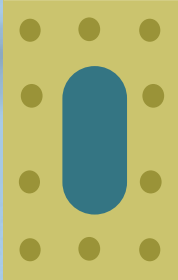




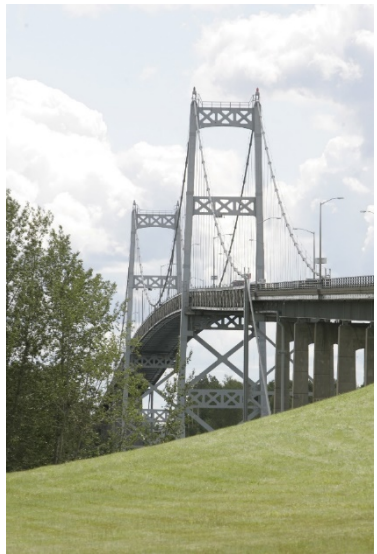
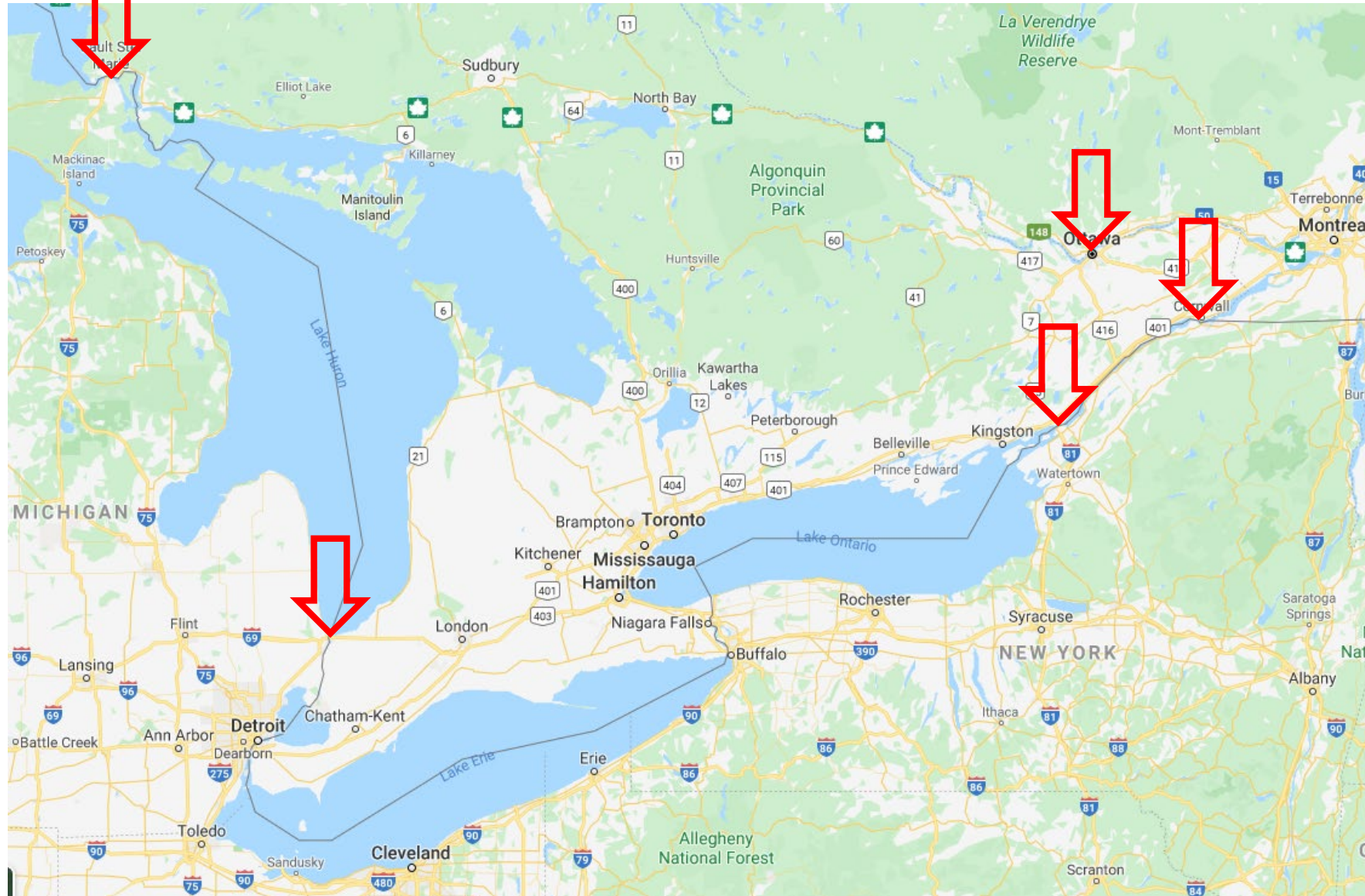
FEDERAL BRIDGE CORPORATION
SOCIÉTÉ DES PONTS FÉDÉRAUX



