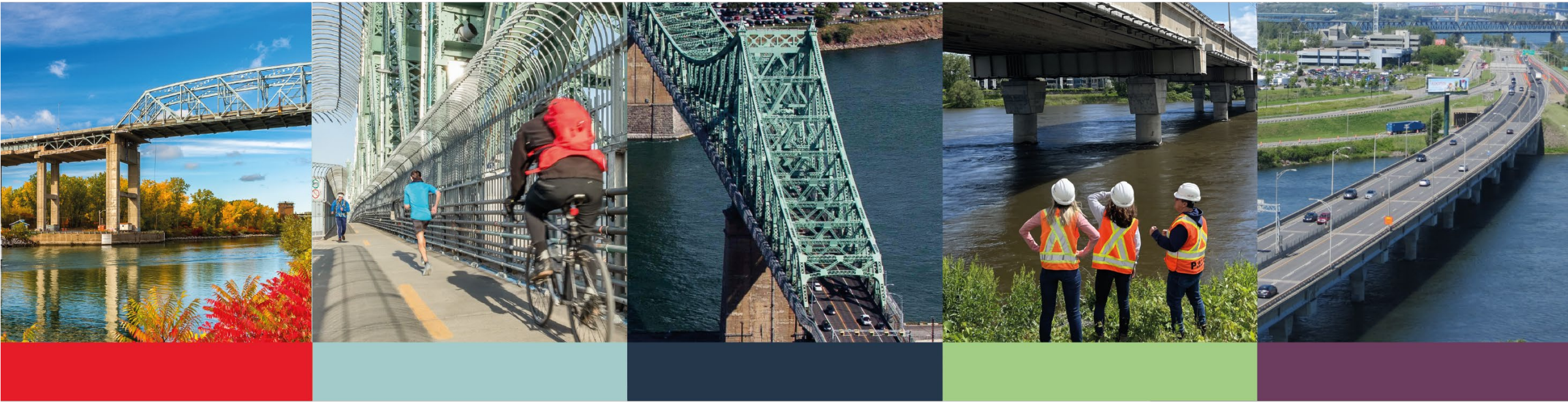
Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges

