

Team and Community

As explained in Section 3, as manager of major infrastructures in both the Montréal and the Québec City areas, the Corporation contributes to the economic activity and plays a part in the development of local and regional communities.

Héritage Champlain meets this orientation. Indeed, following the deconstruction of the original Champlain Bridge, seven hectares of land were freed up and will be redeveloped based on the vocations identified during public consultations held in 2019. The three sites are located on the shore at Île des Sœurs, on the shore at Brossard, and on the SLS dike.

Environment and Sustainable Development

The Corporation is committed to limiting the impact of its projects on the environment and biodiversity through mitigation measures. In addition, the Corporation actively participates in the preservation and enhancement of ecosystems in the vicinity of the structures, while ensuring the assets' resilience to climate change impacts.

JCCBI's main objectives are to:

- + Implement an EMS using a decentralized approach;
- + Ensure biodiversity protection on and around the assets;
- + Ensure optimal operation of the containment systems in the Bonaventure sector;
- + Ensure traceability of soil and residual materials;

- + Develop a plan for the resilience of the infrastructures to the impacts of climate change;
- + Develop a GHG reduction plan based on the government's objectives;
- + Implement its 2023 to 2027 SDS and begin the reflection ahead of the next SDS for 2027 to 2030.

Sustainable development is an integral part of JCCBI's mission and is integrated into the governance processes that guide the administrative and operational management of the assets.

Performance and Innovation

JCCBI promotes a responsible procurement approach through a guide and code of conduct for suppliers and seeks to improve knowledge on assets through the application of experimental studies.

Increasing its knowledge of asset performance and behaviour allows JCCBI to optimize risk assessment and maintenance programs. JCCBI cannot rely solely on design codes; it must innovate and interpret the current codes and standards, hence the importance of applied research.

The deconstruction of the original Champlain Bridge provided JCCBI with a unique opportunity to implement an applied research program which, following a Canada-wide request for proposals, led to the selection of 12 research projects. Conducted by various Canadian research entities, these projects will allow for significant advances in knowledge related to infrastructure performance and sustainability. The lessons learned from this program will enable JCCBI to:

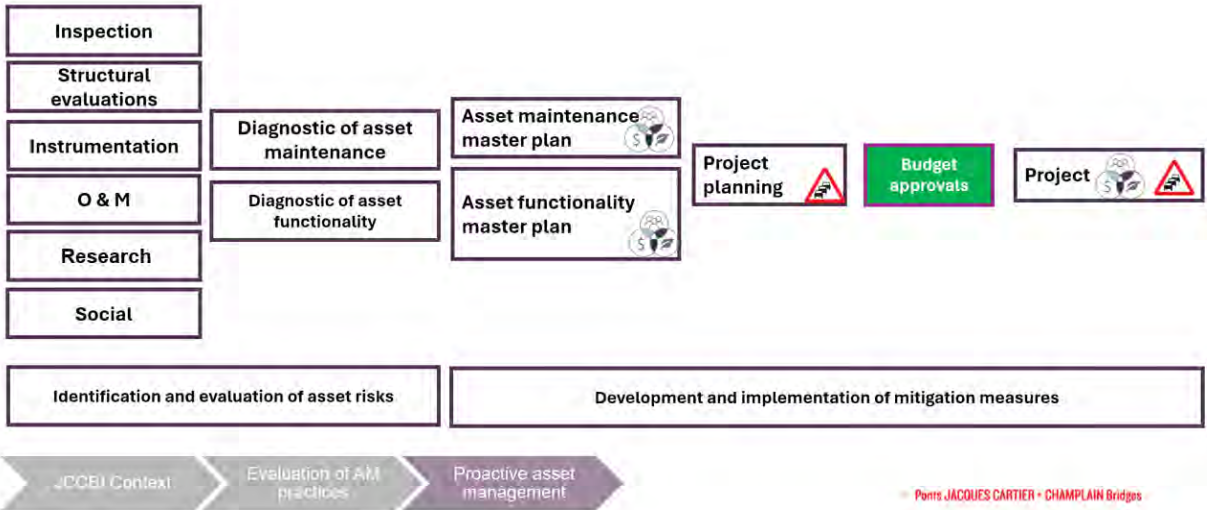
- + Develop innovative techniques;
- + Improve the sustainability of the infrastructures under its responsibility.

4.2.1.2 Asset Maintenance Programs

Best practice in asset management is implemented using a range of decision-support tools and management frameworks to establish the activities involved in planning, upkeep, maintaining and operating assets. This framework is achieved by implementing a systemic approach to asset management.

Systemic Approach – An asset maintenance diagnosis first ensures the integration of data from inspections, load-bearing capacity studies, monitoring and other specialized studies. Such diagnosis provides a complete assessment of the condition and behaviour of an asset. This is followed by an asset functionality diagnosis that integrates mobility, urban integration, environmental, sustainable development and socio-economic data. Once combined, these two diagnoses lead to the development of a medium- and long-term investment master plan aimed at ensuring the safety, longevity and functionality of the asset throughout its life cycle. Finally, the master plan is used to plan major projects and investments. These projects are then implemented by the technical teams following the planning phase.

The figure below illustrates JCCBI's asset management planning process:




The table below illustrates the service lives considered for certain components of the various assets.

| Components | Design Life (in years) |
|-------------------------------------|------------------------|
| Pier repairs | 15 to 30 |
| Steel structure | 50 |
| Paint | 15 to 20 |
| Prestressed concrete beams | 20 to 30 |
| Deck | 50 |
| Deck joints | 20 |
| Bearings (steel) | 50 |
| Bearings (concrete) | 60 |
| Paving | 7 to 10 |
| Waterproofing membrane | 25 |
| Pavements (foundation) | 30 |
| Viaducts | 50 to 75 |
| Electrical systems | 25 |
| Signage | 30 |
| Buildings | 50 |
| ITS (lane signals, VMS, guardrails) | 10 to 20 |

JCCBI's typical asset maintenance strategies are as follows:

Deck – The longevity of a deck is first ensured by maintaining the condition of the paving, which maximizes waterproofing and drainage efficiency. For a deck fitted with a waterproofing membrane, the paving work is carried out in such a way as to protect and reuse the membrane. Deck drainage systems, including expansion joints, are kept watertight, thereby protecting the underlying elements from damage caused by de-icing salts. The deck is maintained through local repair cycles. Finally, the complete replacement of a deck is recommended when justified by the frequency and quantity of local repairs required. Where necessary, the replacement of a deck is combined with functionality improvements.

Non-Elevated Lanes – The maintenance of non-elevated lanes, including the foundations and paving, is similar to that of a deck. The frequency of leveling/paving work is determined by the volume of use. The reconstruction of non-elevated lanes may be combined with functionality improvements.



Steel Structure, Protective Coating and Bearings – With regard to the steel structure, conservative intervention criteria are used to target the repairs required and correct the defects caused by corrosion. Steel repairs include the complete replacement of the protective coating in the intervention area.

To ensure the longevity of the steel structure, the corrosion protection coating is maintained at a high level of performance and durability. In view of the very high mobilization costs for this work, high quality materials and robust methods are recommended.

The load-bearing capacity of steel structures is maintained at a level that enables them to withstand the normal service loads while allowing the addition of temporary loads, notably for future work mobilization needs. Where required and based on the long-term vision for the structure, investments are recommended to optimize the resistance to seismic loads.

The bearings are maintained to allow adequate expansion of the structures. Certain types of bearings must be cleaned and lubricated. In general, bearings that have reached the end of their service life are replaced.

Concrete Structure – The concrete structure is mainly affected by corrosion of the reinforcement, prestressing, and post-tensioning. Maintaining the watertightness and drainage of the decks above the concrete structure is essential to limit contamination of the reinforcement by de-icing salts. When defects occur, local repairs are carried out to slow the reinforcement deterioration. In cases of significant loss of reinforcement, the installation of external prestressing to restore the lost load-bearing capacity is recommended. In cases where the damage is too extensive, the beams must be completely replaced.

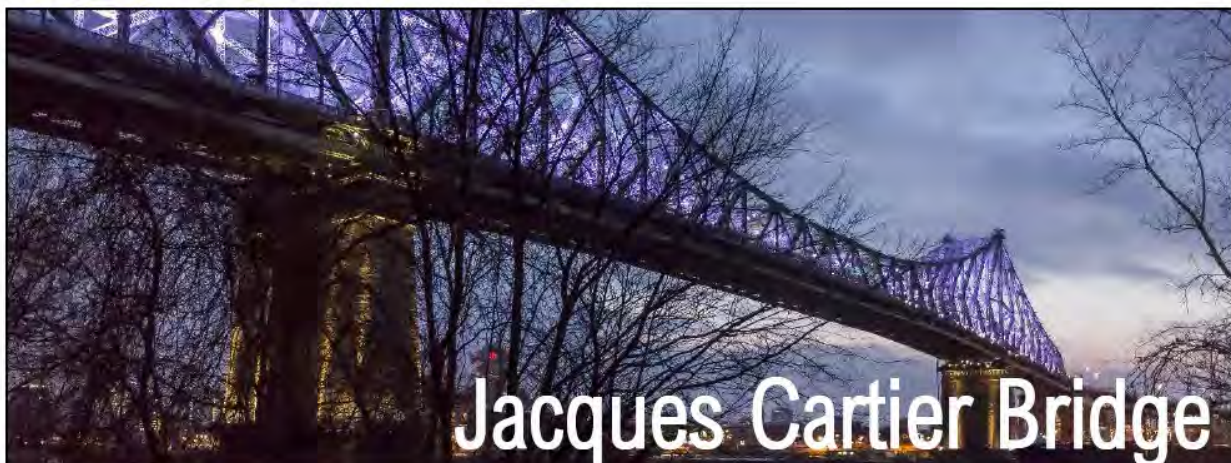
Foundations – The strategy for maintaining the foundations, namely piers and abutments, consists of preventive maintenance, targeted repairs and major rehabilitation. Cyclical preventive maintenance, such as waterproofing and cleaning, provides the piers with protection against aggressive agents to minimize their degradation. Scaling helps prevent concrete from falling. Targeted repairs (local repairs, crack injection) aim to optimize the service life of the piers. Major rehabilitation is generally carried out by complete cladding, which restores the original condition of the piers or reinforces them. Where required, and based on the long-term vision for the structure, investments are recommended to optimize the resistance to seismic loads.

Electrical Systems – Electrical distribution systems are maintained to supply power to lighting systems, intelligent transportation systems and surveillance equipment. Some critical systems have redundant power supplies in case of failure.

Intelligent transportation systems (ITSs) – To optimize mobility and safety, various equipment linked to an integrated traffic management system (“ITMS”), such as surveillance cameras, lane signals, automated gates, variable message signs, and dynamic warning signs, is used and maintained on the JCCBI network. ITSs are modified in keeping with observations on the network, traffic count data, and accident data. They are also updated to keep pace with technological advances.

Asset Functionality – The maintenance and development of the functionality of structures in terms of mobility, urban integration and public safety are integrated into JCCBI’s investment plans. Mobility is essential to the transportation of goods and the movement of people, considering emerging modes such as micro-mobility. Security is provided by police forces, monitoring systems, deterrent installations, and preventive signage. Urban integration ensures that the structures are consistent with the built environment.

4.2.1.3 Jacques-Cartier Bridge



Vision Statement

Keep the bridge safe and operational beyond its 150th anniversary by constantly integrating it into its urban environment, promoting alternative transportation, and maintaining traffic flow.

Description of Specific Programs and Strategies

The investment strategy for this structure involves planning work based on mobilization zones that must be shared, as well as the work of various partners located near the bridge.

Seismic Reinforcement Program

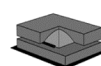


This program provides for the integration of seismic rehabilitation concepts into the work planned in the steel, bearing and concrete pier programs, over a period of approximately 25 years.

Major Work Planned between 2026 and 2031

- + Included in the steel and concrete pier programs and in the Pavilion rehabilitation program described below.

Steel, Paint, and Bridge Bearing Rehabilitation Program



The long-term investment strategy for steel/paint first plans for a cycle of steel rehabilitation work combined with paint touch-ups, followed by a complete coating replacement program. The replacement of bearings is coordinated with this work to take advantage of the mobilization.

Major Work Planned between 2026 and 2031

- + Continuation of the paint touch-ups on the steel structure (Sections 4, 5 and 6).
- + Continue the steelwork for local repairs to secondary elements and to main elements of the ramps (Sections 4, 5, 6).
- + Continue replacement of the bridge bearings with seismic isolators (Sections 4, 5, 6).

Concrete Pier Rehabilitation Program



The first round of concrete cladding carried out on most of the piers will ensure their integrity. Once this first cycle is completed, the reinforcement program to improve their seismic resistance will begin.

Major Work Planned between 2026 and 2031

- + Complete the design for the rehabilitation work on piers 23 and 26 (Section 7), including seismic reinforcement.

Pavilion Rehabilitation Program

With the goal of ensuring the bridge's longevity beyond 150 years, maintenance cycles for the Pavilion's concrete and steel structure will be continued, in addition to integrating seismic reinforcement to maintain its role in supporting the deck.

Major Work Planned between 2026 and 2031

- + Carry out the rehabilitation of the Pavilion to ensure its longevity and seismic resistance, including interior structural work, building envelope rehabilitation, the addition of mechanical systems, and drainage.

Deck Rehabilitation Program

Always with a view to preserving the structure beyond 150 years, a second deck replacement is unavoidable. Such replacement will provide an opportunity to adjust the bridge's functionality according to future needs. Cycles of local repairs to the deck, which dates to 2001 (south section) and 2002 (north section), will make it possible to maintain it until 2065. This timeframe is set to optimize the number of interventions required to maintain the deck, and plan for its replacement at the optimum time to maintain the bridge in the very long term. Maintaining the longevity and the functionality of the multipurpose path and sidewalk will allow JCCBI to meet the growing needs of active mobility users.

Major Work Planned between 2026 and 2031

- + Leveling and paving of the bridge deck and the approaches non-elevated lanes.

Montréal Sector Strategy


The north approach concrete porticos have not undergone any major intervention since the bridge opening in 1930. They are scheduled for reconstruction starting in 2031, which work will also help improve mobility, urban integration and safety in the sector.

Major Work Planned between 2026 and 2031

- + Begin the two-year work to replace the concrete porticos.

Longueuil Sector Strategy

The south approach to the Jacques Cartier Bridge takes root at the convergence of major highway infrastructures located in an environment adjacent to downtown Longueuil, currently under development. The urban fabric of this sector will undergo significant change by 2035, with the addition of numerous



residential, commercial and community buildings. JCCBI and the City of Longueuil are working together to transform this area.

Major Work Planned between 2026 and 2031

- + No major work planned in this sector between 2026 and 2031.

Safety Equipment Strategy

Cameras are in place under the deck. JCCBI plans on improving the surveillance systems.

Major Work Planned between 2026 and 2031

- + Begin the design to install control devices.

Other Strategies

Illumination Equipment

Since 2017, interactive illumination equipment has been installed on the bridge structure (Section 7). To maintain this illumination in place until the 100th anniversary of the bridge in 2030, JCCBI is replacing the equipment as it reaches the end of its service life.



4.2.1.4 Héritage Champlain



Vision Statement

Documenting and improving our knowledge of the original Champlain Bridge, in order to share the acquired experience with the technical community and other organizations.

Planned Work

JCCBI has committed to creating unique public places based on the public consultations held in 2019 that helped determine the four orientations of Héritage Champlain: Connectivity, Citizen Ownership, Biodiversity, and Commemoration. As of 2026-2027, JCCBI will operate and maintain these assets.



Following completion by JCCBI of construction work on the section connecting Brossard's existing local cycling network to the SDC Bridge's multipurpose path, this asset will be transferred to Signature on the Saint-Laurent Group ("SSLG").



4.2.1.5 Québec Bridge



Vision Statement

Ensure the safety and sustainability of this iconic bridge while maintaining coexistence and continuity of activities for the ministère des Transports et de la Mobilité Durable, and the Canadian National.

On November 12, 2024, CN transferred the Québec Bridge structure to His Majesty in right of Canada, with the exception of the railway deck, which remains the property of CN. The road deck and multiuse path remain the responsibility of the MTMD. On the same day, His Majesty transferred the ownership and management of this emblematic structure to JCCBI.

The following activities are underway to integrate this asset into JCCBI's business practices:

1. Development of asset management strategies and short-term activities;
2. Integration of the main asset management risks;
3. Implementation of a participatory approach that includes relations with First Nations;
4. Integration of the asset into the 2023 to 2027 SDS;
5. Integration of the information into administrative and information resource systems;
6. Setting up of an office near the Québec Bridge

The planned activities are summarized below.

ACTIVITIES:

1. Development of Asset Management Strategies and Short-Term Activities

JCCBI has awarded a professional services contract to start its asset management program. Various analyses will be performed to allow JCCBI to gain better knowledge of the bridge's current condition and behaviour.