Corporate Update | Mise à jour de l'entreprise

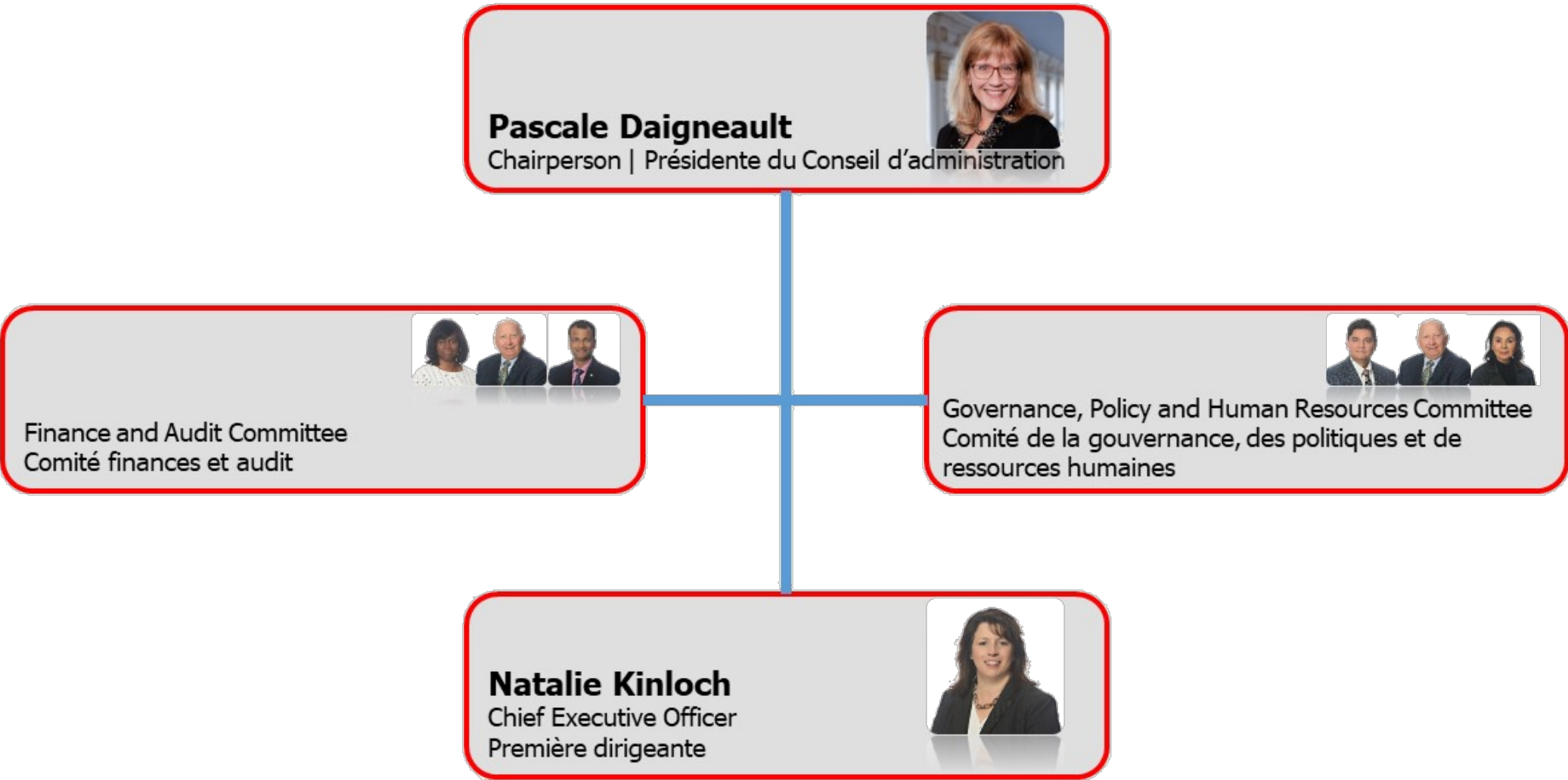
Assemblée publique annuelle de
2020

Annual Public Meeting





GOVERNANCE | GOUVERNANCE





AGENDA

- Dedication to excellence
 - Major achievements
 - Market position
 - Fiscal prudence
 - Bridge & partner news
 - Focus on FBCL's strategic priorities
- Engagement à l'excellence
 - Réalisations principales
 - Situation du marché
 - Prudence fiscale
 - Mise à jour concernant les ponts et les partenariats
 - Focus sur les priorités stratégiques de la SPFL



EXCELLENCE



An aerial photograph of a green truss bridge spanning a large body of water. The bridge has a long approach ramp on the left and a smaller section on the right. The surrounding landscape is covered in dense forest with trees in various shades of green and autumnal orange. The water is a deep blue. The text "ACHIEVEMENTS | RÉALISATIONS" is overlaid in white on a dark blue background at the top of the image.

ACHIEVEMENTS | RÉALISATIONS



NOTABLE

- New collective bargaining agreement
 - Community ConneXion
 - New Human Resources and time management system
 - Investments in modernised technologies
 - Continued policy refinement
 - Employee satisfaction survey
- Nouvelle convention collective
 - ConneXion communautaire
 - Nouveau système de gestion des ressources humaines et du temps
 - Investissements dans des technologies modernisées
 - Amélioration continue de la politique
 - Sondage de satisfaction des employés