Canada

2024-2025 Annual Public Meeting

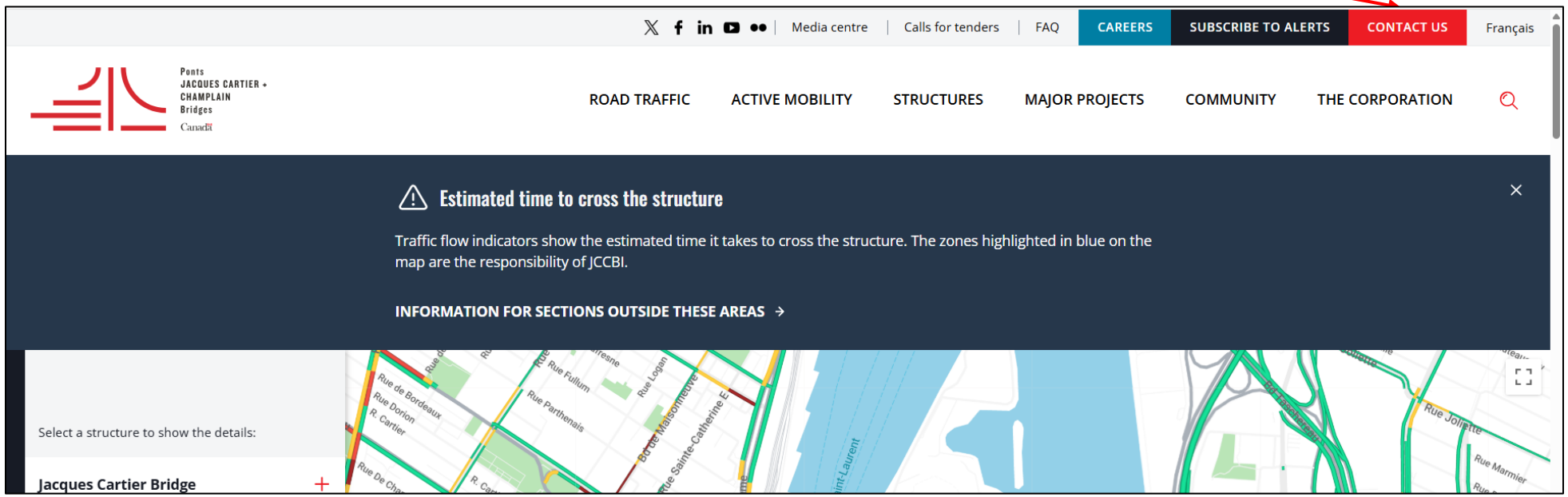
AUDIOVISUAL PRESENTATION



November 28, 2025

Annual public meeting

+ **Audiovisual presentation: Widely available at anytime**
+ **Questions or comments**: Submit through our **Contact us** form from November 28 to December 5, 2025 inclusively



+ For more details: Refer to our **2024-2025 Annual Report**, which is available from our website.

Agenda

+ Welcome
+ Video – Overview of JCCBI activities in 2024–2025
+ Message from the Chair of the Board of Directors
+ Activity Report from the CEO
+ Major work completed
+ Analysis of financial results

Presenters

+ **Me Sylvain Villiard**
  Chair of the Board of Directors
+ **Sandra Martel,** Chief Executive Officer
+ **Raphaël Lavoie**, Senior Director, Projects
+ **Josée Leroux**
  Senior Director, Administration and Treasurer

Facilitation:

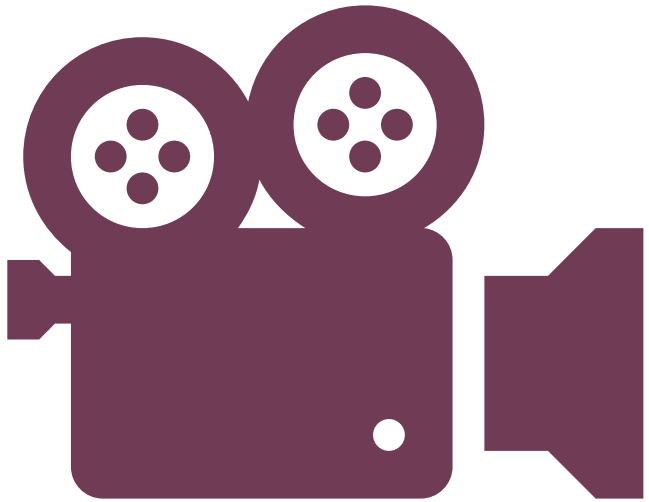
+ **Nathalie Lessard**
  Director, Communications



Before we begin…

Overview of JCCBI activities in 2024–2025

Video





Message from the Chair of the Board of Directors

Me Sylvain Villiard

Two main achievements during the fiscal year

+ **Québec Bridge** – New JCCBI asset
  - Press conference held on November 12, 2024: Canada regains ownership of the Québec Bridge
  - Ownership and management transferred to JCCBI



+ **New strategic plan**
  - Contributions from the entire organization
  - Multi-stakeholder consultation
  - Titled **Together Toward 2030**



A mission focused on mobility

Proactive asset management

+ Continuing major asset maintenance and repair programs
+ Extending service life
+ Ensuring safe mobility for users

$137.4 million dollars in major work in 2024–2025

 **6** key structures in Quebec

 **82** million trips by road users per year

 **700,000** trips by active mobility users per year

Expertise for complex projects

Experienced multidisciplinary team

+ Long-term planning
+ Minimized impact on the community and the environment
+ Sound management of public funds
+ Technical support to Housing, Infrastructure and Communities Canada (HICC) – Samuel-De Champlain Bridge corridor

187 positions on its multidisciplinary team

1 key structure: Technical support from JCCBI

+ Oversight by the Board of Directors :
  + Asset sustainability: User mobility and safety
  + Best practices: Governance and transparency



Activity Report from the CEO

Sandra Martel, Eng.

