



ANNUAL REPORT

— 2021 —

POSITIONED FOR PERFORMANCE





VISION

To connect with the world through trade and tourism.

MISSION

To be the driver of sustainable economic growth in our region through innovation and collaboration.

BOARD OF DIRECTORS



LISA KEENAN
Chair



SHELLEY RINEHART
Director



DONNA GATES
Vice-Chair



JACK KEIR
Director



DAVID EMERSON
Director



PETER MCGUIRE
Director



THOMAS O'NEIL
Director

LEADERSHIP TEAM



CRAIG BELL
ESTABROOKS
President & CEO



ALEX CALVIN
Senior Director,
Infrastructure &
Planning



ANDREW DIXON
Chief Operating
Officer



KRISTA FOSTER
Acting Director,
Corporate Services



PAULA COPELAND
Vice President,
Engagement and
Sustainability



KERRILEIGH NELSON
Corporate Secretary &
Compliance Manager

WE ACKNOWLEDGE that the lands and waters on which Port Saint John and its partners operate are situated on the traditional territory of the Wəlastəkwiyik/Wolastoqiyik (Maliseet). The Wəlastəkwiyik/Wolastoqiyik (Maliseet), along with their indigenous neighbours, the Mi'kmaq/Mi'kmaq and Passamaquoddy/Peskotomuhkati signed the Treaties of Peace and Friendship with the British crown in the 1700s which protect their rights to land and resources.



This report is printed on recycled paper.



DP W
Saint John

DP WORLD
Saint John

DETROIT EXPRESS
HONG KONG
IMO 9112109

POSITIONED FOR PERFORMANCE

The pandemic and its impacts on our daily lives and businesses continued to be the predominant story throughout 2021. Through this, consumers became more aware of the value of an efficient supply chain, as the effects of recovering from the production shutdowns in the first year of the pandemic began to overwhelm major global ports. This reality underscored for us the importance of the West Side Modernization Project, as we continue to grow capacity at uncongested berths and fluid terminals here in Saint John.

Within these unique conditions of the pandemic, Port Saint John and its stakeholders continued to operate efficiently and safely throughout the year, showing an overall year-over-year increase in cargo tonnage of 11%. We are the largest port in Atlantic Canada by volume of cargo handled. We also have gained new status as the second fastest growing port on the East Coast of North America.

As was the case in 2020, the only Canadian port sector which remained at a standstill due to the pandemic was cruise. Welcome news came in November when the federal government lifted suspension of cruise in Canadian waters. This means we expect to see cruise ships in our harbour once again beginning in the Spring of 2022. Over the past two years, the efforts of our cruise team turned toward ensuring safe cruise resumption and preparation of our community. We anticipate 70 cruise ships to visit over the course of six months this year.

Construction on the West Side Modernization Project, within DP World's multi-purpose cargo terminal, continued to progress toward completion over the course of the year. This project and our collaboration with supply chain partners to maximize the use of our infrastructure continues to produce results. An example is the attraction of another new weekly container service line to Saint John in May of 2021. Three of the world's top container lines now regularly call Saint John home: MSC, CMA-CGM, and now Hapag-Lloyd.