80%

of employees
reported positive levels
of job satisfaction

85%

reported optimism for
the organization's
future orientation

86%

felt positive regarding
staff inclusion and
engagement

80%

des employés font
état d'une satisfaction
élevée au travail

85%

font preuve d'optimisme
à l'égard de l'orientation
future de l'organisation

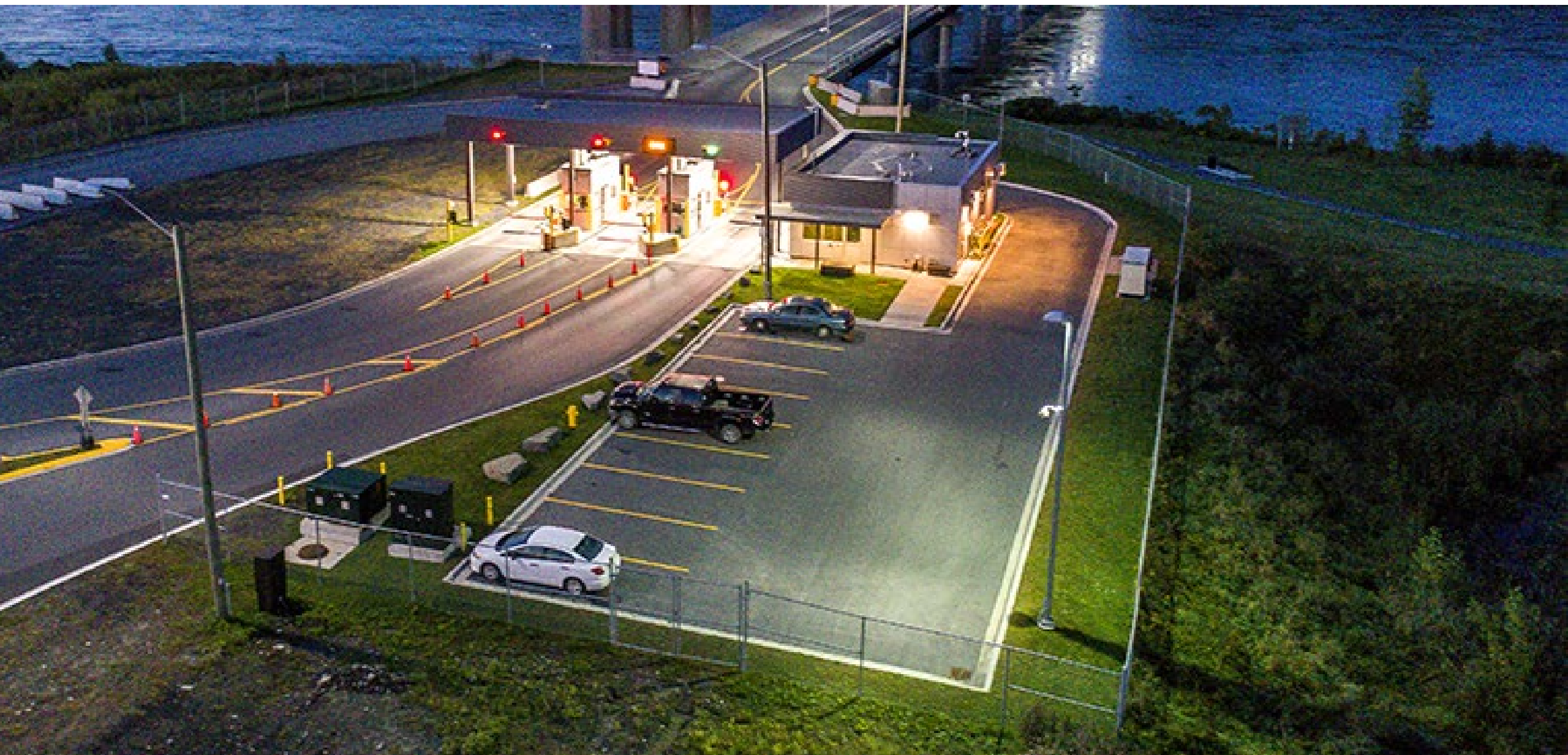
86%