JCCBI also awarded a professional services contract for the preparation of the design and plans and specifications for targeted high-priority rehabilitation and reinforcement work on the steel structure and for painting work.

JCCBI collaborates with its partners (CN and the MTMD) to facilitate the co-management of the delivery of all activities on the bridge.

2. Integration of the Main Asset Management Risks

JCCBI conducts its activities within a proven risk management framework. The following is a summary of the main risks associated with the integration of the Québec Bridge into JCCBI's asset portfolio, as well as the main mitigation measures.

+ Infrastructure Knowledge Risk

The transfer of knowledge related to the asset is a risk to be mitigated. To this end, JCCBI is considering several measures, such as the following:

- Information transfer meetings with interested parties to understand and integrate the previous technical documentation;
- Recovery and integration of the archives transferred by CN, and conservation measures.

+ Stakeholder Relations Risk

Aware of the importance of this asset in the Québec City area, JCCBI has already drawn up an inventory of the sector's main stakeholders, and plans to implement specific participatory approach plans, and to integrate these stakeholders into its shared register to document the main activities related thereto.

JCCBI also wishes to develop a relationship of trust and cooperation with the First Nations of this area, as it already does in all its activities.

Finally, co-management by three partners (JCCBI, MTMD, and CN) may raise issues about the roles and responsibilities between the entities. A collaboration agreement will be drawn up between the three partners of this asset to ensure agile co-management supported by clear planning and effective coordination of the work, to ensure the smooth running of all three entities' activities and sound management of the asset.

+ Risk Associated with the Replacement of the Road Deck by the MTMD


Considering the upcoming road deck replacement by the MTMD, JCCBI will add this project into all planned activities, while ensuring that the integrity of the structure is preserved.

JCCBI continues to identify and assess the risks related to the ownership and management of the asset, and to put in place the relevant mitigation measures. This list of risks is therefore preliminary and will be improved as analyses are carried out.

3. Implementation of a Participatory Approach that Includes Relations with First Nations

JCCBI makes sure that it understands the ecosystem in which the asset is located and keeps the community informed of the activities planned as part of the Québec Bridge rehabilitation. JCCBI has established a ten-member advisory group to provide a formal, structured platform to communicate with partners, representatives of organizations, and the public. Two annual meetings of the advisory group are planned over a two-year period. The first two meetings for the 2025-2026 year allowed for the presentation of a clear asset management plan including upcoming steps, schedules, and mitigation measures. The presence in the advisory group of two major stakeholders, the MTMD and CN, helps to clarify roles and responsibilities in the tripartite management of the structure.

JCCBI aims to create a climate of trust with government agencies, the business community, First Nations, and the population through an inclusive participatory approach. Thus, several meetings were



held with First Nations to understand their needs and capacities. At their request, other First Nations were informed of the process.

4. Integration of the Asset into the 2023 to 2027 SDS

The addition of a new structure to its portfolio has required certain adjustments to the Corporation's 2023 to 2027 SDS, which were reflected in an update published in January 2025.

5. Integration of the Information into Administrative and Information Resource Systems

This new asset will gradually be integrated into the Corporation's information system.

6. Setting up of an office near the Québec Bridge

In order to monitor the work and develop a relationship of trust with the public, other stakeholders, elected officials, and local partners, an office is being set up near the Québec Bridge. This will help the Québec City team to coordinate contractors and consulting engineering firms, as well as fostering close relations with the community. Through matrix management, the Québec City team will also be fully supported by JCCBI's large multidisciplinary team located at its Longueuil head office.



4.2.1.6 Estacade



Vision Statement

Extend the useful life of this structure in order to maintain the privileged link that it offers for the maintenance of the structures, the ice control and the active mobility, by valuing the social and urban involvement.

Description of Specific Programs and Strategies

The maintenance programs for the Estacade prioritize interventions on the most critical components and aim to mitigate the degradation mechanisms that significantly affect their sustainability. The majority of investment is planned over the next 20 to 30 years, with a view to maintaining the asset over the long term.

Concrete Pier Rehabilitation Program



The concrete pier footings are the most damaged elements of the structure, and a repair program is required to ensure their long-term viability, prioritizing work on the basis of their percentage of deterioration.

Major Work Planned between 2026 and 2031

- + Repair of the pier footings in accordance with the prioritization established in the Asset Maintenance Master Plan (“AMMP”) and the diagnostic report updates;
- + Local repair of foundation unit elements as needed and subject to contractor’s mobilization challenges.

Bridge Bearing Replacement Program



The Estacade counts 870 bearings. Selective replacements are planned.



Major Work Planned between 2026 and 2031

- + Selective replacement of priority bearings.

Deck Repair Program



The beams, expansion joints and paving are generally in good condition. Local repairs will be carried out on these elements over the next 20 to 30 years, with a view to ensuring their longevity.

Major Work Planned between 2026 and 2031

- + Local repairs to concrete beams as required.



4.2.1.7 Bonaventure Expressway



Vision Statement

Keep the expressway safe and integrate its use with new corridors under development in the sector and active mobility needs while improving access to the river, downtown, the Pointe-Sainte-Charles industrial park, and the Port of Montreal using a sustainable development approach.

Description of Specific Programs and Strategies

Some of the infrastructures in the Bonaventure sector are over 60 years old and have reached the end of their useful life and have undergone or will undergo major rehabilitation or reconstruction. Others will reach the end of their useful life in the next 10 to 20 years. The end of the useful life of these infrastructures provides an opportunity to link the functionality and vocation of the sector to the new neighbouring corridors.

The transfer of responsibility to JCCBI for the federal portion of Gaétan Laberge Boulevard, which was reconstructed as part of the SDCBC project, was completed in 2025.

JCCBI has started the reconfiguration of the non-elevated lanes in Sections 11 and 12 into a boulevard. As part of this project, the traffic lanes will be moved away from the shoreline and will overlap with Carrière-Derick Street, which will be eliminated, thus reducing the road footprint and heat islands by 40%. As a result, an area along the river or green corridor, will be freed up and will feature two 2.5 km dedicated active mobility lanes. The sector will be greened by the planting of more than 30,000 trees, shrubs, and perennials, and through biodiversity-friendly landscaping.

Through this project, the Corporation will maintain the axis capacity to three lanes in each direction, where the third lane will be managed dynamically. With 20 million transits per year, this essential route for transporting goods to the Port of Montreal will be able to meet current and future needs. The speed limit will be reduced to 50 km/h, and traffic lights will be added, promoting efficient and safe mobility for all users.

The project was developed in partnership with the City of Montréal, and some thirty partners and interest groups were consulted.



This reconstruction also represents an opportunity to optimize contaminated groundwater management systems in the sector. A new contaminated groundwater containment system will be built in the section between the existing West Sector system and the Clément Bridge.

Construction work is scheduled for completion in 2029-2030.

In order to carry out these improvements, the alignment of the existing expressway (section 11) must be moved north. The acquisition of lands owned by the City of Montreal and other landowners will be required.

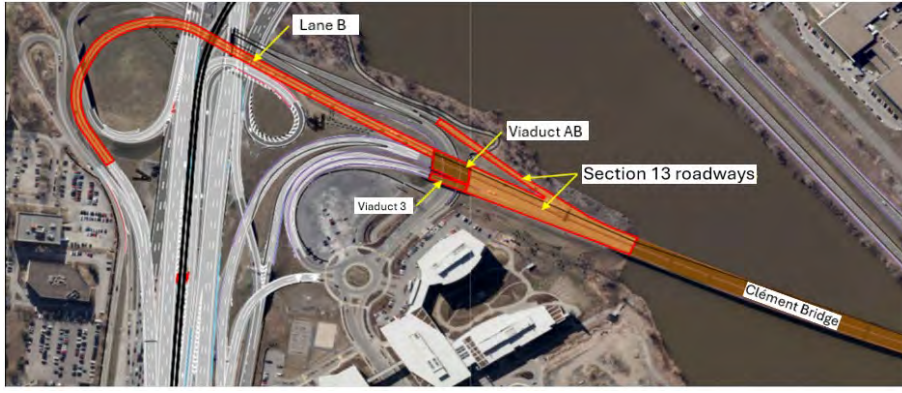
With regard to the elevated lanes in Section 10, the box girder deck must be replaced within 10 years. To minimize the impact on users, it would be best to synchronize this work with the work to reconfigure of the expressway into a boulevard, which will be carried out over the next five years. The long-term vision for this section is under discussion with the Ville de Montréal, in light of planned real estate developments in the sector, in particular.

Following recent damage surveys, the residual service life of the structural elements in Section 13, namely the Clément Bridge and viaducts S and AB, has been revised downward and is now estimated at between 15 and 40 years. Their maintenance and eventual replacement is recommended. The transition to the end-of-life phase of the Clément Bridge, which constitutes one of the most significant risks for the Bonaventure corridor, will require an in-depth needs analysis. The reconfiguration of Section 13 will be harmonized with the urban boulevard then in service as well as the northern part of Île des Soeurs, which will undergo major changes over the coming decade.

Major Work Planned between 2026 and 2031

Section 13 – Deck, Abutments, Viaducts, Pavement, Lighting and Signage Structures

- + Continuation of rehabilitation work on the Clément Bridge.



New Boulevard

- + Continue construction work on the boulevard to complete it in 2029-2030, in Sections 10, 11, and 12.



Section 12 – Lands in the West Sector

- + Start of the site rehabilitation in 2030, as part of the development and greening of the sector, in continuity with the green corridor. The contaminated groundwater containment and treatment system, which has been in operation since 2017, will remain operational throughout the work.



Section 10 – Deck and Piers

- + Continue deck slab and concrete beam repair work on the original deck in 2026-2027.
- + Carry out replacement work on the four box girder spans between 2027 and 2030.



4.2.1.8 Honoré Mercier Bridge



Vision Statement

Keep the federal section of the bridge safe and operational until its 125th anniversary by constantly integrating it into its local environments and by collaborating with the Mohawk community.

Description of Specific Programs and Strategies

The investment strategy for this structure takes into account the conditions set out in Order in Council P.C. 2675 of 1932 regarding the use of Indigenous workforce for the maintenance and major rehabilitation work. Agile planning of the work is carried out based on the capacity of the Kahnawà:ke Mohawk workforce, which is also solicited by the MTMD for the work to be carried out on the provincial section of the bridge.

Seismic Reinforcement Program



This program provides for the integration of the seismic rehabilitation concepts into the steel, bearing and concrete pier work programs, over a period of approximately 25 years.

Major Work Planned between 2026 and 2031

- + Included in the steel, bridge bearing, and concrete pier programs described below.

Steel, Paint, and Bridge Bearing Rehabilitation Program



Cycles of repair and reinforcement of the steel structure have been underway for several years in order to maintain the structure integrity, and studies are regularly undertaken to better understand the degradation mechanisms present there. In addition, complete paint replacement cycles ensure its integrity. However, some of the bearings have limited movement and will be replaced in the short- and medium-term with seismic isolators to extend the bridge's service life and offer seismic reinforcement.

Major Work Planned between 2026 and 2031

- + Continue the complete replacement of the paint on the steel structure.

- + Continue the steelwork for the local repair of secondary elements.
- + Begin the replacement of the bridge bearings with seismic isolators.

Concrete Pier Rehabilitation Program



The first round of cladding planned for the majority of piers will ensure their integrity and should be completed in 2035. The foundations of some piers will also be reinforced to increase their capacity and seismic resistance. Subsequently, a targeted repair program will maintain their integrity until the end of the bridge's service life, expected in 2085.

Major Work Planned between 2026 and 2031

- + Continue the pier cladding and begin seismic reinforcement of the foundations.

Deck Rehabilitation Program



The deck of the federal section of the bridge was replaced between 2009 and 2016. Since then, regular monitoring has been carried out to detect and correct any deficiencies to optimize its service life. In addition, the resurfacing work carried out every 7 to 10 years, as well as the maintenance of the waterproofness of the membrane under the paving, the drainage system and the joints ensure its longevity.

Land Maintenance and Development Strategy

The land under JCCBI management at the bridge approaches crosses the Kahnawà:ke territory. JCCBI is collaborating with the MCK and the community in planning development projects and thus maintaining a relationship based on respect.

Major Work Planned between 2026 and 2031

- Create a landscaped green space at the bridge approach that will enhance the sector for the benefit of the Mohawk community.

4.2.1.9 Melocheville Tunnel



Vision Statement

Ensure that the road corridor continues to be safe and effective and that it is integrated seamlessly with Seaway operations.

Description of Strategies

Inaugurated in 1957, the Melocheville Tunnel was built as part of the Beauharnois Lock, which is part of the SLS's Beauharnois Canal. The St. Lawrence Seaway Management Corporation plans on operating the Beauharnois Canal and the lock on a long-term basis. The complete or partial reconstruction of the tunnel is therefore not feasible, considering the impact on maritime transport, its complexity and its costs.

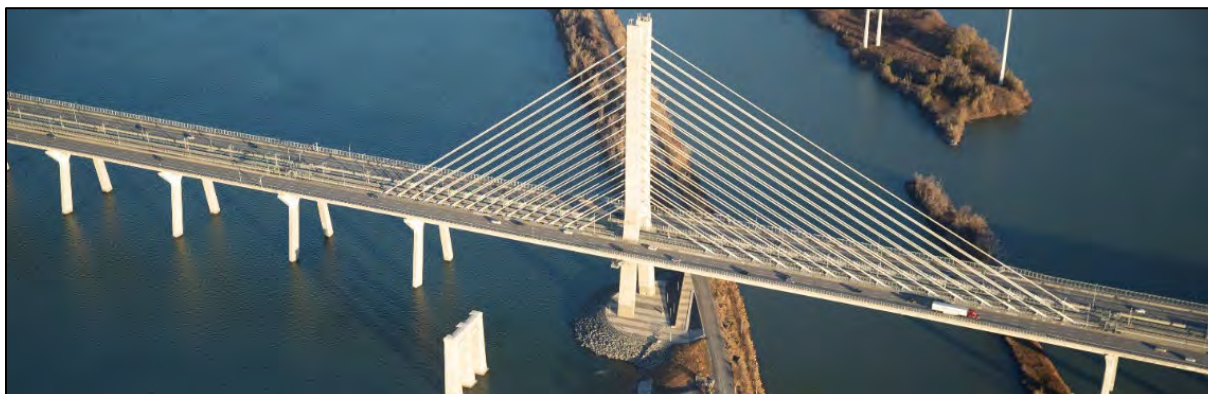
JCCBI is therefore recommending a long-term strategy over a 60-year horizon, through basic maintenance and improved water infiltration management. Methods for controlling the main degradation mechanisms of the concrete elements are currently being analyzed to limit resulting damage.

As part of the Corporation's 2023 to 2027 SDS, climate change impacts must be particularly taken into account in the Melocheville Tunnel asset management strategy.