Québec Bridge – Addition to the asset portfolio





Québec Bridge

+ A new asset with more than a century of history
+ Preparation of a rehabilitation plan
+ Collaboration with Canadian National (CN) and the Ministère des Transports et de la Mobilité durable (MTMD)

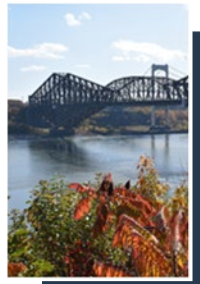
Reconfiguration of the Bonaventure Expressway

+ Procurement process launched

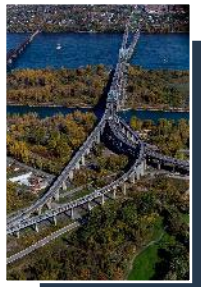
$137.4 million invested in major work in 2024–2025



Jacques Cartier Bridge — $22.4M



Québec Bridge — $2.8M



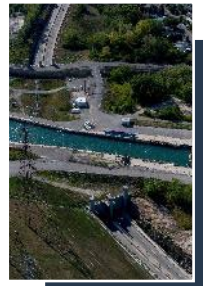
Honoré Mercier Bridge — $26.2M



Estacade — $2.9M



Bonaventure Expressway — $67.3M



Melocheville Tunnel — $1.9M

Deconstruction of the original Champlain Bridge: $13.3M

Technical support for Samuel De Champlain Bridge operations: $430K



Management of major infrastructure

How does JCCBI manage and maintain major structures?

Mission
Ensure user mobility, safety, and infrastructure longevity using a systemic management approach based on sustainable development.



JCCBI’s 2025–2030 Strategic plan

- Team + Community
- Asset management + Mobility + ESD
- Performance + Innovation

Systemic management of major structures

Community

+ Participatory approach adapted to the needs of partners, interest groups and the general public
+ Corporate stakeholder relations management system: Directory and training
+ A range of communication platforms
+ Donations and sponsorships: $44,100
+ United Way of Greater Montreal and HealthPartners campaign: $8,300



Team

+ King Charles III's Coronation Medal: Guy Mailhot, Engineer

Mobility

+ Minimizing impact on users
+ Coordinating work with partners: Mobility Montréal

Environment and sustainable development

+ Environmental management system
+ Sustainable development strategy: Six of the 17 objectives of the Federal Sustainable Development Strategy



Asset management

Innovation

- Aging structures
- Research projects involving multiple universities and research institutions



+ Innovative solutions that help expand knowledge
  - Alternatives to de-icing salt
  - Ultra-high-performance fibre-reinforced concrete (UHPFRC) – Honoré Mercier Bridge project
  - 12 R&D projects in connection with the deconstruction of the original Champlain Bridge
  - 4th researcher forum held in May 2024

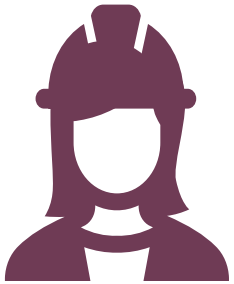


Recognition

+ **2 Awards** – Association of Consulting Engineering Companies – Canada (ACEC)
  - **Harbourside** and **gbi** (consulting engineers for NHSL – deconstruction of the original Champlain Bridge)
  - **2024 Award of Excellence** and 2024 **Schreyer Award**

Our team

Women account for
32% of our engineers



Bien au travail
certification (Level 2)
(Visuals available in French only)



Employer brand – 2 Components:
+ Retention
+ Recruitment



Heartfelt thanks to:
+ The members of our multidisciplinary team for their exceptional work
+ Our partners and suppliers
+ The members of the Board of Directors

Together, we go further!



Major work completed

Raphaël Lavoie, Eng., Senior Director, Projects

Jacques Cartier Bridge: $22.4M

Major work

+ **Superstructure steel** – Rehabilitation program completed:
  - Reinforcement, cleaning and painting on the underside of the deck
  - Replacement of superstructure splash zone paint system

+ **Île Sainte-Hélène Pavilion**: Preparation of call for tenders for maintenance work

+ **Old toll station**: Contract awarded for deconstruction of the old building and redevelopment of adjacent lands



Québec Bridge: $2.8M

Major work

+ No major work on the bridge in 2024–2025
+ **Steel repair and painting work**: CN construction contract assigned to JCCBI
+ Awarding of professional services contracts:
  - **Asset management –** Inspections, studies (load-carrying capacity, etc.), work supervision and quality control
  - **Design –** Plans and specifications for steel structure reinforcement, cleaning, painting, and technical assistance



Bonaventure Expressway: $67.3M

Major work

+ **Reconfiguration of the expressway into a boulevard:**
  - Continuation of detailed design work
  - Completion of bank stabilization work
+ **Île des Sœurs Bypass Bridge**: Deconstruction completed
+ **Clément Bridge:**
  - Start of repair work
  - Preliminary design study for the addition of a dedicated multipurpose path along the bridge
+ **Elevated lanes:**
  - Start of repair work on deck segments and concrete girders
  - Preliminary design study for the replacement of elevated lane box beams