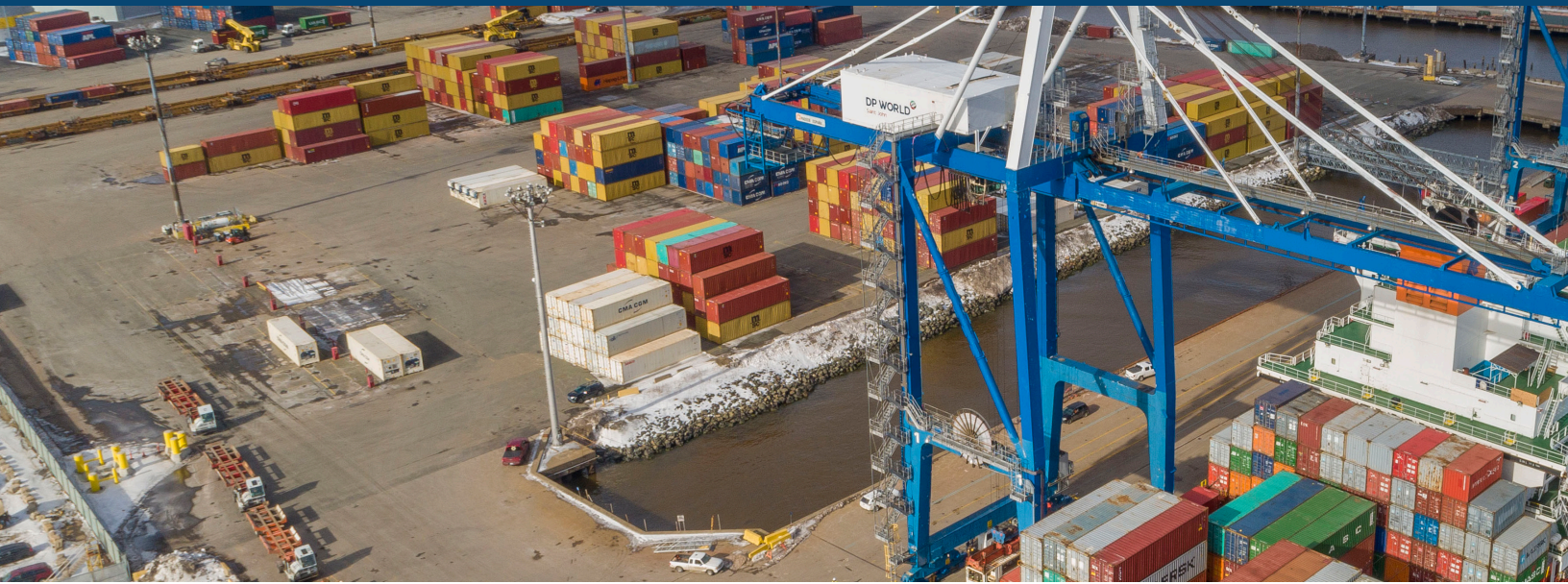
We recognize that data is an asset that will increase cargo visibility for shippers and receivers. We highly value our journey to increase collaboration in this area. Throughout 2021, we continued working to implement new technologies and solutions to this end. This work remains a high priority, as does our commitment to the environment, which we are taking to a new level moving forward. We will focus more on decarbonization of our port.

People are at the heart of our port operations and the community which surrounds us. We understand that the value we provide must be broader than economic. We are continually seeking ways to align our business with port stakeholders, residents, and visitor priorities.

As we look back on the challenges and breakthroughs of 2021, we stand with hope for the future of our modernized port. We truly are positioned for performance.

LISA KEENAN
Chair

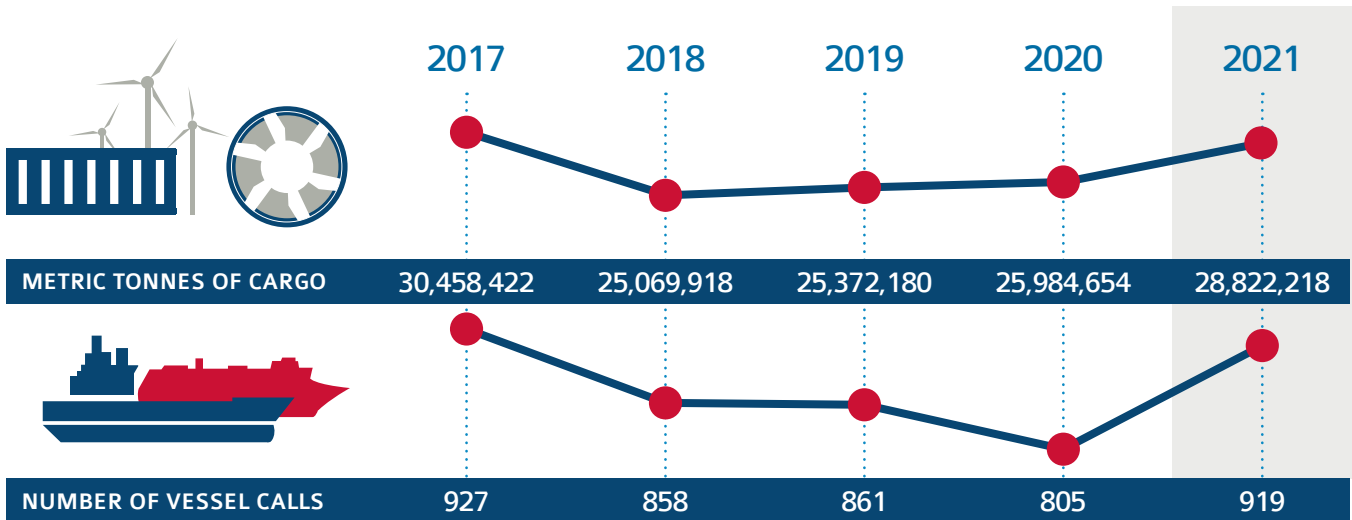
CRAIG BELL ESTABROOKS
President & CEO



TOTAL PORT

Overall cargo tonnage at Port Saint John for 2021 was 28.8 million metric tonnes, representing an 11% increase from the previous year. This growth was achieved due to increases in dry bulk, containers, and liquid bulk.