Major Work Planned between 2026 and 2031

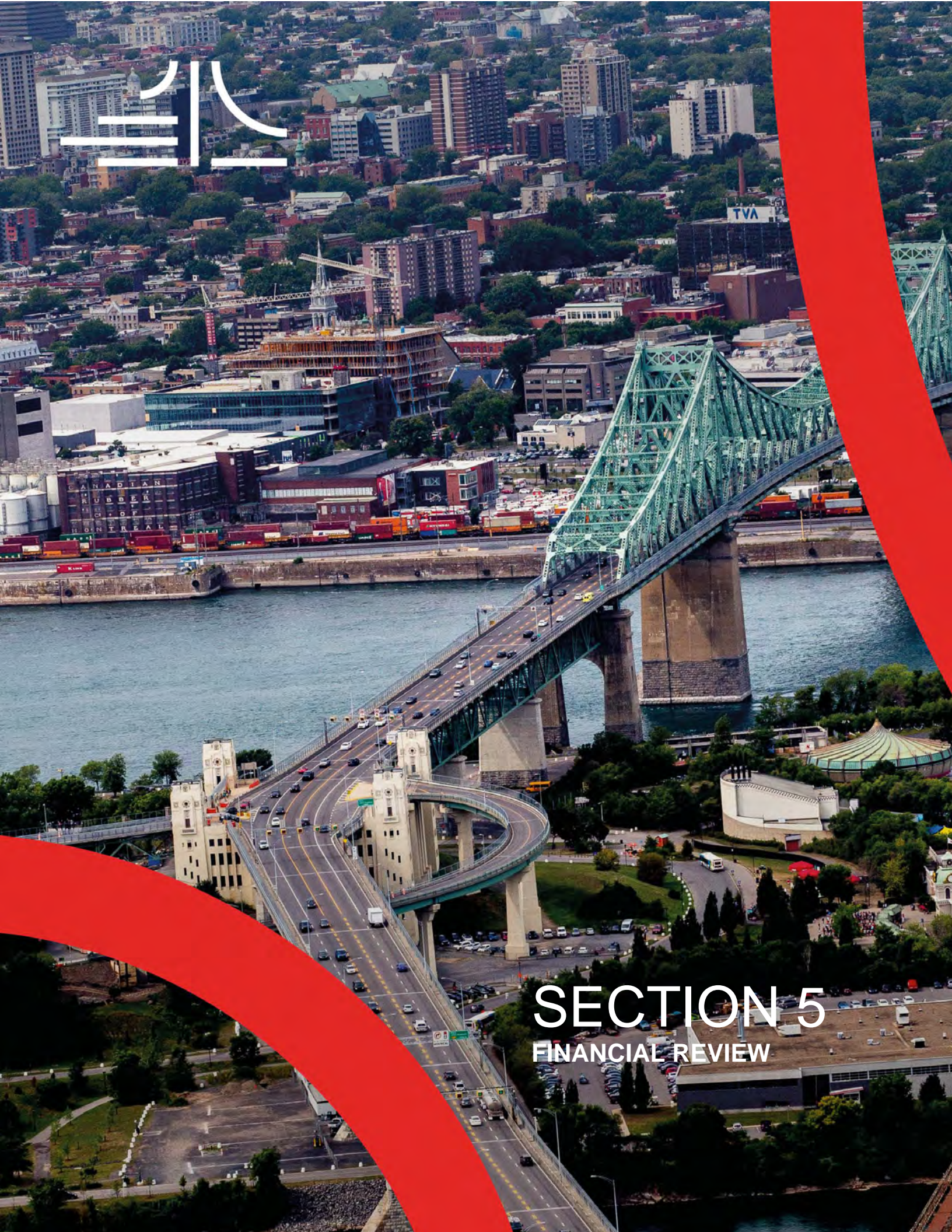
- + Continue the replacement of the West Bridge (P-113) started in 2025-2026.
- + Upgrade the roadway pavement condition and carry out other minor maintenance work on the tubes concrete.
- + Design of the work to optimize water management.
- + Start of the preliminary project studies for the pumping system upgrade.

4.2.1.10 Samuel De Champlain Bridge



The SDCBC is operated as a public-private partnership (PPP) between the Government of Canada and SSLG, in which HICC represents the government as Project Authority.

In August 2023, JCCBI and HICC agreed to an initial 18-month agreement, under which JCCBI, with its experience as manager of major structures, provided HICC with technical services in the management of the Project Agreement relating to the Samuel De Champlain Bridge Corridor (SDCBC) project during the operation, maintenance and rehabilitation period. This first agreement was extended to June 30, 2025. A second agreement for these services, potentially extended to October 31, 2049, was signed during the summer of 2025.



SECTION 5

FINANCIAL REVIEW

5. FINANCIAL OVERVIEW

5.1 OUTLINE

JCCBI's budget consists of the operating expenditures and capital investments required for the maintenance and sustainability of the infrastructures under its responsibility.

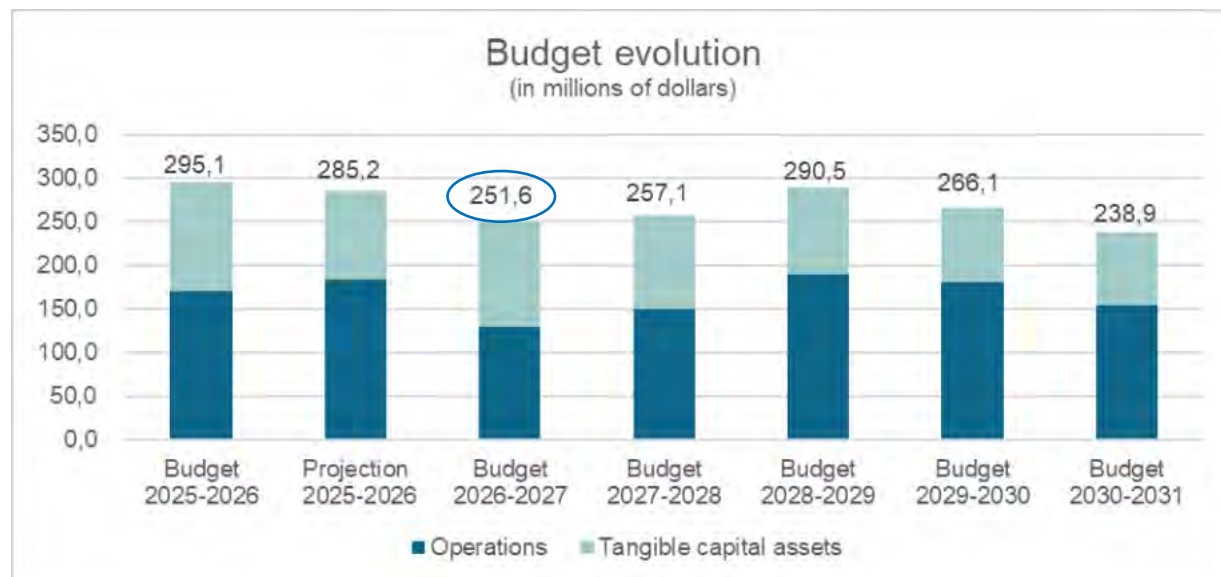
For the basic work, the funding granted to JCCBI covers a five-year period, from 2023 to 2028, and for the Bonaventure Expressway reconfiguration project, funding was granted until 2031-2032. Such funding is granted annually through parliamentary appropriations, which are JCCBI's primary source of revenue.

JCCBI also presents down a budget related to environmental obligations, which are mainly funded by Phase V of the FCSAP which ends on March 31, 2030.

This section should be read in conjunction with Appendix 3, which presents the full set of pro forma financial statements, the operating and capital budgets, as well as the level of funding required. Appendix 3 also includes a table by type of expense.

5.2 BUDGET AND PARLIAMENTARY APPROPRIATIONS

For the fiscal year ending March 31, 2027, the operating (including structural maintenance) and capital budgets total \$251.6 M. The chart below shows the evolution of the budgets over the next five years compared to the 2025-2026 budget and financial forecast.

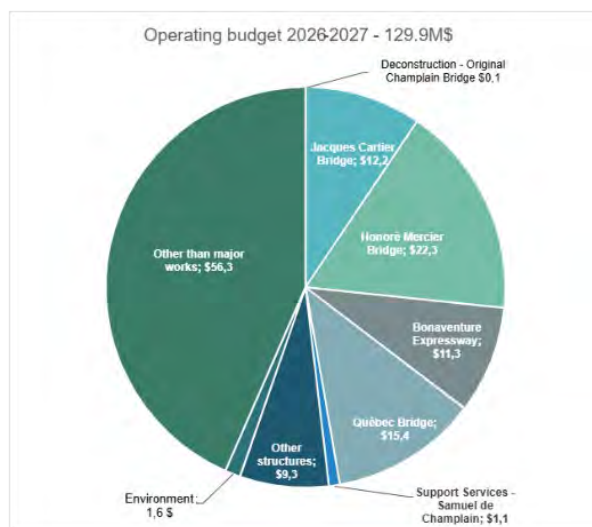


The decrease in the level of investment observed for year 2026-2027 of the five-year plan is mainly due to the completion of the last component of the original Champlain Bridge deconstruction project, namely Héritage Champlain, which is planned during fiscal year 2025-2026.

The increase in the level of investment from fiscal year 2027-2028 onwards is mainly attributable to the work planned to repair the piers and steel on the Jacques Cartier Bridge, the work to replace the box girders on the Bonaventure Expressway, the work to reconfigure the Bonaventure Expressway and the growing investments on the Québec Bridge.

5.2.1 Operating Budget

The operating budget, totalling \$129.9M as at March 31, 2027, primarily consists of the maintenance and deconstruction expenses, the operating expenses and the administration expenses. This budget is \$54.3M lower than the financial forecast of \$184,2M as of March 31, 2026, mainly attributable to the completion of deconstruction work on the original Champlain Bridge, combined with the variation in the environmental obligation.



5.2.2 Capital Budget

The capital budget for 2026-2027 totals \$121.7M and is higher than the financial forecast of \$100.9M as at March 31, 2026. This \$20.8M increase is mainly attributable to increasing investments on the Québec Bridge and to the reconfiguration work on the Bonaventure Expressway.

5.2.3 Parliamentary Appropriations

The funding requirements for the year 2026-2027 covering the operating and capital budgets total \$251.6 M. After deducting other revenue totalling \$2.4M, the funding required through parliamentary appropriations amounts to \$249.2M. This represents a \$43.5M (14.7%) decrease compared with the 2025-2026 budget of \$295.1M. The parliamentary appropriations in the 2026-2027 budget are also lower than the financial forecast as at March 31, 2026, totalling \$285.2M, which represents a \$33.6M (or 11.8%) decrease compared with said forecast.

Parliamentary appropriations are accounted for in the Statement of Operations as transfer payments. In the 2026-2027 budget, transfer payments for operating expenses amount to \$113.7M. To these are added the FCSAP transfer payments totalling \$22.2M. Parliamentary appropriations for expenses thus amount to \$135.9M for the year 2026-2027.

With respect to the 2026-2027 capital budget, transfer payments total \$127.3M and are \$3.1M (or 2.5%) higher than the amount of \$124.2M in the 2025-2026 budget.

5.3 FINANCIAL POSITION

The 2026-2027 budget for financial assets totals \$42.2M. This amount is \$20.7M lower than the financial forecast of \$62.9M for the fiscal year ending March 31, 2026. The 2026-2027 budget is \$32.6M lower than the 2025-2026 budget. These variations are mainly due to the variation in amounts receivable from the government and the cash position.

Total liabilities in the 2026-2027 budget amount to \$126.0M, a \$32.4M decrease compared to the financial forecast of \$158.4M for the fiscal year ending March 31, 2026. Liabilities fluctuate over time as a result of the changes in the work level, which is lower in 2026-2027 than the level forecast for 2025-2026.

Non-financial assets in the 2026-2027 budget amount to \$826.1M compared to \$742.8M in the financial forecast for the fiscal year ending March 31, 2026. This \$83.3M increase is mainly due to the capital investments described in Section 5.2.2, net of the amortization expense for the fiscal year.

5.4 STATEMENT OF OPERATIONS

JCCBI generates an annual operating surplus for all fiscal years of this 2026-2031 budget. This surplus is primarily due to the parliamentary appropriations in the capital budget, which are recognized as revenue in the Statement of Operations, while the capital assets are capitalized in the Statement of Financial Position and then amortized over their useful life, creating a favourable variation in profits.

5.4.1 Revenue

Leases and Permits – The revenue generated by the current leases and permits is expected to remain relatively constant over the next fiscal years. The small variation is partly due to the fact that some leases were signed with predetermined rates.

Interest Income – Interest income is linked to market rates and is expected to fluctuate in line with market movements. Given the volatility of the market and this item's small weight in the overall budget, a market rate was used in establishing interest income.

5.4.2 Expenses

Total expenses for the 2026-2027 budget amount to \$170.7M. This budget is \$29.6M lower than the financial forecast of \$200.3M for the fiscal year ending March 31, 2026, and is similar than the actual expenses of \$171.4M for the fiscal year ending March 31, 2025.

The total expenses reported in the Statement of Operations are broken down as follows:

| | Actual 2024-2025 | Projection 2025- 2026 ⁽¹⁾ | Main budget 2025-2026 | Budget pro forma | | | | | |
|---|---------------------|---|--------------------------|------------------|--------------|--------------|--------------|--------------|----------------|
| | | | | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | Total |
| EXPENSES | | | | | | | | | |
| Maintenance and deconstruction | 131,9 | 184,4 | 172,2 | 133,2 | 157,1 | 195,0 | 193,0 | 165,5 | 843,8 |
| Operations | 4,4 | 4,6 | 8,8 | 3,6 | 4,1 | 7,4 | 5,4 | 6,2 | 26,7 |
| Administration | 19,2 | 31,1 | 28,3 | 31,5 | 30,6 | 31,8 | 30,0 | 32,5 | 156,5 |
| Environmental obligations | 15,9 | (19,7) | (17,5) | 2,4 | 2,7 | 2,7 | 2,7 | 2,7 | 13,1 |
| TOTAL EXPENSES | 171,4 | 200,3 | 191,8 | 170,7 | 194,5 | 236,8 | 231,1 | 206,9 | 1 040,0 |
| Administration - capital assets | 0,4 | 0,6 | 0,1 | 1,0 | 0,1 | 0,1 | 0,1 | 1,3 | 2,5 |
| BUDGET TOTAL | 172,8 | 281,2 | 291,2 | 249,2 | 254,3 | 287,9 | 263,5 | 236,3 | 1 291,2 |
| Percentage of administration expenses on the total budget | 11,4% | 11,3% | 9,8% | 13,0% | 12,1% | 11,1% | 11,5% | 14,3% | 12,3% |

(1) Annual financial projections as at September 30, 2025

Explanation of Variations:

Maintenance and Deconstruction – The 2026-2027 budget forecasts \$133.2M in expenses compared to the fiscal year ending March 31, 2026, where JCCBI planned to spend \$184.4M in maintenance and deconstruction expenses. The fluctuation in these expenses is primarily related to the work schedule coinciding with the end of the original Champlain Bridge deconstruction project.

Operation – These expenses are related to the Sûreté du Québec (“SQ”) contract, and the electricity used on JCCBI’s territory. The annual variations take into account the inflation rates provided for in the agreement with the SQ until 2029.

Administration – The 2026-2027 budget for administration expenses totals \$31.5M, which represents a \$0.4M increase compared with the 2025-2026 financial forecast. The market conditions and labour shortage are putting upward pressure on the costs of the various professional services contracts. This inflationary pressure is the main reason for the \$12.3M increase in administration expenses compared with \$19.2M for the fiscal year ended March 31, 2025.

Environmental Obligations – The 2026-2027 budget for environmental obligations includes the annual environmental expenditures and environmental obligation provision. This provision varies based on the assumptions and the costs estimates of attributed contracts used in establishing the environmental obligations. The work carried out in connection with the environmental liability recognized in 2022-2023 for the Bonaventure Expressway reconfiguration project will reduce the related liability. The fluctuation in discount rates mainly explains the annual expense.

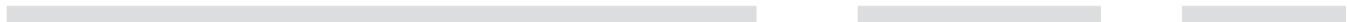

5.5 RISKS AND ASSUMPTIONS

When planning its budget, JCCBI took certain financial factors into account and applied the following assumptions:

5.5.1 Interest Rates

Interest is calculated on the daily net credit balance maintained in the bank account. An interest rate in line with market conditions was considered in the budget model.

5.5.2 Inflation Rate for Construction Work



Decreasing inflation rates of 3%, 3%, 3%, 4%, 4% were set for the five years of the Corporate Plan and are based on the 2024 actual inflation rates for non-residential buildings, and on the significant increases in the cost of steel and concrete, as announced on the Statistics Canada website.

5.5.3 Inflation Rate for Other Expenditures

For all other expenditures, the inflation rate was set at 2% for years 2026-2027 to 2030-2031. This rate is based on the Consumer Price Index for 2025.