ont un avis favorable
à l'égard de l'inclusion
et l'engagement
du personnel





MARKET | MARCHÉ



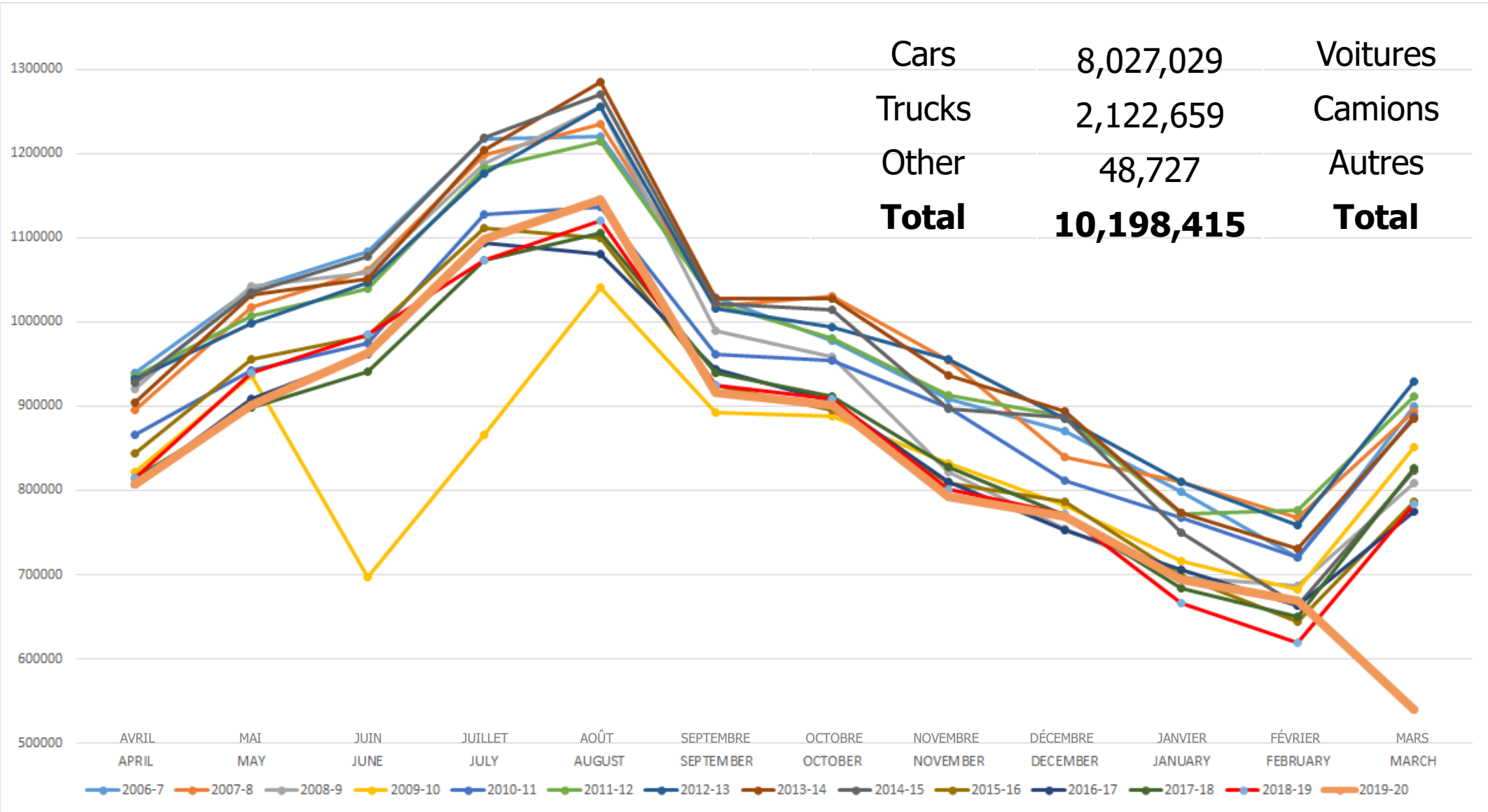


CONTEXT | CONJONCTURE

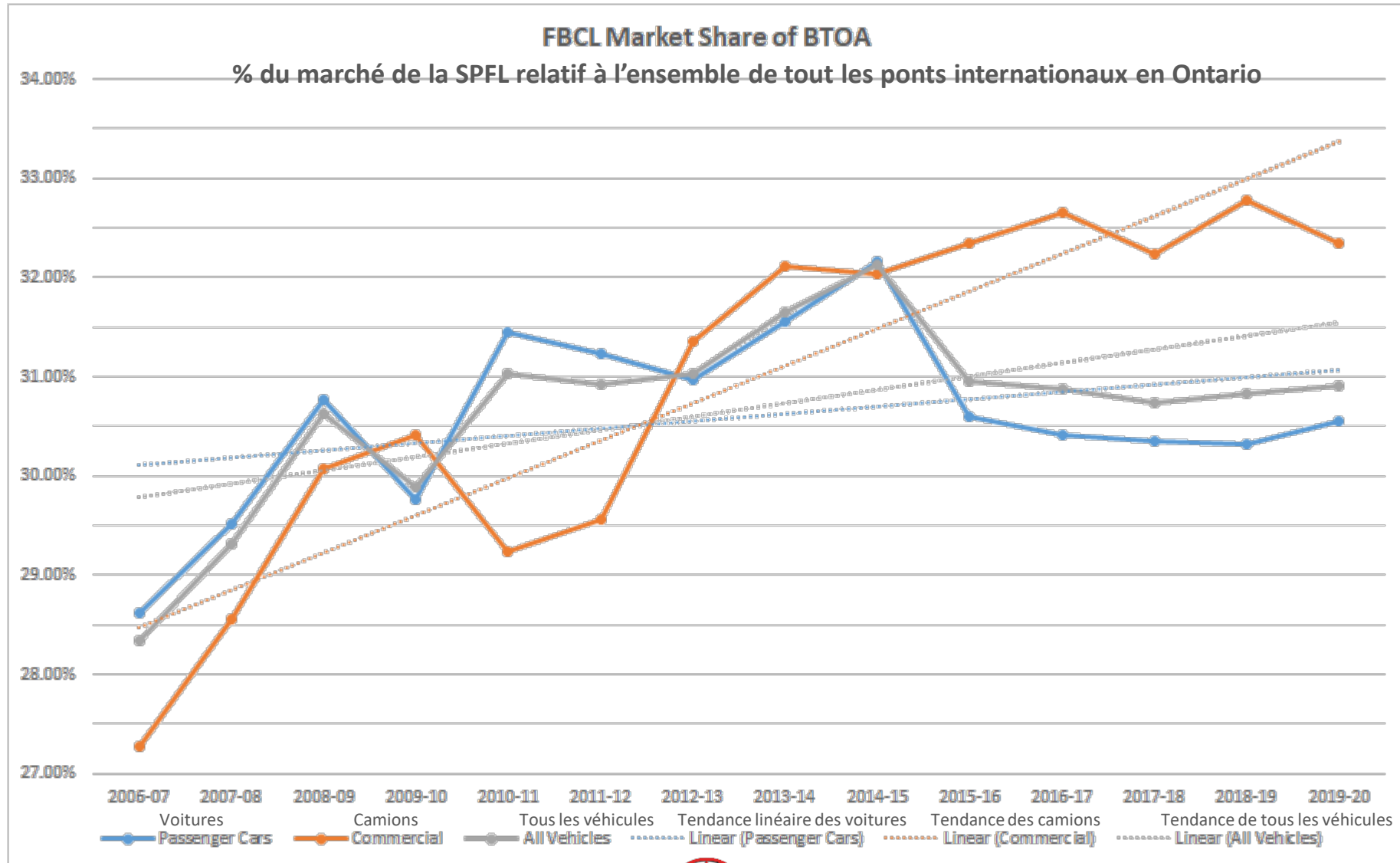
- State of the economy in general
 - CUSMA signed amid international trade disputes
 - Canadian - Indigenous reconciliation progresses
 - Evolving transportation logistics & automation
 - Construction of new, competing Windsor-Detroit crossing
 - COVID-19
- État de l'économie en général
 - Signature de l'ACEUM lors de différends commerciaux internationaux
 - La réconciliation entre le Canada et les peuples autochtones progresse
 - Évolution de la logistique et de l'automatisation des transports
 - Construction d'une nouvelle traversée concurrente entre Windsor et Détroit
 - COVID-19