DP World Saint John saw solid container growth at the west side multi-purpose cargo terminal. Container TEUs increased by 10% with container tonnage increasing by 6% by year end.



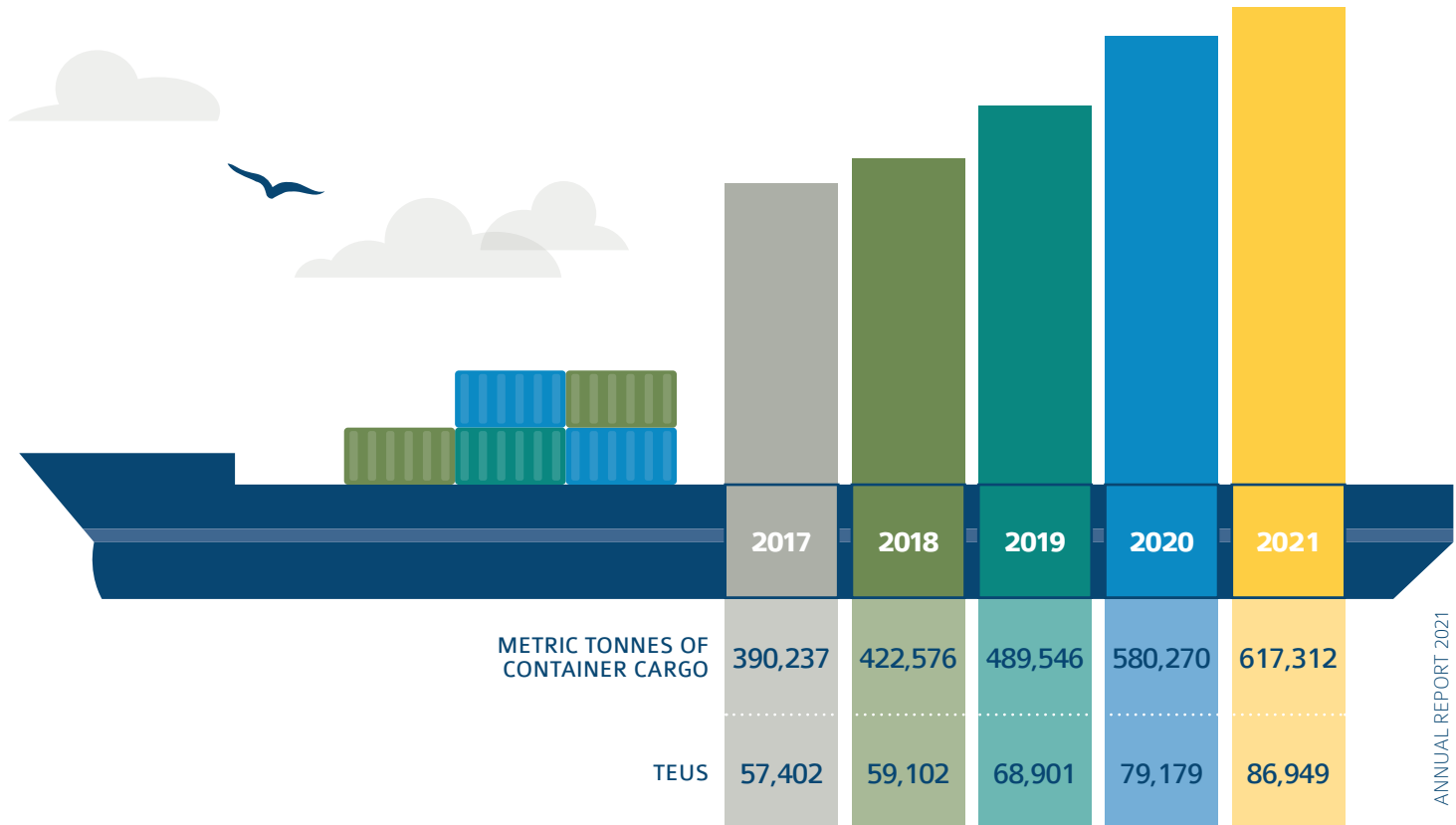


CONTAINERS

DP World's fifth year at Port Saint John brought their highest volumes yet, staying true to their vision of long-term growth for container operations at Port Saint John.