5.6 FUNDING

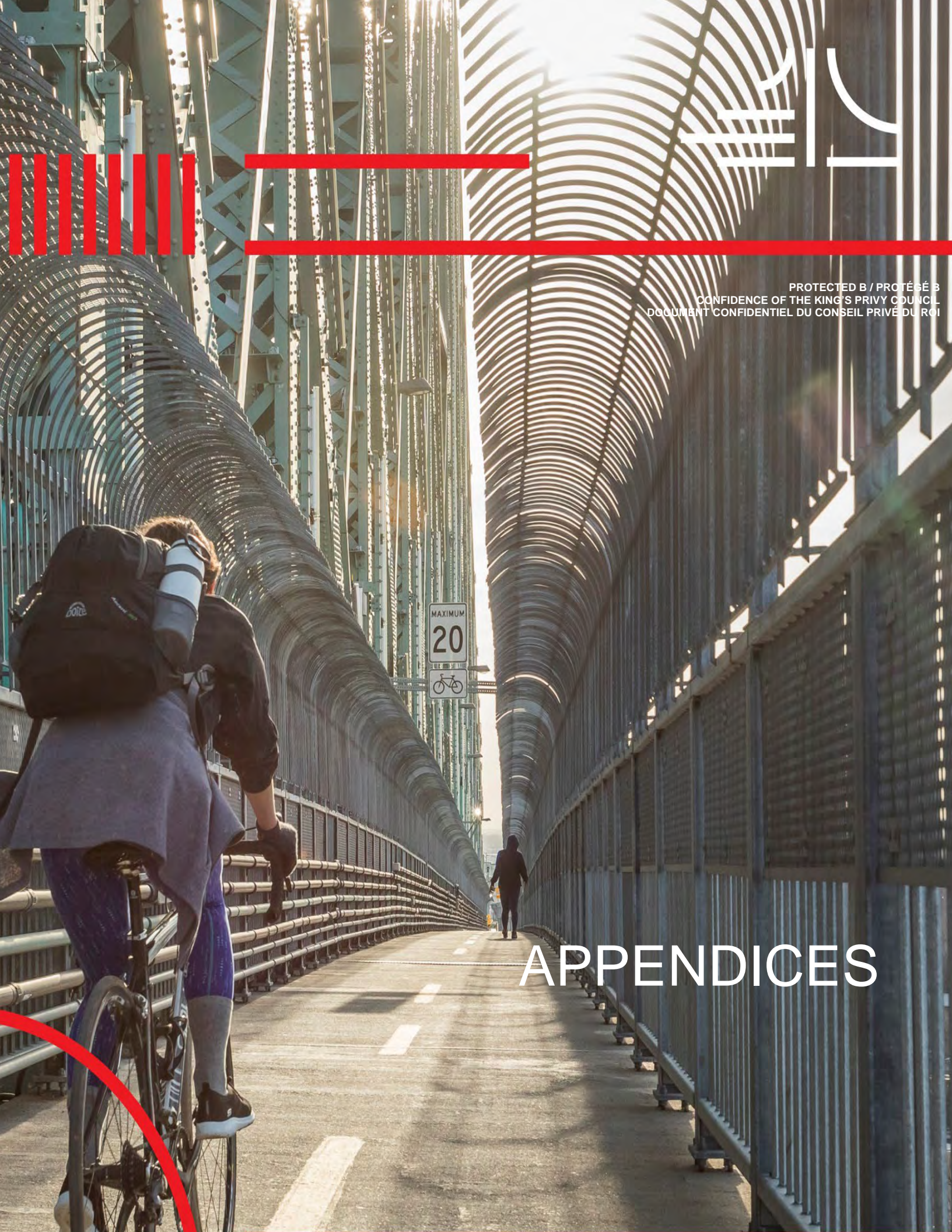
The year 2026-2027 is the fourth year of the 2023-2028 five-year funding cycle. The authorized funding for the operating and tangible capital assets expenditures totals \$263.3M in 2026-2027, compared to \$295.8M in 2025-2026. Of this funding, \$22.2M is dedicated to the FCSAP and \$45.1M is allocated to the Bonaventure Expressway reconfiguration project for the first year of the Corporate Plan.

5.7 COMPREHENSIVE EXPENDITURE REVIEW

In July 2015, JCCBI was asked by the Treasury Board Secretariat to carry out a comprehensive expenditure review to bring forward savings targeted at 7% in 2026-2027, 10% in 2027-2028, and 15% in 2028-2029 and beyond. The year 2025-2026 serves as baseline.

JCCBI therefore carried out a budget review with predetermined targets. Various management and project planning processes were reviewed to reach the set targets.





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APPENDICES

APPENDIX 1 – CORPORATE GOVERNANCE STRUCTURE

The Corporation – JCCBI was incorporated in 1978 as a Crown corporation subsidiary of the SLSA under the *St. Lawrence Seaway Authority Act* and the *Canada Business Corporations Act*. On October 1, 1998, it became a wholly owned subsidiary of The Federal Bridge Corporation Limited and, since February 13, 2014, the Corporation has been wholly owned by His Majesty in right of Canada and listed under Part I of Schedule III of the FAA as a parent Crown corporation. JCCBI is subject to the governance framework for parent Crown corporations set out in Part X of the FAA. JCCBI is accountable to Parliament for the conduct of its affairs through the Minister of Infrastructure and Communities.

The Board of Directors – JCCBI is governed by a Board of Directors (the “Board”) that consisted, as at December 19, 2025, of six directors, including the Chief Executive Officer and the Chair of the Board. One position remains vacant, as the Corporation’s articles provide for a maximum of seven directors. Under the requirements of the FAA, the directors are appointed by the Minister, with the approval of the Governor in Council, and the Chair of the Board and Chief Executive Officer are appointed by the Governor in Council on the recommendation of the Minister. The Chair of the Board has no executive role on the management team.

On March 7, 2025, Me Sylvain Villiard was appointed Chair of the Board for a three-year term, until March 6, 2028. The five-year term of the Chief Executive Officer ends on May 19, 2029.

Richard Cacchione’s term of office was scheduled to end on December 14, 2025. In accordance with the FAA, this term is extended until his successor is appointed.

As at December 19, 2025, the Board consisted of the following members: Me Sylvain Villiard (Chair of the Board), Sandra Martel (Chief Executive Officer), Lesley Antoun, Henri-Jean Bonnis, Richard Cacchione and Me Éric Michaud.

| DIRECTORS | APPOINTMENT DATE | DURATION OF THE TERM | TERM EXPIRY DATE |
|--|-------------------|----------------------|-------------------|
| ANTOUN, Lesley | April 18, 2024 | 4 years | April 17, 2028 |
| BONNIS, Henri-Jean | April 18, 2024 | 4 years | April 17, 2028 |
| CACCHIONE, Richard | December 15, 2022 | 3 years | December 14, 2025 |
| MARTEL, Sandra | May 20, 2024 | 5 years | May 19, 2029 |
| MICHAUD, Me Éric | December 17, 2024 | 3 years | December 16, 2027 |
| VILLIARD, Me Sylvain Chair of the Board | March 7, 2025 | 3 years | March 6, 2028 |

Board Committees – In accordance with good governance practices, the Board has formed three standing committees:

- + The Governance and Ethics Committee, which is responsible for all of JCCBI’s governance and ethics aspects and practices.
- + The Audit Committee, whose responsibilities are as set out in the FAA. They include monitoring JCCBI’s integrity and performance standards, the integrity and credibility of its financial statements and its internal control systems and practices.

- + The Human Resources Committee, which is responsible for providing guidance with respect to the development of human resources policies, programs and practices that are consistent with JCCBI's mission, vision and values, as well as its strategic plan.

The Board has also formed the Risk Committee, which is responsible for assisting the Board in overseeing JCCBI's risk management framework, as well monitoring JCCBI's risk profile, its performance against the aforementioned framework and its key risks, including the risks associated with the Corporation's infrastructure projects.

As at December 19, 2025, the Board's committees consisted of the following members:

| | |
|--|---|
| Audit Committee | Governance and Ethics Committee |
| CACCHIONE, Richard/Chair VILLIARD, Me Sylvain MICHAUD, Me Éric | VILLIARD, Me Sylvain/Chair ANTOUN, Lesley/Vice Chair CACCHIONE, Richard |
| Risk Committee | Human Resources Committee |
| BONNIS, Henri-Jean/Chair CACCHIONE, Richard MICHAUD, Me Éric | ANTOUN, Lesley/Chair BONNIS, Henri-Jean VILLIARD, Me Sylvain |

Board Meetings (April 1, 2025 to December 19, 2025)

| Directors | Regular Sessions | Special Sessions and Resolutions in lieu of Meetings |
|----------------------|------------------|--|
| ANTOUN, Lesley | 7 | 2 |
| BONNIS, Henri-Jean | 6 | 2 |
| CACCHIONE, Richard | 7 | 1 |
| MARTEL, Sandra | 7 | 2 |
| MICHAUD, Me Éric * | 7 | 2 |
| VILLIARD, Me Sylvain | 7 | 2 |

Remuneration of Board members and Chief Executive Officer – The Governor in Council fixes the rate of remuneration for the Chair and other Board members, as well as for the Chief Executive Officer. The remuneration for the Chair and other Board members is consistent with the *Remuneration Guidelines for Part-time GIC Appointees in Crown Corporations* and section 108 of the FAA. JCCBI is part of Group 3 in the Crown Corporations Grouping. The Chair of the Board therefore receives an annual retainer in the "\$6,400 - \$7,500" range and a per diem in the "\$200 - \$300" range for attending Board and committee meetings.

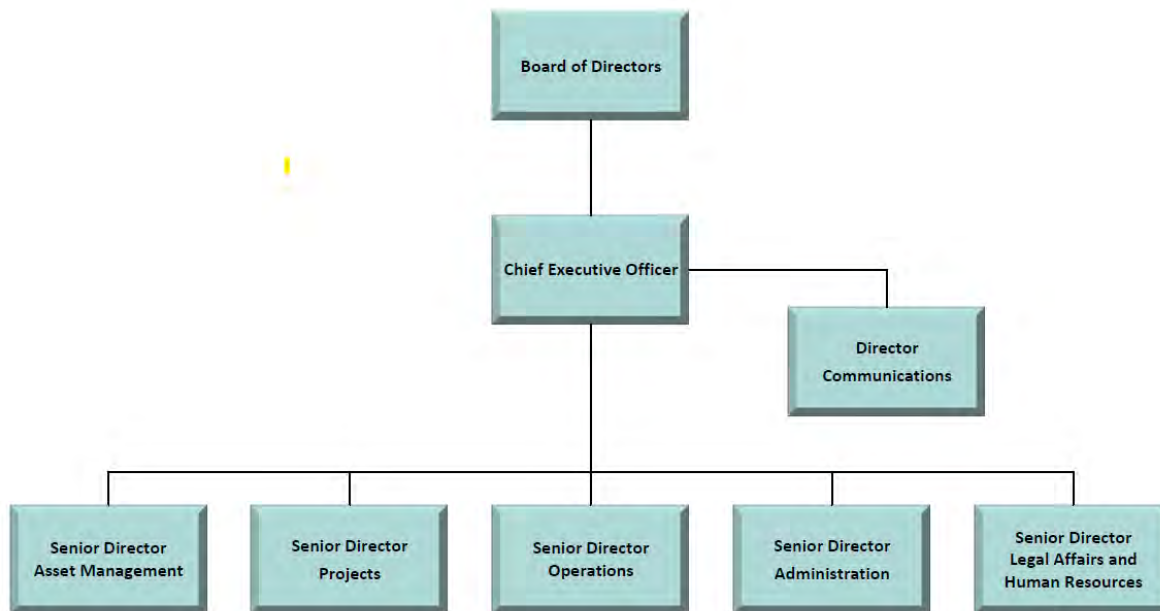
The other Board members receive an annual retainer in the "\$3,200 - \$3,800" range and a per diem in the "\$200 - \$300" range for attending Board and committee meetings. Board members are reimbursed for reasonable expenses incurred as part of their duties, such as travel, accommodations and meals.

The Chief Executive Officer's remuneration (CEO 3) for 2025-2026 is in the "\$231,200 - \$272,000" range. The CEO does not receive a per diem rate for attending Board meetings. The Governor in Council may also grant the Chief Executive Officer a performance pay of up to 15% of her base salary, based on the degree of achievement of her key performance objectives.

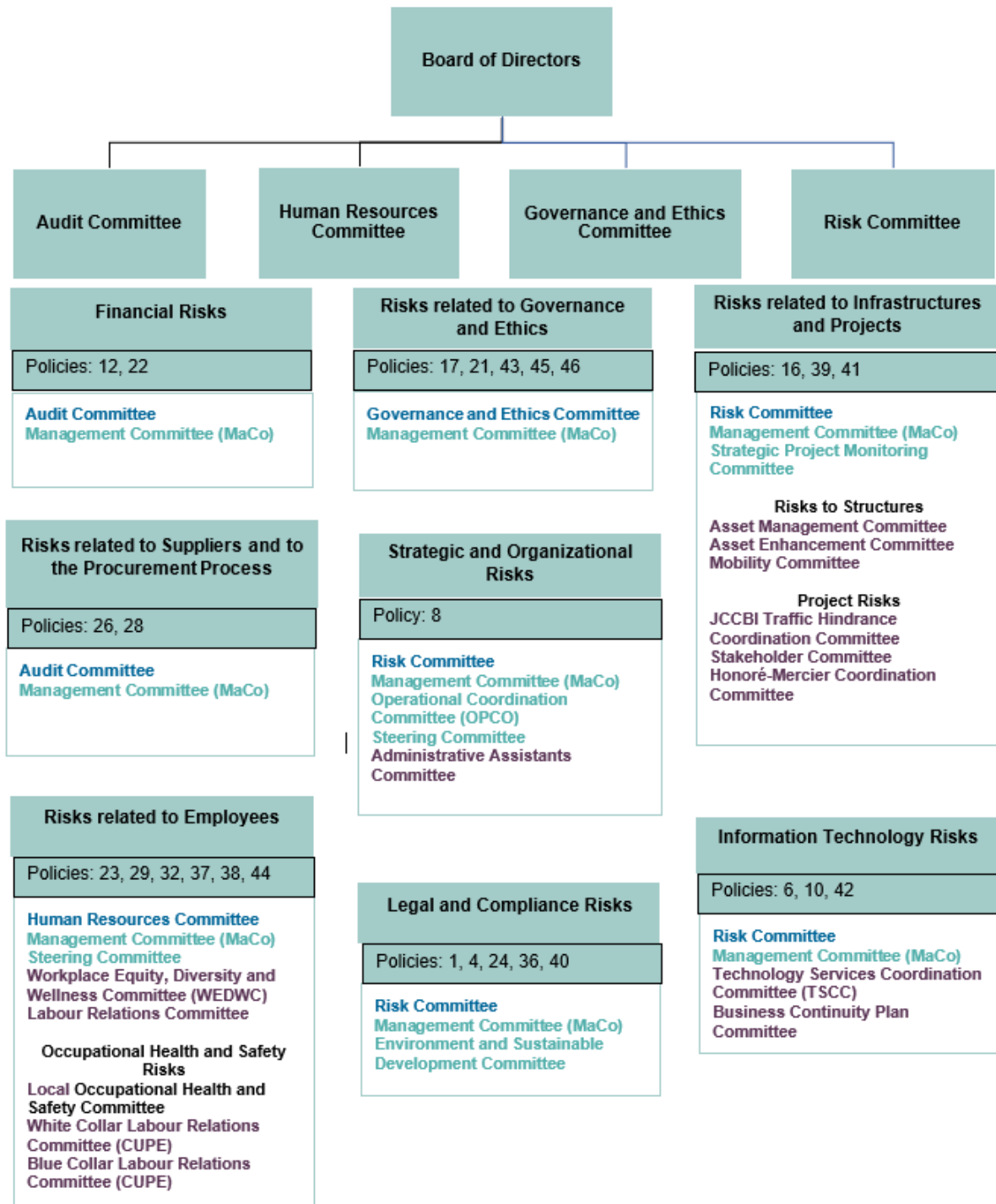
Officer-Directors and Officers as at December 19, 2025

| | |
|-------------------------|----------------------|
| Chair of the Board | VILLIARD, Me Sylvain |
| Chief Executive Officer | MARTEL, Sandra |
| Corporate Secretary | ROBERT, Me Paul |
| Treasurer | LEROUX, Josée |

JCCBI's Organizational Chart as at December 19, 2025



JCCBI's Internal Management Structure



Legend: *Board of Directors Committees*
Executive and Management Committees
Other committees involving employees

APPENDIX 2 – PLANNED RESULTS

| OBJECTIVES | PERFORMANCE INDICATORS | BASIS OF THE MEASURE |
|---|--|--|
| JCCBI's team stands out for its commitment, accountability, openness and pride, making each team member a Partner of choice | | |
| Team and community | Maintaining an 80% mobilization rate for all staff members | Employee survey every two years |
| | Maintaining Zero Injury by Choice | Internal OHS statistics |
| | Maintaining a high level of satisfaction with our external environment | Surveys and feedback meetings |
| To improve user experience, JCCBI implements rigorous, efficient and responsible asset management and operating programs, enhanced by the complementarity of knowledge and skills | | |
| Asset management and mobility | Aiming for 100% realization of our annual investments and respecting the project budget for closed envelopes | Actual financial results (cash accounting) compared with budget planning |
| | Determining the impact of investments on asset longevity | April 2026 |
| | Integrating 100% of defined, accessible and useful technical data from the "assets", "projects" and "contracts" domains into the data warehouse | Control reports from defined central systems |
| | Ensuring 98% lane availability during rush hours | Control reports from defined central systems |
| | Ensuring 24-hour lane availability | Control reports from defined central systems |
| JCCBI sets itself apart through its agile and innovative ways of doing things, enriched by value-generating activities and centralized, evidence-based data | | |
| Performance and Innovation | Integrating 100% of defined, accessible and useful administrative data from the "finance", "projects", "contracts" and "human resources" domains into the data warehouse | Control reports from defined central systems |
| | Reducing the average cycle time of identified key processes by at least 50% | Process behaviour graph |
| | Optimizing work to promote value-added activities | Activity tracking dashboard |

APPENDIX 3 - FINANCIAL STATEMENTS AND BUDGETS

Presentation of Financial Statements

The following section presents JCCBI's 2026-2031 five-year plan, followed by the pro forma Statement of Financial Position, Statement of Operations, Statement of Change in Net Debt and Statement of Cash Flow.