TRAFFIC | TRAFIC

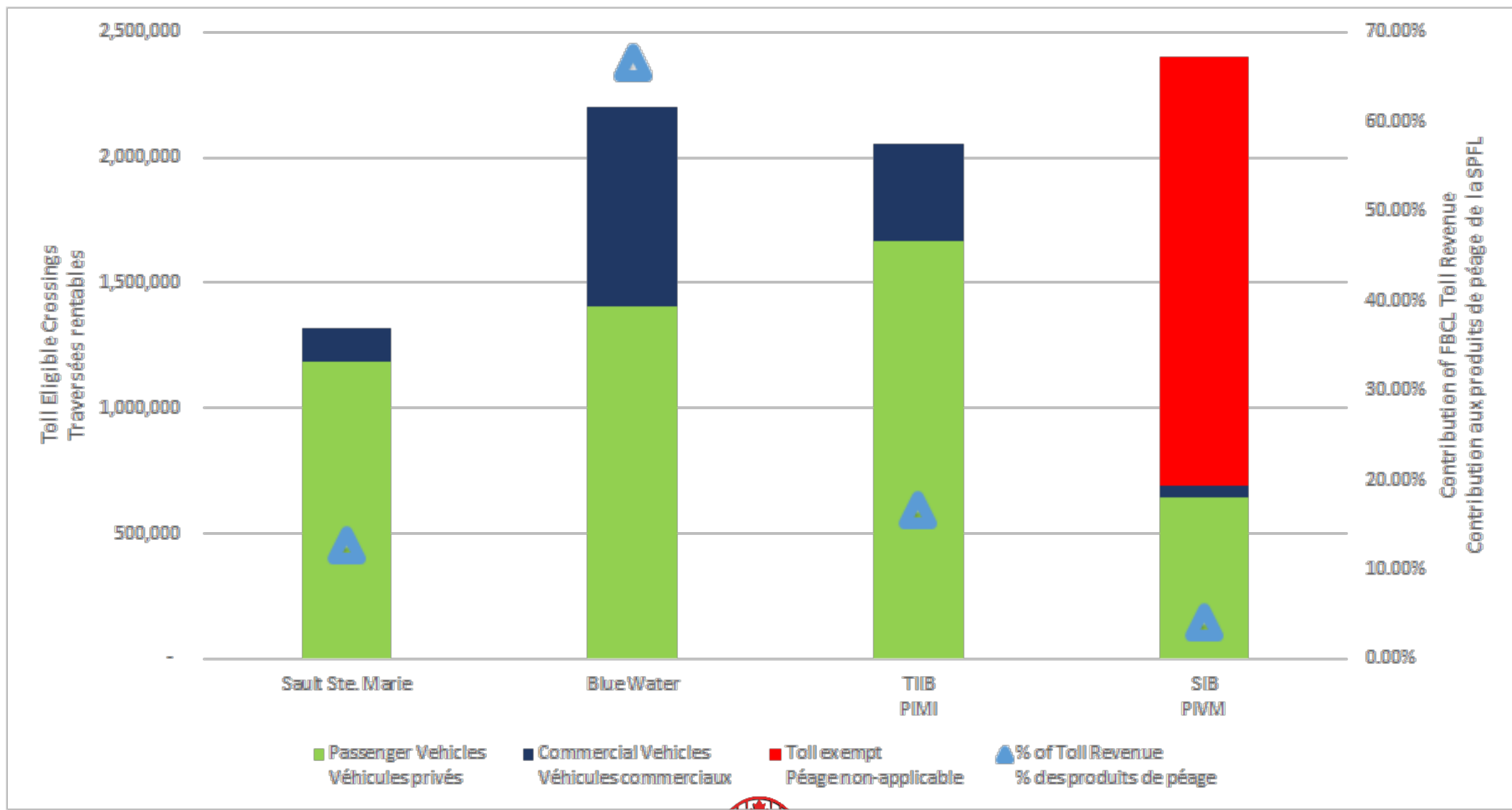


MARKET SHARE | PARTS DE MARCHÉ





CONTRIBUTION





PRUDENCE





REVENUE (000's)	2019-20 \$	2018-19 \$	PRODUITS (milliers)
Tolls & services	37,556	37,058	Péages et services
Leases & permits	4,690	4,910	Contrats de location et permis
Interest	536	640	Intérêts
Other	324	175	Autres
Total Revenue	43,106	42,783	Total des produits