Several major developments occurred in 2021 that will continue to positively impact container cargo at Port Saint John. These are:

- CP Rail's marketing of Port Saint John as their East Coast Advantage,
- The commencement of Hapag-Lloyd's Mediterranean container service with Port Saint John and;
- The continuation of the \$205 million West Side Modernization Project construction which launched in 2020 and is due to be complete in 2023. This project is a funding partnership with the Government of Canada, Province of New Brunswick, and Port Saint John.



WEST SIDE MODERNIZATION TO BE COMPLETE IN 2023



OVER
850,000
TONNES OF
ROCKFILL WAS
PLACED TO HELP
FORM THE PIER.

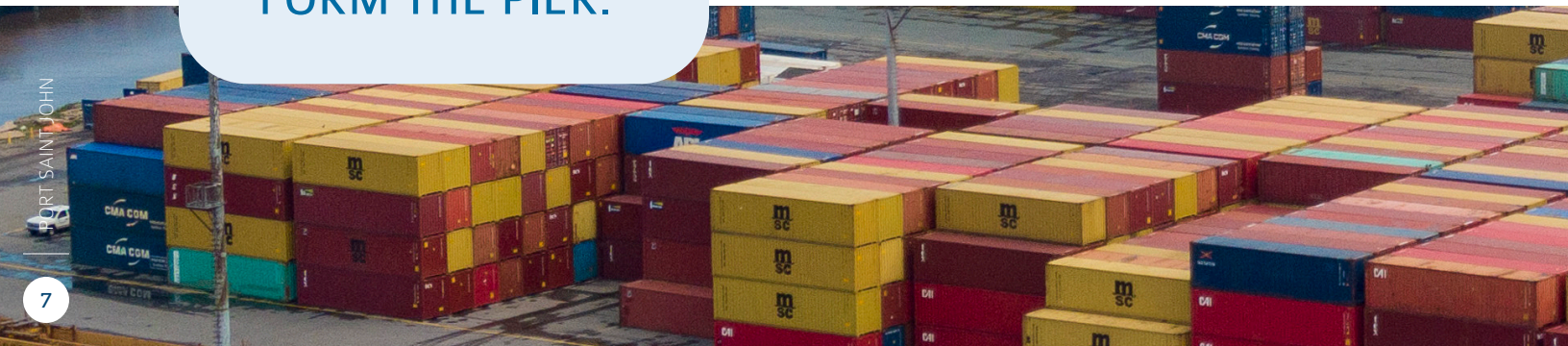
Under the engineering design leadership of Hatch Dillon JV, the West Side Modernization project continues to make steady strides toward completion. Although COVID-19 increased safety protocols on the site, contractors were able to develop safety plans, approved by Work Safe NB and the project is still slated to be complete by March 2023.

In 2021, the new pier has started to take form. Over 850,000 tonnes of rockfill was placed to help form the pier. As part of the project, workboats and fishing vessels are being moved over to Long Wharf Slip, where work has begun to create a new breakwater which will provide safe harbour to them on an annual basis.

Ensuring the terminal continues to operate fully as a cargo handling facility throughout the period of demolition and new construction at the adjacent pier is a critical factor in the construction plan. Maintaining continuous and efficient operations is a crucial part of the entire project. The infrastructure at Port Saint John provides a link between North American markets and the global marketplace, contributes to local economies across our region, and is part of Canada's national supply chain.