The 2026-2027 to 2030-2031 budget plan includes the Bonaventure Expressway reconfiguration project and the basic work on the Estacade.

Summary Table – 2026-2031 Five-Year Plan – for Funding Purposes

| In thousands of Canadian dollars | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 5 Year Total |
|---|----------------|-----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|
| | Actual | Current Projection ⁽¹⁾ | Budget | | | | | |
| Major Work | | | | | | | | |
| Jacques Cartier Bridge | 22 354 | 47 851 | 51 748 | 44 227 | 30 817 | 50 852 | 44 844 | 222 488 |
| Champlain Bridge - Deconstruction | 13 343 | 42 676 | 54 | 0 | 0 | 0 | 0 | 54 |
| Honoré Mercier Bridge | 26 227 | 24 695 | 31 967 | 25 313 | 20 708 | 14 414 | 11 223 | 103 625 |
| Melocheville Tunnel | 1 936 | 7 036 | 8 773 | 2 253 | 3 363 | 3 691 | 3 403 | 21 483 |
| Bonaventure Expressway | 26 430 | 46 169 | 18 271 | 37 620 | 76 577 | 66 471 | 20 809 | 219 748 |
| Bonaventure Expressway reconfiguration | 19 859 | 28 897 | 44 220 | 52 603 | 61 450 | 28 592 | 16 811 | 203 676 |
| Estacade | 2 872 | 2 178 | 10 288 | 9 562 | 283 | 1 902 | 24 355 | 46 390 |
| Île des Sœurs Bypass Bridge | 19 348 | 101 | 18 | 18 | 19 | 19 | 20 | 94 |
| Québec Bridge | 2 763 | 21 954 | 26 067 | 23 815 | 29 672 | 33 549 | 46 869 | 159 972 |
| Samuel de Champlain Bridge - Support services | 401 | 1 602 | 1 137 | 1 342 | 1 240 | 1 203 | 1 203 | 6 125 |
| Québec Bridge - Support services | 240 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Environment - East and West sector | 1 688 | 1 738 | 1 624 | 1 614 | 1 611 | 1 568 | 2 733 | 9 150 |
| Total Major Work | 137 461 | 224 897 | 194 167 | 198 367 | 225 740 | 202 261 | 172 270 | 992 805 |
| Total of "Other than Major Work" | 55 096 | 60 278 | 57 442 | 58 721 | 64 790 | 63 813 | 66 666 | 311 432 |
| Total Expenses and Tangible Capital Assets | 192 557 | 285 175 | 251 609 | 257 088 | 290 530 | 266 074 | 238 936 | 1 304 237 |
| Revenues | (2 953) | (3 952) | (2 407) | (2 795) | (2 627) | (2 603) | (2 616) | (13 048) |
| Grand total | 189 604 | 281 223 | 249 202 | 254 293 | 287 903 | 263 471 | 236 320 | 1 291 189 |

⁽¹⁾ Annual financial projections as at September 30, 2025

Operating Budget – for Funding Purposes

| In thousands of Canadian dollars | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2025-2026 | | | 2024-2025 | | |
|--|----------------|------------------|----------------|-----------------|-----------------|----------------|---------------------------|----------------|----------------|-----------------|-----------------|
| | Budget | | | | | Budget | Projection ⁽¹⁾ | Variance | Budget | Actual | Variance |
| REVENUES | | | | | | | | | | | |
| Parliamentary appropriations for operating expenses ⁽²⁾ | 135 950 | 281 519 | 2 979 | (16 986) | (17 030) | 188 856 | 180 265 | (8 591) | 194 770 | 136 942 | (57 828) |
| Leases and permits | 612 | 624 | 637 | 649 | 662 | 600 | 600 | - | 600 | 636 | 36 |
| Interest | 658 | 828 | 750 | 750 | 750 | 1 750 | 3 352 | 1 602 | 1 750 | 1 358 | (392) |
| Other sources | 1 137 | 1 342 | 1 240 | 1 203 | 1 203 | 1 602 | 1 602 | (1 602) | - | 958 | 958 |
| TOTAL REVENUES | 138 357 | 284 313 | 5 606 | (14 384) | (14 415) | 192 808 | 184 217 | (8 591) | 197 120 | 139 894 | (57 226) |
| Reprofiling approved | - | - | - | - | - | (13 688) | - | 13 688 | (20 154) | - | 20 154 |
| TOTAL REVENUES AFTER REPROFILING | 138 357 | 284 313 | 5 606 | (14 384) | (14 415) | 179 120 | 184 217 | 5 097 | 176 966 | 139 894 | (37 072) |
| EXPENSES | | | | | | | | | | | |
| Maintenance and deconstruction | 133 210 | 157 083 | 194 953 | 193 001 | 165 513 | 172 149 | 184 357 | 12 208 | 201 447 | 131 866 | (69 581) |
| Operations | 3 591 | 4 060 | 7 378 | 5 406 | 6 240 | 8 794 | 4 637 | (4 157) | 8 100 | 4 384 | (3 716) |
| Administration | 31 534 | 30 645 | 31 786 | 30 049 | 32 480 | 28 326 | 31 052 | 2 726 | 25 230 | 19 228 | (6 002) |
| Environmental obligations | 2 412 | 2 661 | 2 661 | 2 661 | 2 661 | (17 502) | (19 740) | (2 238) | (10 556) | 15 908 | 26 464 |
| Loss on disposal of assets | - | - | - | - | - | - | - | - | - | 9 | 9 |
| STATEMENT OF OPERATIONS EXPENSES | 170 747 | 194 449 | 236 778 | 231 117 | 206 894 | 191 767 | 200 306 | 8 539 | 224 221 | 171 395 | (52 826) |
| Non-cash items | (40 881) | (44 453) | (47 320) | (49 785) | (52 722) | (20 854) | (16 088) | 4 766 | (27 101) | (49 539) | (22 438) |
| TOTAL BUDGET EXPENSES | 129 866 | 149 996 | 189 458 | 181 332 | 154 172 | 170 913 | 184 218 | 13 305 | 197 120 | 121 856 | (75 264) |
| (POTENTIAL REPROFILING) / FUNDING REQUIRED | (8 491) | (134 317) | 183 852 | 195 716 | 168 587 | (8 207) | 1 | 8 208 | 20 154 | (18 038) | (38 192) |

⁽¹⁾ Annual financial projections as at September 30, 2025

⁽²⁾ Amounts include the 2025-2026 Annual Reference Level Updates and the approved reprofiling.

Capital Budget – for Funding Purposes

| In thousands of Canadian dollars | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2025-2026 | | | 2024-2025 | | |
|---|----------------|----------------|----------------|---------------|---------------|----------------|---------------------------|-----------------|---------------|---------------|-----------------|
| | Budget | | | | | Budget | Projection ⁽¹⁾ | Variance | Budget | Actual | Variance |
| REVENUES | | | | | | | | | | | |
| Parliamentary appropriations for tangible capital assets ⁽²⁾ | 127 364 | 49 833 | 57 654 | 46 579 | 10 696 | 124 232 | 100 957 | (23 275) | 73 177 | 52 662 | (20 515) |
| Financing from the parent company for the fixed assets | - | - | - | - | - | - | - | - | - | 1 189 | 1 189 |
| TOTAL REVENUES | 127 364 | 49 833 | 57 654 | 46 579 | 10 696 | 124 232 | 100 957 | (23 275) | 73 177 | 53 851 | (19 326) |
| Reprofiling approved | - | - | - | - | - | (3 638) | - | 3 638 | (5 357) | - | 5 357 |
| TOTAL REVENUES AFTER REPROFILING | 127 364 | 49 833 | 57 654 | 46 579 | 10 696 | 120 594 | 100 957 | (19 637) | 67 820 | 53 851 | (13 969) |
| TANGIBLE CAPITAL ASSETS | | | | | | | | | | | |
| Jacques Cartier Bridge | 39 566 | 28 297 | 18 027 | 31 797 | 27 755 | 26 999 | 32 581 | 5 582 | 24 839 | 2 923 | (21 916) |
| Champlain Bridge | - | - | - | - | - | - | - | - | - | 9 802 | 9 802 |
| Honoré Mercier Bridge | 9 678 | 11 765 | 10 586 | 7 360 | 4 837 | 8 077 | 9 058 | 981 | 16 510 | 12 665 | (3 845) |
| Melocheville Tunnel | 4 531 | 48 | - | - | - | 3 771 | 3 714 | (57) | 611 | - | (611) |
| Bonaventure Expressway | 7 021 | - | 186 | 1 465 | 1 901 | 14 807 | 20 001 | 5 194 | 15 710 | 23 531 | 7 821 |
| Bonaventure Expressway reconfiguration | 43 979 | 52 260 | 61 059 | 28 290 | 15 225 | 62 189 | 28 706 | (33 483) | 12 997 | 4 401 | (8 596) |
| Estacade | 5 240 | 4 811 | - | 1 258 | 16 945 | - | - | - | - | 122 | 122 |
| Île-des-Sœurs Bypass Bridge | - | - | - | - | - | - | - | - | - | (64) | (64) |
| Québec Bridge | 10 639 | 9 311 | 10 498 | 13 809 | 16 205 | 7 684 | 5 727 | (1 957) | 1 495 | - | (1 495) |
| Other capital assets | 1 089 | 599 | 716 | 762 | 1 895 | 705 | 1 169 | 464 | 1 016 | 470 | (546) |
| TOTAL TANGIBLE CAPITAL ASSETS | 121 743 | 107 091 | 101 072 | 84 741 | 84 763 | 124 232 | 100 956 | (23 276) | 73 178 | 53 850 | (19 328) |
| TOTAL TANGIBLE CAPITAL ASSETS | 121 743 | 107 091 | 101 072 | 84 741 | 84 763 | 124 232 | 100 956 | (23 276) | 73 178 | 53 850 | (19 328) |
| (POTENTIAL REPROFILING) / FUNDING REQUIRED | (5 621) | 57 258 | 43 418 | 38 162 | 74 067 | 3 638 | (1) | (3 639) | 5 358 | (1) | (5 359) |

(1) Annual financial projections as at September 30, 2025

(2) Amounts include the 2025-2026 Annual Reference Level Updates and the approved reprofiling.

Summary of the Operating and Capital Budgets – for Funding Purposes

| In thousands of Canadian dollars | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2025-2026 | | | 2024-2025 | | |
|---|-----------------|-----------------|----------------|----------------|----------------|----------------|---------------------------|-----------------|----------------|----------------|-----------------|
| | Budget | | | | | Budget | Projection ⁽¹⁾ | Variance | Budget | Actual | Variance |
| OPENING PARLIAMENTARY APPROPRIATIONS AUTHORIZED ⁽²⁾ | 263 314 | 331 352 | 60 633 | 29 593 | (6 334) | 313 088 | 281 223 | (31 865) | 267 947 | 189 604 | (78 343) |
| Reprofiling approved | - | - | - | - | - | (17 326) | - | 17 326 | (25 511) | - | 25 511 |
| ENDING PARLIAMENTARY APPROPRIATIONS AUTHORIZED | 263 314 | 331 352 | 60 633 | 29 593 | (6 334) | 295 762 | 281 223 | (14 539) | 242 436 | 189 604 | (52 832) |
| OPERATING AND CAPITAL BUDGET | | | | | | | | | | | |
| Operating and capital budget | 251 609 | 257 087 | 290 530 | 266 073 | 238 935 | 295 144 | 285 175 | (9 969) | 270 299 | 175 707 | (94 592) |
| Other revenues | 2 407 | 2 794 | 2 627 | 2 602 | 2 615 | 3 952 | 3 952 | - | 2 350 | 2 952 | 602 |
| TOTAL OPERATING AND CAPITAL BUDGETS NET OF REVENUES | 249 202 | 254 293 | 287 903 | 263 471 | 236 320 | 291 192 | 281 223 | (9 969) | 267 949 | 172 755 | (95 194) |
| (POTENTIAL REPROFILING) / FUNDING REQUIRED | (14 112) | (77 059) | 227 270 | 233 878 | 242 654 | | | | | | |

(1) Annual financial projections as at September 30, 2025

(2) Amounts include the 2025-2026 Annual Reference Level Updates and the approved reprofiling.

Statement of Financial Position – Pro Forma

| In thousands of Canadian dollars | Actual 2024-2025 | Current Projection 2025-2026 ⁽¹⁾ | Main Budget 2025-2026 | Budget | | | | |
|--|---------------------|---|--------------------------|-----------------|----------------|------------------|------------------|------------------|
| | | | | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
| FINANCIAL ASSETS | | | | | | | | |
| Cash | 34 500 | 39 613 | 4 300 | 18 388 | 24 066 | (134 850) | (372 188) | (619 614) |
| Accounts receivable | | | | | | | | |
| Due from the Government of Canada | 12 958 | 20 306 | 66 987 | 20 829 | 82 839 | 15 159 | 7 399 | (1 583) |
| Other | 2 940 | 2 940 | 3 498 | 2 941 | 2 941 | 2 941 | 2 941 | 2 941 |
| TOTAL FINANCIAL ASSETS | 50 398 | 62 859 | 74 785 | 42 158 | 109 846 | (116 750) | (361 848) | (618 256) |
| LIABILITIES | | | | | | | | |
| Accounts payable and accrued liabilities | 40 720 | 62 168 | 49 008 | 43 827 | 50 622 | 63 938 | 61 198 | 52 032 |
| Employee future benefits | 124 | 124 | 149 | 124 | 124 | 124 | 124 | 124 |
| Contractual holdbacks | 8 269 | 13 529 | 19 852 | 11 680 | 11 933 | 13 580 | 12 168 | 10 364 |
| Deferred revenue | 285 | 285 | 269 | 285 | 285 | 285 | 285 | 285 |
| Environmental obligations | 116 002 | 82 266 | 107 197 | 70 054 | 56 294 | 44 667 | 40 260 | 40 137 |
| Asset retirement obligations | 163 | - | 6 368 | - | - | - | - | - |
| TOTAL LIABILITIES | 165 563 | 158 372 | 182 843 | 125 970 | 119 258 | 122 594 | 114 035 | 102 942 |
| NET DEBT | (115 165) | (95 513) | (108 058) | (83 812) | (9 412) | (239 344) | (475 883) | (721 198) |
| NON-FINANCIAL ASSETS | | | | | | | | |
| Tangible capital assets | 675 984 | 741 200 | 771 320 | 824 473 | 889 771 | 946 185 | 983 802 | 1 018 504 |
| Prepaid expenses | 1 630 | 1 630 | 1 676 | 1 630 | 1 630 | 1 630 | 1 630 | 1 630 |
| TOTAL NON-FINANCIAL ASSETS | 677 614 | 742 830 | 772 996 | 826 103 | 891 401 | 947 815 | 985 432 | 1 020 134 |
| ACCUMULATED SURPLUS | 562 449 | 647 317 | 664 938 | 742 291 | 881 989 | 708 471 | 509 549 | 298 936 |

(1) Annual financial projections as at September 30, 2025

Statement of Operations – Pro Forma

| In thousands of Canadian dollars | Actual 2024-2025 | Current Projection 2025-2026 ⁽¹⁾ | Main Budget 2025-2026 | Budget | | | | |
|---|---------------------|---|--------------------------|----------------|----------------|------------------|------------------|------------------|
| | | | | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
| REVENUES | | | | | | | | |
| Leases and permits | 636 | 600 | 600 | 612 | 624 | 637 | 649 | 662 |
| Interest | 1 358 | 3 352 | 1 750 | 658 | 828 | 750 | 750 | 750 |
| Other sources | 958 | - | 1 602 | 1 137 | 1 342 | 1 240 | 1 204 | 1 204 |
| TOTAL REVENUES | 2 952 | 3 952 | 3 952 | 2 407 | 2 794 | 2 627 | 2 603 | 2 616 |
| EXPENSES | | | | | | | | |
| Maintenance and deconstruction | 131 866 | 184 357 | 172 149 | 133 210 | 157 083 | 194 953 | 193 001 | 165 513 |
| Operations | 4 384 | 4 637 | 8 794 | 3 591 | 4 060 | 7 378 | 5 407 | 6 241 |
| Administration | 19 228 | 31 052 | 28 326 | 31 534 | 30 645 | 31 786 | 30 049 | 32 480 |
| Environmental obligations | 15 908 | (19 740) | (17 502) | 2 412 | 2 661 | 2 661 | 2 661 | 2 661 |
| Loss on disposal of tangible capital assets | 9 | - | - | - | - | - | - | - |
| TOTAL EXPENSES | 171 395 | 200 306 | 191 767 | 170 747 | 194 449 | 236 778 | 231 118 | 206 895 |
| Deficit before Government of Canada funding | (168 443) | (196 354) | (187 815) | (168 340) | (191 655) | (234 151) | (228 515) | (204 279) |
| Parliamentary appropriations for operating expenses | 136 942 | 177 573 | 173 988 | 113 706 | 259 363 | (12 992) | (21 617) | (17 030) |
| Parliamentary appropriations for tangible capital assets | 52 662 | 100 957 | 124 232 | 127 364 | 49 833 | 57 654 | 46 579 | 10 696 |
| Transfers - others | 1 189 | - | - | - | - | - | - | - |
| FCSAP parliamentary appropriations | - | 2 692 | 14 868 | 22 244 | 22 157 | 15 971 | 4 631 | - |
| Reprofiling approved ⁽²⁾ | - | - | (17 326) | - | - | - | - | - |
| Annual Operating Surplus (Deficit) | 22 350 | 84 868 | 107 947 | 94 974 | 139 698 | (173 518) | (198 922) | (210 613) |
| Accumulated Operating Surplus, Beginning of the Year | 540 099 | 562 449 | 556 991 | 647 317 | 742 291 | 881 989 | 708 471 | 509 549 |
| Accumulated Operating Surplus, End of the Year | 562 449 | 647 317 | 664 938 | 742 291 | 881 989 | 708 471 | 509 549 | 298 936 |