EXPENSES | CHARGES

EXPENSES (000's)	2019-20 \$	2018-19 \$	CHARGES (milliers)
Operations	5,569	4,931	Exploitation
TIIB expenses	4,656	4,935	Charges liées au PIMI
Maintenance	6,337	4,721	Entretien
CBSA/CFIA	3,793	3,307	ASFC/ACIA
Administration	6,492	8,054	Administration
Depreciation	17,887	17,409	Amortissement
Total Expenses	44,734	43,357	Total des charges



BRIDGES | PONTS



An aerial photograph of the Sault Ste. Marie Bridge, a large steel truss bridge spanning the St. Marys River. The bridge features multiple concrete piers supporting its structure. In the background, another bridge with a distinctive arch design is visible. The surrounding landscape includes water, some industrial or commercial buildings, and greenery. The entire image has a teal color cast.

SAULT STE. MARIE

An aerial photograph of a large, multi-arched steel truss bridge spanning a wide body of water. The bridge has multiple lanes of traffic, with a semi-truck visible on the left side. The surrounding area includes a shoreline with trees, some buildings, and a parking lot. The sky is overcast. The text "BLUE WATER" is overlaid in the center in a large, white, sans-serif font, flanked by two horizontal white lines.

BLUE WATER

An aerial photograph of a large, multi-lane bridge spanning a wide river. The bridge has a complex steel truss structure and concrete piers. Several vehicles, including a large white truck and several cars, are visible on the bridge. In the background, a dense forest of trees covers numerous small islands and the surrounding banks of the river. The sky is clear and blue.

1000 ISLANDS MILLE-ÎLES

A sepia-toned photograph of a bridge over a river. The bridge has a concrete railing and is supported by several large, cylindrical concrete piers. In the foreground, a large, multi-tiered concrete structure, possibly a barge or a lock component, is partially submerged in the water. The background shows a line of trees and a distant building under a cloudy sky. The text "SEAWAY VOIE MARITIME" is overlaid in the center in a bold, white, sans-serif font, flanked by two horizontal white lines.

SEAWAY VOIE MARITIME



FOCUS





PRIORITIES | PRIORITÉS

International bridges managed with a focus on:

- Preparing FBCL's people for the future labour & skills landscape
- Managing assets and infrastructure
- Safeguarding the Corporation's financial sustainability
- Investing in technology & innovation

Gestion des ponts internationaux concentrée sur :

- La préparation du personnel de la SPFL à la nature du travail et aux emplois de l'avenir
- La protection des actifs et des infrastructures
- La protection de la viabilité financière de la Société
- Des investissements dans la technologie et l'innovation



DISRUPTION | PERTURBATION

COVID-19 Pandemic

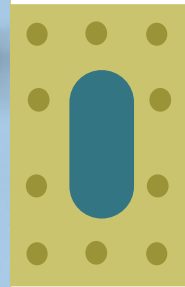
- Canada-U.S. border closed to non-essential traffic March 21, 2020
- Pandemic plan focused health, safety and security for all while essential commercial traffic flow continued
- Traffic and thus toll revenue are drastically impacted
- Ontario is now in stage 3 of its the reopening plan
- Border restrictions remain with current 30-day extension to September 21, 2020

Pandémie COVID-19

- La frontière canado-américaine est fermée au trafic non essentiel le 21 mars 2020
- Le plan de lutte contre la pandémie s'est concentré sur la santé, la sûreté et la sécurité pour tous, tandis que le flux de trafic commercial essentiel se poursuivait
- Le trafic et donc les revenus de péage sont fortement impactés
- L'Ontario en est maintenant à l'étape 3 de son plan de réouverture
- Les restrictions à la frontière demeurent avec l'extension actuelle de 30 jours jusqu'au 21 septembre 2020



FEDERAL BRIDGE CORPORATION
SOCIÉTÉ DES PONTS FÉDÉRAUX



**THANK YOU
MERCI**