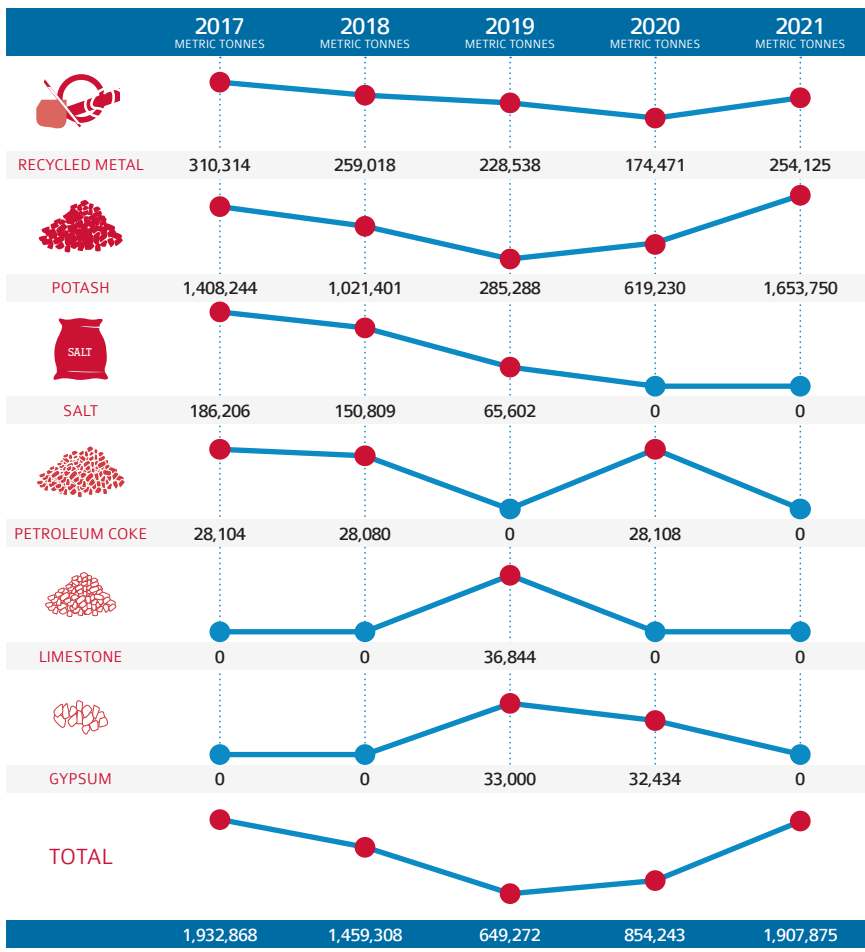
This project is a three-way \$205 million infrastructure development project between the Government of Canada, the Province of New Brunswick, and Port Saint John. This project was the culmination of work by the Port with its stakeholders to achieve a vision for continued growth.

Throughout our West Side Modernization Project, we have worked in close collaboration with Indigenous communities who have contributed their expertise and traditional knowledge in helping to progress the project and environmental planning related to the project.



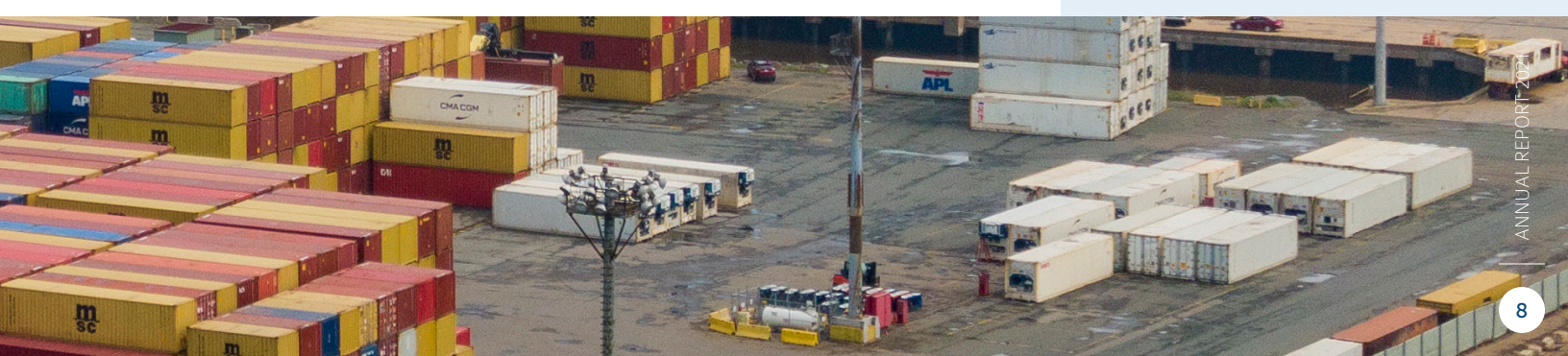
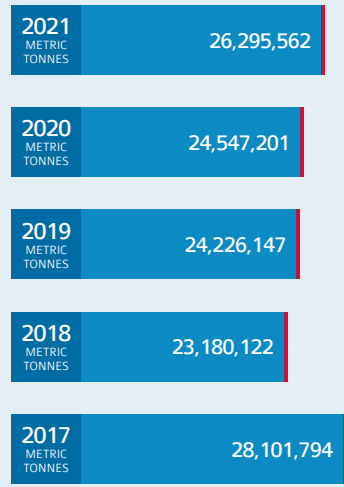
DRY BULK