(1) Annual financial projections as at September 30, 2025

(2) 2025-2026 Annual Reference Level Update

Nature of Expenses in the Statement of Operations – Pro Forma

| In thousands of Canadian dollars | Actual 2024-2025 | Current Projection 2025-2026 (1) | Main Budget 2025-2026 | Budget | | | | |
|---|---------------------|---|-----------------------------|----------------|----------------|----------------|----------------|----------------|
| | | | | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
| Regular and major maintenance | 66 565 | 84 245 | 82 105 | 74 265 | 93 416 | 128 587 | 123 602 | 93 407 |
| Deconstruction - Champlain Bridge | 3 307 | 42 676 | 24 806 | 54 | - | - | - | - |
| Environmental obligations | 15 908 | (19 740) | (17 502) | 2 412 | 2 661 | 2 661 | 2 661 | 2 661 |
| Asset retirement obligations | 405 | 87 | - | - | - | - | - | - |
| Amortization of tangible capital assets | 34 408 | 35 742 | 38 356 | 38 470 | 41 793 | 44 660 | 47 125 | 50 061 |
| Salaries and employee benefits | 27 575 | 27 706 | 30 805 | 29 144 | 29 800 | 30 463 | 31 141 | 31 845 |
| Others | 23 218 | 29 590 | 33 197 | 26 402 | 26 779 | 30 407 | 26 589 | 28 921 |
| Loss on disposal of tangible capital assets | 9 | - | - | - | - | - | - | - |
| Total | 171 395 | 200 306 | 191 767 | 170 747 | 194 449 | 236 778 | 231 118 | 206 895 |

(1) Annual financial projections as at September 30, 2025

Statement of Change in Net Debt – Pro Forma

| In thousands of Canadian dollars | Actual 2024-2025 | Current Projection 2025-2026 (1) | Main Budget 2025-2026 | Budget | | | | |
|---|---------------------|---|-----------------------------|-----------------|-----------------|------------------|------------------|------------------|
| | | | | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
| Annual Operating Surplus | 22 350 | 84 868 | 107 947 | 94 974 | 139 698 | (173 518) | (198 922) | (210 613) |
| Acquisition of tangible capital assets | (53 851) | (100 958) | (124 232) | (121 743) | (107 091) | (101 074) | (84 742) | (84 763) |
| Amortization of tangible capital assets | 34 407 | 35 742 | 38 356 | 38 470 | 41 793 | 44 660 | 47 125 | 50 061 |
| Proceeds from sale of tangible capital assets | (9) | - | - | - | - | - | - | - |
| Loss on disposal of tangible capital assets | 9 | - | - | - | - | - | - | - |
| Total Variation due to Total Tangible Capital Assets | (19 444) | (65 216) | (85 876) | (83 273) | (65 298) | (56 414) | (37 617) | (34 702) |
| Acquisition of prepaid expenses | (1 598) | - | - | - | - | - | - | - |
| Use of prepaid expenses | 1 644 | - | - | - | - | - | - | - |
| Total Variation due to Prepaid Expenses | 46 | - | - | - | - | - | - | - |
| Decrease in net debt | 2 952 | 19 652 | 22 071 | 11 701 | 74 400 | (229 932) | (236 539) | (245 315) |
| Net debt, beginning of the year | (118 117) | (115 165) | (130 129) | (95 513) | (83 812) | (9 412) | (239 344) | (475 883) |
| Net Debt, End of the Year | (115 165) | (95 513) | (108 058) | (83 812) | (9 412) | (239 344) | (475 883) | (721 198) |

(1) Annual financial projections as at September 30, 2025

Statement of Cash Flow – Pro forma

| In thousands of Canadian dollars | Actual 2024-2025 | Current Projection 2025-2026 (1) | Main Budget 2025-2026 | Budget | | | | |
|---|---------------------|---|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| | | | | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
| OPERATING TRANSACTIONS | | | | | | | | |
| Annual operating surplus | 22 350 | 84 869 | 107 947 | 94 974 | 139 698 | (173 518) | (198 922) | (210 613) |
| Non-cash items | | | | | | | | |
| Assets transfer | (1 189) | - | - | - | - | - | - | - |
| Amortization of tangible capital assets | 34 407 | 35 742 | 38 356 | 38 470 | 41 793 | 44 660 | 47 125 | 50 061 |
| Loss on disposal of tangible capital assets | 9 | - | - | - | - | - | - | - |
| Changes in environmental obligations | 15 908 | (19 740) | (17 502) | 2 412 | 2 661 | 2 661 | 2 661 | 2 661 |
| Changes in asset retirement obligations | 404 | 87 | - | - | - | - | - | - |
| Changes in non-cash other items | | | | | | | | |
| (Increase) decrease in accounts receivable | (10 973) | (7 348) | (10 637) | (523) | (62 010) | 67 680 | 7 760 | 8 982 |
| Increase (decrease) in accounts payable and accrued liabilities | (4 273) | 21 446 | 2 247 | (18 342) | 6 795 | 13 316 | (2 740) | (9 166) |
| (Decrease) in employee future benefits | (25) | - | - | - | - | - | - | - |
| Increase (decrease) in contractual holdbacks | (729) | 5 260 | 5 706 | (1 849) | 253 | 1 647 | (1 412) | (1 804) |
| Increase in deferred revenues | 16 | - | - | - | - | - | - | - |
| Increase in prepaid expenses | 46 | - | - | - | - | - | - | - |
| (Decrease) increase in environmental obligations | (12 594) | (13 996) | - | (14 624) | (16 421) | (14 288) | (7 068) | (2 784) |
| (Decrease) increase in obligations linked to asset retirement obligations | (6 609) | (250) | - | - | - | - | - | - |
| Cash Flow Provided by Operating Transactions | 36 748 | 106 070 | 126 117 | 100 518 | 112 769 | (57 842) | (152 596) | (162 663) |
| TANGIBLE CAPITAL ASSET INVESTMENT ACTIVITIES | | | | | | | | |
| Proceeds from disposal of tangible capital assets | (9) | - | - | - | - | - | - | - |
| Cash used to acquire tangible capital assets | (45 484) | (100 957) | (124 232) | (121 743) | (107 091) | (101 074) | (84 742) | (84 763) |
| Cash flow used for capital transactions | (45 493) | (100 957) | (124 232) | (121 743) | (107 091) | (101 074) | (84 742) | (84 763) |
| Increase (decrease) in Cash | (8 745) | 5 113 | 1 885 | (21 225) | 5 678 | (158 916) | (237 338) | (247 426) |
| Cash, Beginning of the Year | 43 245 | 34 500 | 2 415 | 39 613 | 18 388 | 24 066 | (134 850) | (372 188) |
| Cash, End of the Year | 34 500 | 39 613 | 4 300 | 18 388 | 24 066 | (134 850) | (372 188) | (619 614) |

(1) Annual financial projections as at September 30, 2025

2026-2031 Consolidated Cash Budget

| | Actual | Budget | Revised budget | | | | | | TOTAL |
|--|-----------------|----------------|----------------|-----------------|-----------------|----------------|----------------|----------------|------------------|
| | 2024-2025 | 2025-2026 | 2024-2025 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 5 years 26-31 |
| Major Work | | | | | | | | | |
| Jacques Cartier Bridge | 20 737 | 35 746 | 35 746 | 44 470 | 37 328 | 25 708 | 43 228 | 37 337 | 188 071 |
| Champlain Bridge - Deconstruction | 12 413 | 23 078 | 23 078 | 50 | - | - | - | - | 50 |
| Honoré Mercier Bridge | 24 400 | 19 818 | 19 818 | 27 264 | 21 873 | 16 436 | 10 675 | 7 661 | 83 915 |
| Melocheville Tunnel | 1 801 | 6 440 | 6 440 | 7 039 | 888 | 1 719 | 1 937 | 1 700 | 13 403 |
| Bonaventure Expressway | 24 298 | 30 783 | 30 783 | 12 642 | 30 522 | 67 550 | 57 030 | 14 288 | 182 032 |
| Bonaventure Expressway reconfiguration | 18 476 | 58 242 | 58 242 | 40 351 | 48 700 | 56 858 | 26 374 | 15 308 | 188 131 |
| Estacade | 2 672 | 6 541 | 6 541 | 9 333 | 8 653 | 20 | 1 497 | 22 374 | 41 877 |
| Île des Sœurs Bypass Bridge | 18 232 | 106 | 106 | - | - | - | - | - | - |
| Environnement - East and West sector | 1 570 | 528 | 528 | 1 510 | 1 501 | 1 499 | 1 459 | 2 543 | 8 512 |
| Québec Bridge | 2 571 | 26 475 | 24 475 | 23 764 | 21 653 | 27 094 | 30 634 | 43 075 | 146 286 |
| Samuel de Champlain Bridge - Support services | 223 | 1 490 | 1 490 | 1 057 | 1 248 | 1 154 | 1 120 | 1 120 | 5 699 |
| Québec Bridge - Support services | 373 | - | - | - | - | - | - | - | - |
| TOTAL Gross - Major work | 127 886 | 209 248 | 207 248 | 168 140 | 172 378 | 198 038 | 174 074 | 145 406 | 858 036 |
| Non recoverable taxes (50% GST & QST) | 3 575 | 15 667 | 15 518 | 12 590 | 12 907 | 14 826 | 13 034 | 10 887 | 64 246 |
| Related costs allocation | - | 4 509 | 14 990 | 13 437 | 13 082 | 12 874 | 15 153 | 15 977 | 70 523 |
| TOTAL Net - Major work | 137 461 | 229 424 | 237 755 | 194 167 | 198 367 | 225 740 | 202 261 | 172 270 | 992 805 |
| Other than Major work | | | | | | | | | |
| Divisions including Operations and Maintenance | 55 096 | 65 721 | 57 390 | 57 442 | 58 721 | 64 790 | 63 813 | 66 666 | 311 432 |
| Other revenues | (2 953) | (3 952) | (3 952) | (2 407) | (2 795) | (2 627) | (2 603) | (2 616) | (13 048) |
| TOTAL - Other than Major work | 52 143 | 61 770 | 53 438 | 55 035 | 55 926 | 62 163 | 61 210 | 64 050 | 298 384 |
| GRAND TOTAL BUDGET | 189 604 | 291 193 | 291 193 | 249 202 | 254 293 | 287 903 | 263 471 | 236 320 | 1 291 189 |
| OPENING PARLIAMENTARY APPROPRIATIONS AUTHORIZED | 236 902 | 295 762 | 295 762 | 263 314 | 331 352 | 60 633 | 29 593 | (6 334) | 678 558 |
| ENDING PARLIAMENTARY APPROPRIATIONS AUTHORIZED | 236 902 | 295 762 | 295 762 | 263 314 | 331 352 | 60 633 | 29 593 | (6 334) | 678 558 |
| (POTENTIAL REPROFILING) / FUNDING REQUIRED | (47 297) | (4 569) | (4 569) | (14 112) | (77 059) | 227 270 | 233 878 | 242 654 | 612 631 |

Note 1: The year 2026-2025 marks the start of a new funding cycle 2026-2033

2031-2036 Consolidated Cash Budget

| | Budget Planning | | | | | | |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|----------------------------|-----------------------------|
| | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 | TOTAL 5 years 31- 36 | TOTAL 10 years 26- 36 |
| Major Work | | | | | | | |
| Jacques Cartier Bridge | 74 669 | 69 828 | 90 034 | 83 574 | 55 516 | 373 621 | 561 692 |
| Champlain Bridge - Deconstruction | - | - | - | - | - | - | 50 |
| Honoré Mercier Bridge | 9 210 | 9 425 | 18 993 | 18 233 | 10 253 | 66 114 | 150 029 |
| Melocheville Tunnel | 846 | 1 914 | 1 617 | 1 609 | 819 | 6 805 | 20 208 |
| Bonaventure Expressway | 3 932 | 16 533 | 30 964 | 13 750 | 2 965 | 68 144 | 250 176 |
| Bonaventure Expressway reconfiguration | 20 | - | - | - | - | 20 | 188 211 |
| Estacade | 19 570 | 1 204 | 1 506 | 1 618 | 24 139 | 48 037 | 89 914 |
| Île des Sœurs Bypass Bridge | - | - | - | - | - | - | - |
| Environnement - East and West sector | 2 404 | 2 222 | 2 222 | 2 222 | 2 222 | 11 292 | 19 804 |
| Québec Bridge | 48 959 | 53 191 | 55 166 | 56 914 | 58 376 | 272 606 | 418 892 |
| Samuel de Champlain Bridge - Support services | 1 120 | 1 120 | 1 120 | 1 120 | 1 120 | 5 599 | 11 298 |
| Québec Bridge - Support services | - | - | - | - | - | - | - |
| TOTAL Gross - Major work | 160 730 | 155 437 | 201 622 | 179 040 | 155 409 | 852 238 | 1 710 274 |
| Non recoverable taxes (50% GST & QST) | 12 035 | 11 638 | 15 096 | 13 406 | 11 636 | 63 812 | 128 059 |
| Related costs allocation | 15 999 | 16 261 | 16 548 | 16 827 | 17 121 | 82 756 | 153 279 |
| TOTAL Net - Major work | 188 764 | 183 336 | 233 267 | 209 272 | 184 167 | 998 806 | 1 991 611 |
| Other than Major work | | | | | | | |
| Divisions including Operations and Maintenance | 67 973 | 68 638 | 71 029 | 72 704 | 72 090 | 352 434 | 663 866 |
| Other revenues | (2 616) | (2 616) | (2 616) | (2 616) | (2 616) | (13 082) | (26 130) |
| TOTAL - Other than Major work | 65 356 | 66 022 | 68 413 | 70 088 | 69 473 | 339 352 | 637 736 |
| GRAND TOTAL BUDGET | 254 120 | 249 358 | 301 679 | 279 360 | 253 641 | 1 338 158 | 2 629 347 |
| OPENING PARLIAMENTARY APPROPRIATIONS AUTHORIZED | (21 730) | (21 738) | (21 738) | (21 738) | (21 738) | (108 682) | 569 877 |
| ENDING PARLIAMENTARY APPROPRIATIONS AUTHORIZED | (21 730) | (21 738) | (21 738) | (21 738) | (21 738) | (108 682) | 569 877 |
| (POTENTIAL REPROFILING) / FUNDING REQUIRED | 275 850 | 271 096 | 323 417 | 301 098 | 275 379 | 1 446 840 | 2 059 471 |

Note 1: The year 2028-2029 marks the start of a new funding cycle 2028-2033

APPENDIX 4 – RISKS AND RISK RESPONSES

JCCBI'S overall risk appetite and tolerance statement was defined in 2022-2023 as follows:

“In the course of its activities, JCCBI is exposed to a certain degree of risk while considering the impact thereof on its mission, vision, values and projects without compromising safety.

JCCBI's risk appetite is defined according to its mandate and pursuant to rigorous governance rules. Consequently, the Corporation uses indicators as well as an established framework to assess and manage all risks according to its appetite and tolerance.

In doing so, the Corporation:

- + Defines a framework and acts in accordance with the applicable legislation and ethical principles;*
- + Anticipates, understands and mitigates the risks it faces in order to ensure user mobility, preserve the sustainability of its assets, ensure the sound management of public funds and guarantee user safety;*
- + Innovates and encourages critical thinking and diversified viewpoints;*
- + Manages its risks in accordance with the statements defined for each risk category.”*

JCCBI has identified and keeps a comprehensive risk register. Those risks are addressed with efficient mitigation measures and rigorous monitoring. Given their nature and specificities, prioritized risks are monitored by the Risk Committee.

Global Severity of Prioritized Corporate Risks as approved by the Board on June 26, 2025 and Summary of the Mitigation Measures for the 11 Corporate Risks Prioritized by Category as at December 10, 2025

The following table shows the changes in the severity of the prioritized corporate risks since JCCBI introduced integrated corporate risk management. The explanations of the changes are given in the “Highlights” column.