Deconstruction of the original Champlain Bridge: $13.3M

Major work

+ Start of work to develop the three Héritage Champlain project sites
+ Start of construction on a multipurpose link between the Samuel De Champlain Bridge and the Route verte in Brossard



Honoré Mercier Bridge: $26.2M

Major work

+ Pier repairs
+ Replacement of the paint system on part of the steel structure
+ Continuation of detailed design work for the rehabilitation of piers, the replacement of the paint system on part of the structure and the paving of the deck—all of which will begin in 2025–2026.



Estacade: $2.9M

Major work

+ No major work in 2024–2025
+ Completion of detailed design work for targeted measures: footings and shafts, bridge bearings and drainage systems
+ Call for tenders for the repair of piers and beams and for the replacement of bridge bearings, starting in 2026

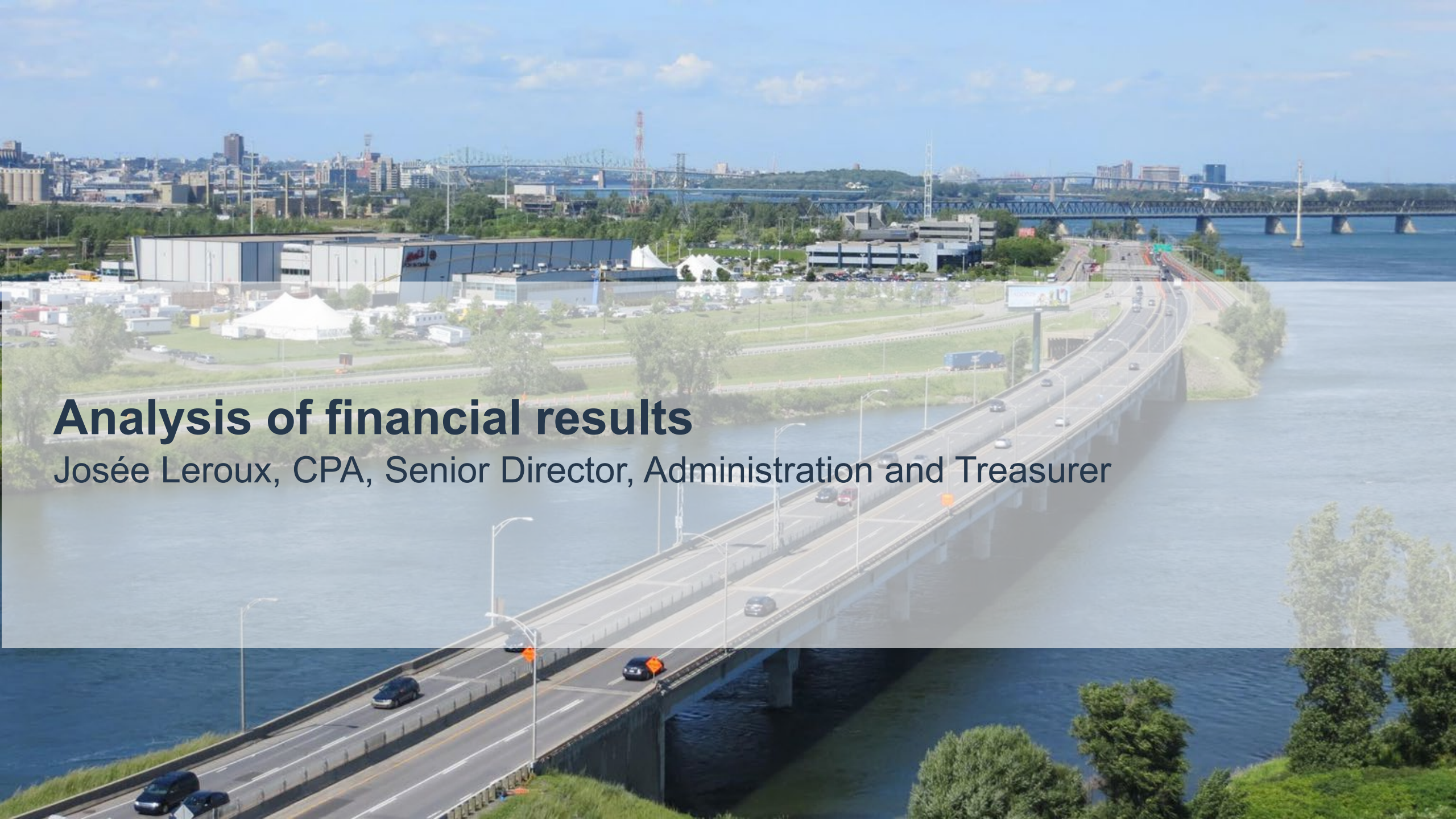


Melocheville Tunnel: $1.9M

Major work

+ No major work in 2024–2025
+ Reconstruction of the west bridge (P-113), at the west approach to the tunnel: completion of preliminary design studies