The dry bulk sector at Port Saint John in 2021 included export of potash and recycled metals. In 2021, the Potash exported through Port Saint John more than doubled year-over-year. Saint John, New Brunswick continues to have a geographic advantage for distribution of Saskatchewan-produced potash to South America and other global markets. The recycled metals operations at Port Saint John saw an increase of 45% in 2021. A high-level of community interest exists in this operation, and, as a result, the leaseholder continues to work toward understanding and improving environmental impacts and communications.



LIQUID BULK

Crude oil, petroleum, liquefied natural gas, fishoil, molasses, caustic soda, calcium chloride, and magnesium chloride.

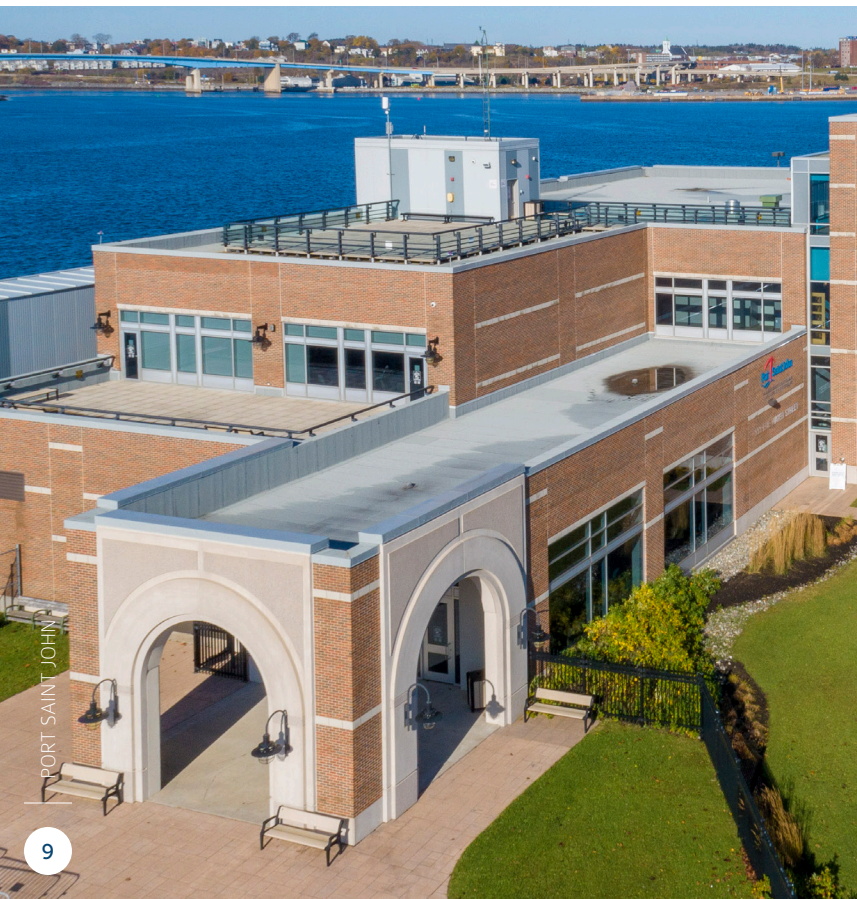


BREAKBULK & PROJECT CARGO

The Port offers a complete breakbulk/project cargo program, customizable to meet the business objectives of shippers and receivers.

In 2021, Port Saint John saw the arrival of additional wind turbine components to Long Wharf. These components are destined for wind farms in the nearby area. Port Saint John continues to be located as the ideal staging point for Bay of Fundy tidal energy sector marine asset deployment and servicing. The renewable energy sector, and its related project cargo, continue to be a strong area of focus for Port Saint John.

We continue to provide support to local shipping companies using our Port for maintenance, repairs, bunkering and routine administrative matters, just as we continue to explore opportunities in the offshore wind sector in the US Northeast.