¹ Please see legend at the bottom of the table

| Risks | Severity 2022-23 12 risks prioritized | | Severity 2023-24 11 risks prioritized | | Severity 2024-25 11 risks prioritized | | Highlights Main Mitigation Measures Implemented and to be Implemented |
|---|--|-----------|--|-----------|--|-----------|---|
| | P | Likely | P | Rare | P | Unlikely | |
| Category – Governance, Reputation and Ethics | | | | | | | |
| [9]: Relationship with Stakeholders, Partners and Communities | S | | S | | S | | Highlights The severity of Risk GRE [9] “Relationship with Stakeholders, Partners and Communities” has been increased. Particular attention must be given to recent projects related to urban transformation and to city relations with municipalities as well as the increased involvement advocated by Indigenous communities. The Québec Bridge also constitutes a priority in terms of stakeholder relations. Main Mitigation Measures Implemented + Shared register to document activities with stakeholders + ESD policy that addresses stakeholders + Participatory approach plans based on projects, by axis (Bonaventure, Honoré Mercier, Champlain (Héritage), Estacade, Jacques Cartier, Melocheville and Québec Bridge) Main Mitigation Measures to be Implemented + Develop the corporate Indigenous approach via a working group by establishing roles and responsibilities (corporate RACI) and internal training. + Implement performance monitoring processes for relations with stakeholders (results). Establish the advisory group for the rehabilitation of the Québec Bridge and the stakeholder summary. |
| | P | Likely | P | Rare | P | Unlikely | |
| | I | Moderate | I | High | I | High | |
| Category – Strategic and Organizational Risks | | | | | | | |
| [15] Management Model | S | | S | | S | | Highlights The severity of Risk RSO [15] “Management Model” was increased because mitigation measures are still being implemented to improve processes and systems in operations. Main Mitigation Measures Implemented + Participatory approach to strategic planning + Management and leadership skills development program + Internal Policy N° 28 – <i>Administration de contrats et pouvoirs d’approbation</i> Main Mitigation Measures to be Implemented + The digital shift strategies in the Together Toward 2030 Strategic Plan are supported by change management and skills development + Implement a new ERP with change management support |
| | P | Likely | P | Unlikely | P | Likely | |
| | I | Moderate | I | Moderate | I | High | |
| [16] Decision-Making | S | | S | | S | | Highlights The customizations of current ERP modules could deprive JCCBI of financial data integrity until the implementation of the new ERP. |
| | P | Unlikely | P | Unlikely | P | Likely | |
| | I | Very high | I | Very high | I | Very High | |

| Risks | Severity 2022-23 12 risks prioritized | | Severity 2023-24 11 risks prioritized | | Severity 2024-25 11 risks prioritized | | Highlights Main Mitigation Measures Implemented and to be Implemented |
|--|--|-----------|--|-----------|--|-----------|--|
| | | | | | | | |
| | | | | | | | <p>Main Mitigation Measures Implemented</p> <ul style="list-style-type: none"> + Internal audits, annual audit of financial statements, special examination + Implementation of corporate and operational performance indicators (KPI) as a decision-making tool and support for continuous improvement initiatives + Improvement of business rules documentation and implementation of a temporary data model to produce financial reports while waiting for the data warehouse <p>Main Mitigation Measures to be Implemented</p> <ul style="list-style-type: none"> + Increase the expertise in data management and processing + Continue the transformation of the organization to process-based management and continuous improvement + Implementation of a new ERP with change management support |
| Category – Infrastructure and Project Risks | | | | | | | |
| [19] Level of Knowledge and Resilience of Infrastructures | S | | S | | S | | <p>Highlights</p> <p>The level of asset knowledge is maintained through cross-sharing of expertise. JCCBI is continuing to improve its knowledge of more uncertain factors and is incorporating external factors into its risk management, such as climate change, changes in mobility, as well as urban and demographic development. Risk RIP [19] "Level of Knowledge of Infrastructures" was renamed "Level of Knowledge and Resilience of Infrastructures" in 2023-2024 in order to address the management of these external factors. For this reason and further to the addition of the Québec Bridge to JCCBI's portfolio, the severity of the risk was maintained.</p> <p>Main Mitigation Measures Implemented</p> <ul style="list-style-type: none"> + Supplementary Asset Monitoring Program (SAMP) + Internal asset management policy + Seismic assessment program and impact on asset life cycle + Technical Asset Management Committees (TAMC) to maintain asset knowledge cross-functional learning <p>Main Mitigation Measures to be Implemented</p> <ul style="list-style-type: none"> + Climate change resilience plan + Improvement to date visualization of climate events having an impact on assets. + Seismic evaluation program and impact on asset life cycle |
| | P | Unlikely | P | Unlikely | P | Likely | |
| | I | Very high | I | Very high | I | Very High | |
| | | | | | | | |
| [21] Management of the Planned and Ongoing Project Portfolio | S* | | S | | S | | <p>Highlights</p> <p>Risk RIP [21] "Management of the Planned and Ongoing Project Portfolio" was prioritized in 2023-</p> |
| | P | Likely | P | Likely | P | Likely | |
| | I | High | I | High | I | High | |

| Risks | Severity 2022-23 12 risks prioritized | | Severity 2023-24 11 risks prioritized | | Severity 2024-25 11 risks prioritized | | Highlights Main Mitigation Measures Implemented and to be Implemented |
|---|--|----------|--|----------|--|----------|--|
| | | | | | | | |
| | | | | | | | <p>2024, as the capacity to carry out its investments is at the forefront of JCCBI's priorities.</p> <p>Main Mitigation Measures Implemented</p> <ul style="list-style-type: none"> + Level 2 manager synchronization meetings for the launch of preliminary projects (avant-projets) and projects and Project Portfolio Management Committee + 2023-2028 funding investment strategy + Steering of corporate initiatives <p>Main Mitigation Measures to be Implemented</p> <ul style="list-style-type: none"> + Improve the annual ten-year planning process |
| [25] Environmental Protection | S | | S | | S | | <p>Highlights</p> <p>Several mitigation measures are currently underway but are not yet fully implemented by the Corporation, such as the EMS. Unknown elements may arise as part of the Bonaventure Expressway reconfiguration project.</p> <p>Main Mitigation Measures Implemented</p> <ul style="list-style-type: none"> + Internal ESD policy + As of the Planning phase and continuously thereafter, an assessment of environmental risks and required studies, and if applicable, environmental impacts, is performed for any project. <p>Main Mitigation Measures to be Implemented</p> <ul style="list-style-type: none"> + Implementation of an EMS + Digitization of data (e.g. contaminated sites and biodiversity) |
| | P | Likely | P | Likely | P | Likely | |
| | I | High | I | High | I | High | |
| | | | | | | | |
| Category – Supplier and Procurement Risks | | | | | | | |
| [48] Health and Safety on Worksites Involving Suppliers | S | | S | | S | | <p>Highlights</p> <p>The severity of Risk FRS [48] "Health and Safety on Worksites Involving Suppliers" was reduced in 2020-2021, as mitigation measures, such as updating the standardized OHS contract requirements and the Work Supervision Guide, were put in place and are being monitored. JCCBI monitors contractor activities via work supervision firms in line with its role as project authority. In addition, OHS practices must be adapted to the specificities of the Québec Bridge.</p> <p>Main Mitigation Measures Implemented</p> <ul style="list-style-type: none"> + Documentation <ul style="list-style-type: none"> o Work Supervision Guide o OHS pre-qualification criteria o Standardized OHS contract requirements + Evaluation of suppliers' OHS performance <ul style="list-style-type: none"> o Triple OHS monitoring on the worksites: <ul style="list-style-type: none"> • Prevention officer • Work supervisor's OHS specialist • OHS coordinator (external OHS expert consultant) <p>+ Visits and inspections</p> <ul style="list-style-type: none"> o Agent on the worksites and monitoring of corrective measures |
| | P | Unlikely | P | Unlikely | P | Unlikely | |
| | I | High | I | High | I | High | |
| | | | | | | | |

| Risks | Severity 2022-23 12 risks prioritized | Severity 2023-24 11 risks prioritized | Severity 2024-25 11 risks prioritized | Highlights Main Mitigation Measures Implemented and to be Implemented | | | |
|---|--|--|--|--|--|---|-------------|
| | | | | Main Mitigation Measure to be Implemented Integrate the Québec Bridge into OHS practices | | | |
| Category – Risks related to Human Resources (Employees) | | | | | | | |
| [52] Recruitment and Retention | S | | S | S* | Highlights The severity of Risk REF [52] “Recruitment and Retention” had been reduced in 2023-2024. The risk was deprioritized in 2025-2026. | | |
| | P | Very Likely | P | Unlikely | | P | Unlikely |
| | I | High | I | Moderate | | I | Moderate |
| | | | | | Main Mitigation Measures Implemented <ul style="list-style-type: none"> + Health/wellness surveys and policy (analysis and action plans) + Equity and Diversity Action Plan + Employer Brand + Approach to employees professional development and regular feedback + Pay equity plan Main Mitigation Measures to be Implemented <ul style="list-style-type: none"> + Support organizational change as part of the 2025-2030 Strategic Plan + Spring 2025 organizational survey (survey conducted) | | |
| [56] Occupational Health and Safety | S | | S | S | Highlights The severity of Risk REF [56] “Occupational Health and Safety” was reduced in 2020-2021, because mitigation measures, such as training, prevention and awareness raising, were put in place. In addition, these measures and the controls are carried out on an ongoing basis as part of the operations. | | |
| | P | Likely | P | Likely | | P | Unlikely |
| | I | High | I | High | | I | High |
| | | | | | Main Mitigation Measures Implemented <ul style="list-style-type: none"> + Presence of the managers in the field + Communication plan on issues and procedures + Skills management plan including list of mandatory training by type of job + OHS management program, including procedures for high-risk activities + “Bien-être au travail” certification – Level 2 Main Mitigation Measures to be Implemented <ul style="list-style-type: none"> + Implement the health and wellness strategy, including the Spring 2025 organizational survey. | | |
| Category – Information Technology Risks | | | | | | | |
| [59] Technological Infrastructure and Quality of Management Information | S | | S | S | Highlights The severity of Risk GTI [59] “Technological Infrastructure and Quality of Management Information” was increased in 2022-2023. Mitigation measures are implemented as part of the IR master plan and the information technology and systems security improvement program “(ITSIP)”. Following the approval of the launch of the ERP replacement project and the rollout of the enterprise architecture, the risk trend will be maintained for the next three years. | | |
| | P | Very likely | P | Very likely | | P | Very likely |
| | I | Very high | I | Very high | | I | Very high |
| | | | | | | | |

| Risks | Severity 2022-23 12 risks prioritized | | Severity 2023-24 11 risks prioritized | | Severity 2024-25 11 risks prioritized | | Highlights Main Mitigation Measures Implemented and to be Implemented |
|------------------------------------|--|----------------|--|-------------|--|-------------|--|
| | S | P | S | P | S | P | |
| | | | | | | | Main Mitigation Measures Implemented <ul style="list-style-type: none"> + Internal Policy N° 10 – <i>Sécurité de l'information</i> + Internal Policy N° 6 – <i>Gestion intégrée de l'information</i> + Internal Policy N°42 – <i>Gestion des ressources informationnelles</i> + IT operating processes Main Mitigation Measures to be Implemented <ul style="list-style-type: none"> + 2024-2027 ITSIP + The IR master plan includes three digital projects” + Revision of the guide for the use of technological assets with the addition of AI, jointly with the legal affairs division |
| [[60] Information Systems Security | S | | S | | S | | Highlights The severity of Risk GTI [60] “Information Systems Security” was increased in 2020-2021, and mitigating measures are being implemented as part of the ITSIP Main Mitigation Measures Implemented <ul style="list-style-type: none"> + Monthly update of operating systems and network equipment + Monitoring of security exceptions using surveillance software + User training and awareness + System access management + Cyber insurance + Internal Policy N° 10 – <i>Sécurité de l'information</i> Main Mitigation Measure to be Implemented <ul style="list-style-type: none"> + 2024-2027 ITSIP based on the five pillars of the National Institute of Standards and Technology (NIST) |
| | P | Almost certain | P | Very likely | P | Very likely | |
| | I | High | I | Very high | I | Very high | |
| | | | | | | | |

Legend:

Severity (S) Identifier

| |
|-----------|
| Low |
| Moderate |
| High |
| Very high |

Probability (P) Identifier

| |
|----------------|
| Rare |
| Unlikely |
| Likely |
| Very likely |
| Almost certain |

Impact (I) Identifier

| |
|-----------|
| Very low |
| Low |
| Moderate |
| High |
| Very High |

* Risk not prioritized for the year indicated

APPENDIX 5 – COMPLIANCE WITH LEGISLATIVE AND POLICY REQUIREMENTS

All JCCBI divisions, supported by the Board, work together to ensure that JCCBI meets its obligations under the FAA, including the tabling and publication of the reports required thereunder.

Since the repeal of the *St. Lawrence Seaway Authority Act* in 1998, JCCBI is subject to and operates under *The Jacques Cartier and Champlain Bridges Inc. Regulations* (SOR/98-568), which designates JCCBI as an agent of His Majesty for all purposes.

JCCBI is subject to and operates in compliance with various other laws as well as with applicable Treasury Board policy instruments.

+ **Access to Information Act (“ATIA”) and Privacy Act (“PA”)**

All requests received under the ATIA and the PA are processed in accordance with the requirements of these acts. JCCBI publishes on its website, on a monthly basis, the travel and hospitality expenditures of the Chair of the Board, Board members and Chief Executive Officer. In accordance with the requirements of the ATIA, the reports on JCCBI’s activities, such as the Annual Report and the Corporate Plan Summary, as well as its reports on the application of the ATIA and the PA, are also published on its website following their tabling before the two Houses of Parliament.

JCCBI also meets the requirements of the PA with respect to the collection, use and disclosure of personal information.

+ **Impact Assessment Act (“IAA”)**

When planning its projects, JCCBI ensures compliance with applicable environmental legislation, including the IAA.

JCCBI carries out a rigorous analysis of the potential environmental impacts of its projects under the IAA. This analysis considers all the criteria set out in the IAA, including the adverse effects the project may have on the rights of Indigenous peoples affirmed by section 35 of the *Constitution Act, 1982*.

+ **Federal Sustainable Development Act (“FSDA”)**

Through its 2023 to 2027 SDS tabled on November 1, 2023, as required by the FSDA. JCCBI contributes to six goals of the FSDS, which are described in Appendix 6.

In the fall of 2025, in accordance with the FSDA, the Corporation tabled and published its report on the progress made in implementing its SDS for 2024-2025.

Furthermore, JCCBI is contributing to the advancement of the new 2026–2029 FSDS, currently in preparation.

+ **Conflict of Interest Act (“CIA”) and Code of Conduct and Ethics for Directors**

Board members, including the Chief Executive Officer, are required to comply with the CIA. An item is systematically added to the agenda of Board meetings for members to declare, at the beginning of the meeting, all types of conflicts of interest related to the items presented at the meeting, if any.

Every year, all directors, including the Chief Executive Officer, must confirm their commitment to and compliance with the Code of Conduct and Ethics for Directors adopted by the Board in December 2022. In addition to the CIA and the Code of Conduct and Ethics for Directors, the Chief Executive

Officer is subject to the provisions of the Corporation's internal policy dealing with conflicts of interest (unless inconsistent with the CIA).

+ ***Ethical Conduct/Public Servants Disclosure Protection Act ("PSDPA")***

In addition to an internal conflict of interest and post-employment policy, JCCBI has a values and ethics code for all its employees, which must be read in conjunction with the Values and Ethics Code for the Public Sector, also applicable to JCCBI's employees. By March 31 of every year, all employees must sign a declaration that they have complied with both the internal conflict of interest and post-employment policy and the values and ethics code during the 12 months preceding the date of signature.

JCCBI has developed and communicated to its employees an internal policy that provides mechanisms for employees to disclose information regarding wrongdoings and ensure that they are treated fairly and protected from reprisal when they do so in a manner consistent with said policy and the PSDPA. A toll-free telephone line and an online reporting service, operated by an independent firm, were set up to allow an employee to disclose information about wrongdoing in a confidential, secure and anonymous manner.

JCCBI's suppliers are subject to its Code of Conduct and Ethics for Suppliers that summarizes its expectations of suppliers based on the principles of integrity, ethics and sustainable development to which JCCBI adheres. The Corporation's construction and professional services contracts contain tendering and contract integrity provisions, which are rooted in the Ineligibility and Suspension Policy of the Government of Canada's Integrity Regime, to ensure the probity of tenderers and contractors.