+ Tunnel water management: start of preliminary design study





Analysis of financial results

Josée Leroux, CPA, Senior Director, Administration and Treasurer

Funding and guiding principles

JCCBI's Funding Sources

+ Parliamentary appropriations from the Government of Canada
+ Federal Contaminated Sites Action Plan (FCSAP)
+ Income from interest, leases and licenses, and other sources

Government of Canada / Gouvernement du Canada

Financial management principles

+ Thoroughness, compliance and transparency
+ Stringent procurement and contract administration processes to soundly manage public funds

Highlights

+ Addition of the Québec Bridge to JCCBI’s asset portfolio

+ Beginning of the important work to reconfigure the Bonaventure Expressway, with shoreline stabilization work

+ Deconstruction of the Île des Sœurs Bypass Bridge - completed



Statement of Financial Position

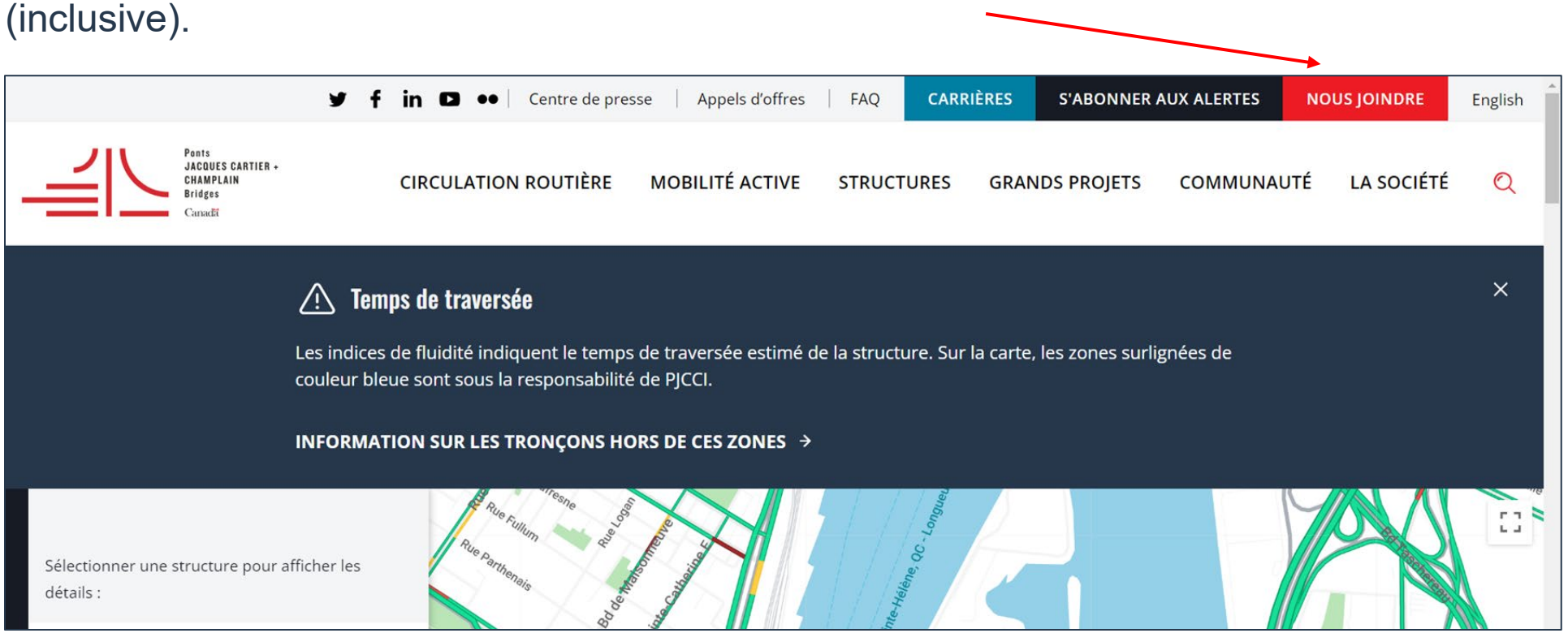
As at March 31 (in millions of dollars)	**ACTUAL** **2024-2025**	**ACTUAL** **2023-2024**
FINANCIAL ASSETS	50.4	48.2
LIABILITIES	165.6	166.3
NON-FINANCIAL ASSETS	677.6	658.2
ACCUMULATED SURPLUS	**562.4**	**540.1**