VENUES

Our venues were back in action in 2021 with strict health and safety protocols and precautions. Pandemic-related rentals such as vaccination clinics and rapid test distribution centres were some of the longer-term rentals during the year. Due to the generous size of our rentable rooms, there was an increase in corporate training rentals because social distancing was possible. Another long-term rental we had was the Elections Canada Returning Office.

Our cruise terminals hosted 6 weddings in 2021.

We also donated over \$10,000 in in-kind rental donations to non-profits and other groups.

CRUISE

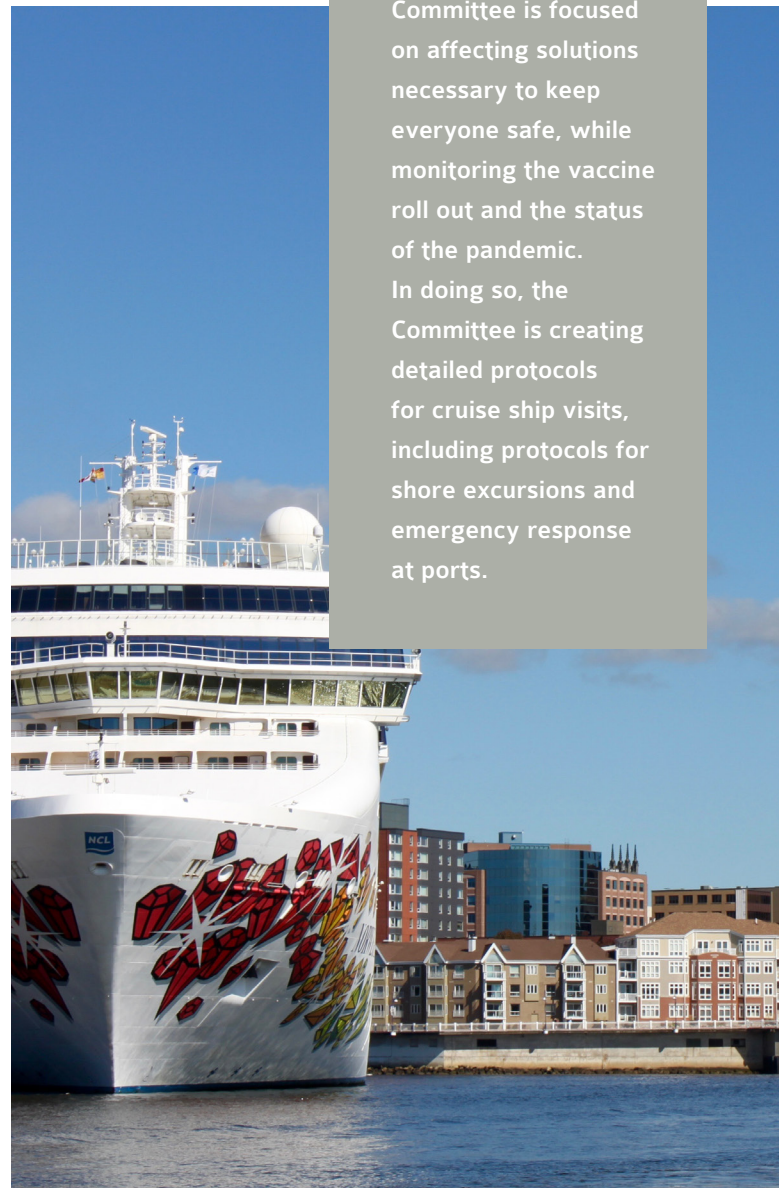
Due to the COVID-19 pandemic, cruise was suspended in Canadian waters by Transport Canada in 2020. This suspension lasted until November of 2021. As a result, Port Saint John experienced a second year with no cruise visits.

As an industry, ports, destinations and the tour operators and small businesses who survive on cruise activity, understand cruise resumption requires a collective effort. To this end, Port Saint John is providing leadership through the Association of Canadian Port Authorities (ACPA) Cruise Committee who have launched an historic initiative that brings together all ports and regional entities involved in the cruise industry from across Canada as one voice engaged in meaningful dialogue. They provide input into the Government of Canada for the resumption of cruise activity in Canada.

Locally, our Business Development Team has created a Business and Community Liaison Committee consisting of members from economic development, business associations, community groups and other cruise tourism stakeholders. They meet monthly to discuss cruise resumption and will continue to cover other topics once cruise resumes. In a parallel initiative, with longer term goals, the Port Saint John cruise team is engaging local tourism stakeholders such as restaurants and tour operators in a proactive and systematic way to help improve overall visitor experience.