+ ***Pay Equity Act ("PEA")***

Persons holding a job in a predominantly female job category and who perform work that is different from but of equivalent value to that of one or more predominantly male job categories present in the organization must receive the same remuneration. In accordance with the PEA, JCCBI met its obligations through a joint committee that completed the initial exercise in May 2024, by posting the final version of its equity plan. No disparities were noted for the female categories. The committee continued its work as from the fall of 2024 to ensure that pay equity is maintained on an ongoing basis within the Corporation.

+ ***Official Languages Act ("OLA")***

JCCBI is subject to and operates in accordance with the OLA, the *Official Languages (Communications With and Services to the Public) Regulations*, and the Treasury Board of Canada's *Policy on Official Languages* (including all related directives). In addition, the Corporation ensures that all its communications with and services to the public are either conducted or available in both official languages, including the services provided to the public by third parties on its behalf.

+ ***Fighting Against Forced Labour and Child Labour in Supply Chains Act***

With the goal of contributing to the implementation of Canada's international commitment to contribute to the fight against forced labour and child labour, JCCBI filed its second report pursuant to the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, in the spring of 2025.

+ ***Trade Agreements***

When a contract is subject to the free trade agreements applicable to JCCBI as a parent Crown corporation, namely the *Canadian Free Trade Agreement ("CFTA")*, the *Comprehensive Economic and Trade Agreement ("CETA")* and the *Canada-United Kingdom Trade Continuity Agreement (Canada-UK TCA)*, JCCBI ensures that their requirements are met.

+ **Directive on the Buy Canadian Procurement Policy Framework**

In compliance with the directive (P.C. 2026-0016) received in January 2026 pursuant to section 89 of the FAA, the Corporation is working to align its policies, guidelines and practices with the *Buy Canadian Procurement Policy Framework* and the policy instruments issued under section 6 of that framework, as amended from time to time, in a manner that is consistent with its mandate. The Corporation will report on the implementation of this directive in its next corporate plan.

+ **Guideline on Travel, Hospitality, Conference and Event Expenditures**

The Corporation has amended its policies and practices related to travel, hospitality, conferences and events expenditures to align with applicable Treasury Board of Canada policies and instruments, in accordance with Instruction P.C. 2015-1112 received under section 89 of the FAA.

+ **Other Legislative Requirements**

JCCBI ensures that its activities are carried out in compliance with applicable Treasury Board policies and instruments and other applicable laws and regulations, including the following:

- *Canada Business Corporations Act*;
- *Crown Corporation General Regulations, 1995*;
- *Crown Corporation Corporate Plan, Budget and Summaries Regulations*;
- *Migratory Birds Convention Act, 1994*;
- *Migratory Birds Regulations (2022)*;
- *Fisheries Act*;
- *Canadian Environmental Protection Act, 1999*;
- *Canadian Navigable Waters Act*;
- *Canada Labour Code*;
- *Canada Occupational Health and Safety Regulations*;
- *Work Place Harassment and Violence Prevention Regulations*;
- *Employment Equity Act*;
- *Accessible Canada Act*;
- *Accessible Canada Regulations*;
- *Canadian Multiculturalism Act*;
- *Payments in Lieu of Taxes Act*

APPENDIX 6 – GOVERNMENT PRIORITIES AND DIRECTIONS

TRANSPARENCY AND OPEN GOVERNMENT

Transparency is one of JCCBI's values to ensure open communication with the media, users, partners and the general public through various tools. In addition, as mentioned in Section 3.1 of this Corporate Plan Summary, JCCBI has adopted a corporate process to structure its consultation and information activities with various audiences and deploys various means to ensure transparent communication and constructive exchanges with all publics.

JCCBI also proactively discloses on its website numerous reports and studies on its structures and projects, in addition to its quarterly financial reports, the summary of its Corporate Plan and its annual report. The Corporation's 2023 to 2027 SDS and progress reports on its implementation are also published, as well as the Climate-Related Financial Disclosures Report for 2024.

A monthly summary of all access to information requests completed in the previous month is also published on the website. Appendix 5 *Compliance with Legislative and Policy Requirements* of this document outlines JCCBI's other disclosures pursuant to the ATIA.

Finally, JCCBI holds an annual public meeting in accordance with FAA's requirements. Since 2024, JCCBI has held this annual meeting by means of an audiovisual presentation published on its website with 30 days' notice. The public is then invited to ask questions or make comments during a given period. The audiovisual presentation of the last public meeting, for fiscal year 2024-2025, was published on the Corporation's website on November 28, 2025.

GENDER-BASED ANALYSIS (“GBA”) PLUS

JCCBI aims to integrate equality, diversity and inclusion considerations into its initiatives, where applicable, and while taking into account its mission and the nature of its activities.

As at September 30, 2025, JCCBI's multidisciplinary team consisted of 183 people from various disciplines and trades. At the same date, women represented 48.1% of the workforce and men 51.9%. Employees under 30 years of age represented 2.0% of the staff members, those between 30 and 50 years of age represented 58.0% and those over 50 years of age represented 40.0%. JCCBI is committed to being a model of inclusion and diversity. For example, 23.0% of the staff identify themselves as members of a visible minority, and 80.0% of employees are bilingual.

Equity, diversity, health and wellness are essential both to the success of the organization and to the physical and psychological health of the staff and are a priority for the Corporation. The WEDWC (Workplace Equity, Diversity, Health and Wellness Committee) seal was developed as a visual marker of the initiatives taken by the various divisions to improve health and wellness in the workplace.

JCCBI's collaboration with the Mohawk First Nation of Kahnawà:ke on construction work and other projects at the Honoré Mercier Bridge, as described in this Corporate Plan Summary, is an example of an initiative to support GBA Plus. In addition, a consultation process with First Nations in the Québec City region is underway to inform them of the various projects planned for the Québec Bridge and their impacts, and to give communities the opportunity to share their interests and concerns.

DIVERSITY AND EMPLOYMENT EQUITY

The Corporation is in line with the Government of Canada's commitment to promote diversity and employment equity, notably through the initiatives taken by the WEDWC, in accordance with the *Employment Equity Act*.

Training is offered every year to members of the organization to raise awareness on themes related to equity, diversity, and inclusion, which helps to strengthen interpersonal skills, reduce potential misunderstandings, and foster a more respectful and open work climate.

Capsules on volunteers' experiences continue to be published internally to develop knowledge and highlight the rich diversity within the organization. Furthermore, important commemorative days have been and will be celebrated, including National Indigenous Peoples Day, the International Day of Persons with Disabilities, International Women's Day and the International Day for the Elimination of Racial Discrimination, with the aim of recognizing the contribution of diversity, raising awareness and removing visible or invisible barriers to the various designated groups.

Reference tools are developed to facilitate daily work, such as a glossary designed to help members better understand and use appropriate terms in daily communications and a checklist to clarify the internal staffing process and make it more transparent.

INDIGENOUS MATTERS

Since the 1998 transfer to JCCBI of responsibility for the federal section of the Honoré Mercier Bridge, which crosses the Kahnawà:ke territory, JCCBI has maintained a close relationship with the MCK for its activities on or at the approaches to the Bridge. This relationship is adapting to changes in governance at MCK and the evolving socio-political context in relation to First Nations.

JCCBI works with the MCK in planning to plan work on the federal section of the bridge and its other projects on land adjacent to the bridge. To ensure social acceptability and alignment with needs, JCCBI remains attentive to the needs of the Kahnawà:ke community (the "Community") and benefits from the support of the MCK to orient its engagement and collaboration strategies.

The development of a green space at the southeast approach to the Honoré Mercier Bridge, a project developed in partnership with the Community and the MCK, aims to promote Mohawk culture and history and revitalize the vacant lot. In 2023, JCCBI conducted an initial public consultation with the Community to confirm its support for the project and define its expectations. Subsequently, a working group composed of residents, MCK representatives, and experts was established to draw up various development scenarios that would meet its needs. A second public consultation with the Community was held in 2024 to select a scenario. The preferred scenario, optimized by the working group, was presented to the Community in early 2025. Preparation of plans and specifications began in the summer of 2025, with construction work planned for 2026–2027 and 2027–2028.

In addition, JCCBI renewed an initiative undertaken in 2017 in collaboration with the MCK, namely an art competition with the Mohawk community and the reproduction of the selected artworks on banners installed on the federal section of the Honoré Mercier Bridge. This initiative has provided significant exposure for artists to highlight Mohawk First Nation culture. Thus, in 2023, the Kahnawà:ke Language and Cultural Center identified 11 artists who have each created an artwork that reflects the Mohawk culture. The banners were installed on the bridge from summer to fall 2023 and have since been reinstalled every year during the same period.

As owner and manager of the Québec Bridge structure since the fall of 2024 and as mentioned in Section 4.2.1.5, JCCBI wishes to develop a relationship of trust and cooperation with the First Nations in the Québec City area. A participatory approach plan specific to these groups is being implemented. Various meetings were held with representative First Nations of the Québec City region. These meetings provided an

opportunity to inform First Nations about the progress of ongoing activities and to better understand their needs.

The formal Indigenous consultation process, which arises from the Crown's legal duty to consult under common law, is undertaken by JCCBI for its specific activities or projects when certain conditions are met. Such consultations are undertaken when required and in accordance with JCCBI's internal guidelines and applicable federal guidelines.

In 2013, JCCBI conducted a consultation in connection with the construction of the Île des Sœurs Bypass Bridge, which also covered its deconstruction and continued with the start of this work in the fall of 2023. The deconstruction of this structure was completed in the fall of 2024. As of 2019, an Indigenous consultation was conducted as part of the deconstruction of the original Champlain Bridge, and a new consultation phase, specific to the shoreline redevelopment and the construction of a temporary jetty for a lookout footbridge (Champlain Heritage project), was launched in 2024.

In addition, a consultation process was held as part of the work to stabilize the bank of a section of the Bonaventure Expressway and to reinforce the Clément Bridge abutments, that involved interventions in the St. Lawrence River. In this regard, JCCBI collaborated with the MCK on an accommodation measure on the territory of Kahnawà:ke. Various other projects in the planning phase are currently being analyzed with regard to the statutory duty to consult Indigenous Peoples.

The adverse impacts that a project may have on the rights of Indigenous Peoples are also analyzed as part of the project impact assessments carried out under the IAA (s. 81 and seq.), to identify and implement appropriate mitigation measures where required.

SUSTAINABLE DEVELOPMENT AND GOVERNMENT'S GREENING OPERATIONS

JCCBI recognizes the importance of a sustainable development approach to the management of its assets and operations. As such, in 2015, JCCBI deployed its first corporate sustainable development strategy, which was renewed in 2020. Over the years, JCCBI has integrated sustainable development into its activities and has gradually positioned itself among the public leaders in this field. JCCBI's sustainable development approach is now integrated into both governance and operations.

In line with the Greening Government Strategy, JCCBI participates in the efforts through its 2023 to 2027 SDS, tabled in November 2023, which comprises a multi-annual action plan that contributes to six FSDS goals:



Foster innovation and green infrastructure in Canada

- ☐ Invest in green infrastructure

Advance reconciliation with Indigenous Peoples and take action on inequality

- Implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*



Improve access to transportation and green spaces

- Invest in active transportation
- Develop green spaces close to urban centres
- Promote access to green space

Reduce waste and transition to zero-emission vehicles

- Remediate high-priority contaminated sites
- Transform the light duty fleet
- Strengthen green procurement criteria
- Maximize diversion of waste from landfill

Take action on climate change and its impacts

- Reduce greenhouse gas emissions and improve climate resilience
- Reduce risks posed by climate change

Protect and recover species, conserve Canadian biodiversity

- Better understand lands and forests
- Deliver enhanced conservation action

In the fall of 2025, JCCBI tabled and published its second report on the progress made in implementing its SDS for fiscal year 2024-2025.

Furthermore, in summer 2025, JCCBI published its first Climate-Related Financial Disclosures Report, which summarizes the process undertaken to integrate the impacts of climate change into its activities based on the recommendations of the Taskforce on Climate-Related Financial Disclosures (“TCFD”).


SAFE WORK ENVIRONMENTS

The Corporation stands by its commitment to offer a work environment that is healthy, safe and free of harassment and violence in compliance is continuing with the Canada Labor Code, Part II and the *Work Place Harassment and Violence Prevention Regulations*.

To this end, an assessment of the risks related to harassment and violence was carried out in 2025, in collaboration with the local OHS committees. This assessment made it possible to update the risk factors and adopt a new 2025–2027 action plan aimed at reducing their incidence and strengthening prevention.

The Corporation also completed the deployment of the prevention and awareness measures set out in its 2023–2025 workplace health and wellness action plan, developed by the WEDEW committee following the 2023 organizational survey. Several concrete initiatives have been carried out, including obtaining level 1 and 2 *Bien-être au travail* certification (formerly *Entreprise en santé*), affirming the Corporation’s sustained commitment to practices that promote the well-being of its teams over the long term.

In addition, a new organizational survey was conducted in May 2025, and a 2025–2027 workplace health and wellness action plan was developed and implemented to ensure the continuity of psychosocial risk



prevention efforts while creating a work environment conducive to overall health, i.e., physical, mental, and social.

The Corporation is maintaining its “Zero Injury by Choice” goal, which means taking the necessary decisions to ensure everyone’s safety, both on its structures and in its offices. To achieve this, the OHS division is working on several fronts. The OHS communication plan is constantly evolving. An OHS training plan is in place and reviewed annually to ensure that it is in keeping with the realities of our activities. Close collaboration with the local OHS committees allows for rapid action on identified or new risks. JCCBI reached the target of two injury-free years in 2025 and plans to continue monitoring this indicator by maintaining and improving the health and safety measures in place.

ACCESSIBILITY

The measures taken by JCCBI to date to promote accessibility and inclusion for its staff, stakeholders and the public are described in the *GBA Plus* and *Diversity and Employment Equity* sections of this Appendix 6.

On December 21, 2022, JCCBI published its first Accessibility Plan in accordance with the requirements of the *Accessible Canada Act* and the *Accessible Canada Regulations*. In December 2025, JCCBI published an update to its plan.



APPENDIX 7 – LIST OF ABBREVIATIONS

| | |
|-------------|--|
| AI..... | ARTIFICIAL INTELLIGENCE |
| AMMP | ASSET MAINTENANCE MASTER PLAN |
| ATIA | ACCESS TO INFORMATION ACT |
| BIM..... | BUILDING INFORMATION MODELING |
| BOARD | JCCBI'S BOARD OF DIRECTORS |
| COSO..... | COMMITTEE OF SPONSORING ORGANIZATIONS OF THE TREADWAY COMMISSION |
| CN..... | CANADIAN NATIONAL RAILWAY |
| DPP..... | DETAILED PRELIMINARY PROJECT |
| ECCC..... | ENVIRONMENT AND CLIMATE CHANGE CANADA |
| EMS | ENVIRONMENT MANAGEMENT SYSTEM |
| ERP..... | ENTERPRISE RESOURCE PLANNING |
| ESD..... | ENVIRONMENT AND SUSTAINABLE DEVELOPMENT |
| FAA | FINANCIAL ADMINISTRATION ACT |
| FCSAP | FEDERAL CONTAMINATED SITES ACTION PLAN |
| FSDA | FEDERAL SUSTAINABLE DEVELOPMENT ACT |
| FSDS | FEDERAL SUSTAINABLE DEVELOPMENT STRATEGY |
| FTE | FULL-TIME EMPLOYEES |
| GHG..... | GREENHOUSE GAS |
| HICC | HOUSING, INFRASTRUCTURE AND COMMUNITIES CANADA |
| ICRM..... | INTEGRATED CORPORATE RISK MANAGEMENT |
| IR | INFORMATION RESOURCES |
| IT..... | INFORMATION TECHNOLOGIES |
| ITMS | INTEGRATED TRAFFIC MANAGEMENT SYSTEM |
| ITS | INTELLIGENT TRANSPORTATION SYSTEMS |
| JCCBI..... | THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED |
| MCK..... | MOHAWK COUNCIL OF KAHNAWÀ:KE |
| MTMD | MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE |
| OHS | OCCUPATIONAL HEALTH AND SAFETY |
| OHSMP..... | OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT PROGRAM |
| OMR..... | OPERATION, MAINTENANCE AND REHABILITATION |
| PA | PROJECT AGREEMENT RELATING TO THE SDCBC PROJECT |
| SDC | SAMUEL DE CHAMPLAIN |
| SDCBC | SAMUEL DE CHAMPLAIN BRIDGE CORRIDOR |
| SDS..... | SUSTAINABLE DEVELOPMENT STRATEGY |
| SLS | ST. LAWRENCE SEAWAY |
| SLSA..... | ST. LAWRENCE SEAWAY AUTHORITY |
| SSLG..... | SIGNATURE ON THE SAINT-LAURENT GROUP |
| WFP..... | WORKFORCE PLAN |



Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges
Canada