Income Statement

For the fiscal year ended March 31 (in millions of dollars)	**BUDGET** **2024-2025**	**ACTUAL** **2024-2025**	**ACTUAL** **2023-2024**
REVENUE	2.4	3.0	4.5
EXPENSES	220.2	171.4	140.5
Deficit before Government of Canada funding	(217.8)	(168.4)	(136.0)
Transfer payments – Operating expenses	190.7	136.9	132.6
Transfer payments – Tangible capital assets	71.7	53.8	19.8
ANNUAL OPERATING SURPLUS (DEFICIT)	**44.6**	**22.3**	**16.4**
Accumulated operating surplus, beginning of the year	533.1	540.1	523.7
ACCUMULATED OPERATING SURPLUS, END OF THE YEAR	**577.7**	**562.4**	**540.1**

Conclusion

- **Questions or comments?** Use the **Contact Us** form between November 28 and December 5, 2025 (inclusive).



- For more information, refer to the **2023–2024 Annual Report**, which is available on the website.

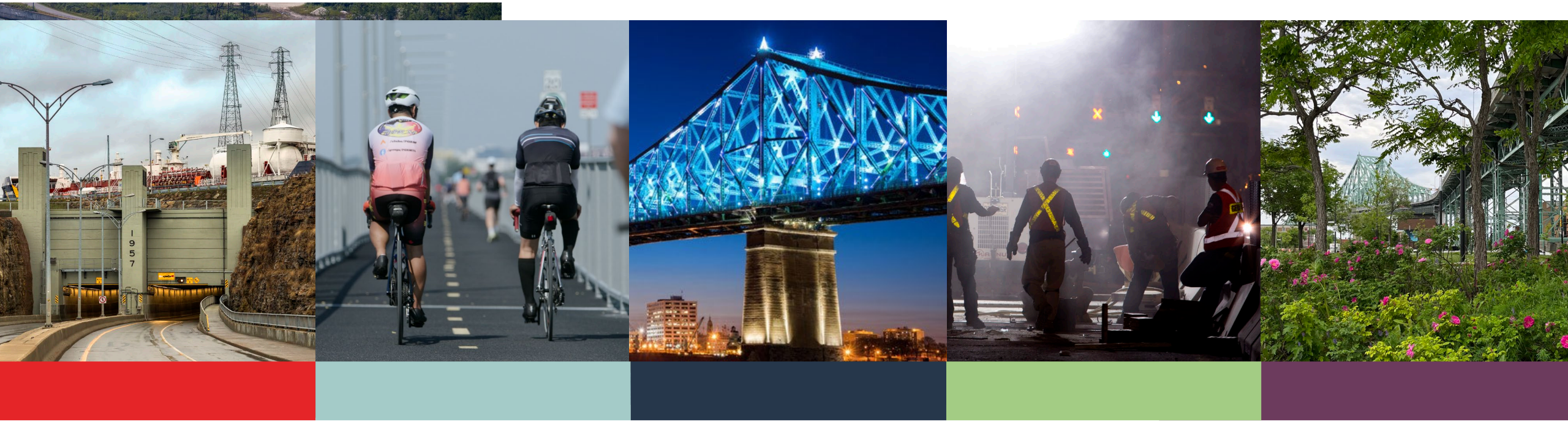
Thank you for your attention. See you next year!

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Les Ponts Jacques Cartier et Champlain Incorporée

The Jacques Cartier and Champlain Bridges Incorporated



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