The first cruise ship after a two-year hiatus is arriving in Saint John on April 28th, 2022. Our cruise and operations teams are working tirelessly to ensure the safe and successful return of this industry to our region. With the restart of the cruise industry in Canada, we are anticipating 69 cruise ship visits in 2022.

The Cruise Ports Committee is focused on affecting solutions necessary to keep everyone safe, while monitoring the vaccine roll out and the status of the pandemic. In doing so, the Committee is creating detailed protocols for cruise ship visits, including protocols for shore excursions and emergency response at ports.



69
EXPECTED VESSELS
ARRIVING IN 2022



SAFETY, SECURITY, AND ENVIRONMENT



COMMITTED TO SAFETY

In recent years, Port Saint John has focused on enhancing our safety programs and culture. It's been a team effort, with everyone doing their part to strive for a healthy, incident-free workplace. We are working towards ISO 45001 certification.



ENSURING SAFETY DURING COVID-19

Throughout the second year of the pandemic, health and safety remained a top priority. Our COVID response plan remained intact and our COVID Workplace Recovery Task Force continued to meet regularly. This Task Force oversees the Response Plan as it fluctuates to reflect the latest COVID-19 conditions in our area.

As part of the COVID Response Plan throughout 2021, all external service providers and terminal operators continued to submit their COVID Operational Plans for evaluation and assurance that those we engage with also took the appropriate preventative steps.

To further ensure our COVID Response Plan is effective, monitoring continued with formal COVID audits occurring on a scheduled basis. Each month, our operational locations were audited for compliance and efficiency. These audits were reviewed by our senior management and CEO. We worked on behalf of the Government of Canada to ensure vaccine mandates were given high priority in our own operations throughout our leased marine terminals.



STRENGTHENING SECURITY IN OUR BUSINESS

Throughout COVID-19, our security forces acted as front-line screening personnel at our corporate office as well as all other Port operated facilities. Security enhancements and initiatives continued through 2021 include:

- Planning stage for a multi-year capital replacement of CCTV system software including upgrades to real-time camera monitoring, recording, and access control. Phase 1 of this project is to be completed in 2022.
- A multi-year process of harmonizing expiry dates of Marine Facility Security Plans is ongoing.



EMERGENCY MANAGEMENT

Throughout 2021 there have been some positive outcomes regarding emergency management.

Our continuous emergency planning and training were put into practice in November through a security exercise, "Cyber Synergy Saint John" including an escalation from MARSEC 1 to MARSEC 2. This involved a full activation of the Port Emergency Response Plan and on-site Emergency Operations Centre and involvement from Port stakeholders and terminal operators.



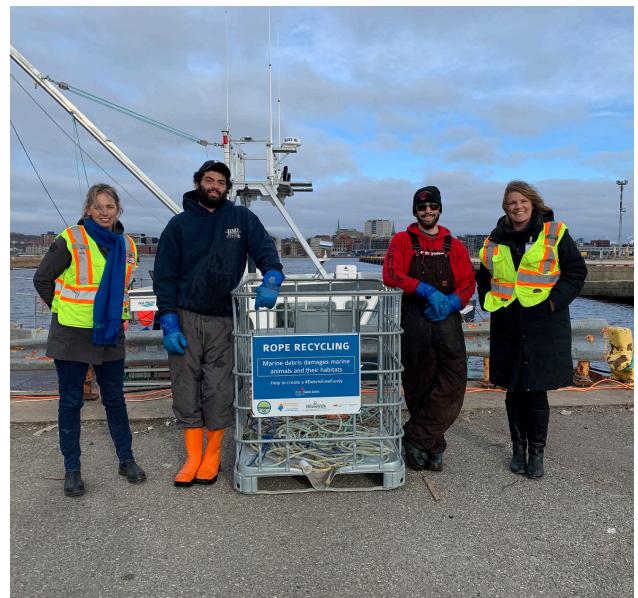
COLLABORATING ON ENVIRONMENTAL STEWARDSHIP

Once again, Port Saint John received environmental certification from Green Marine in 2021. A voluntary, transparent, and inclusive initiative, Green Marine addresses environmental issues in the North American maritime industry. The certification process is extensive and based upon 12 key performance indicators.

We are proud to report that, with the participation of our terminal operators and port stakeholders, we collected almost 9000 lbs of marine rope - which would otherwise end up in the ocean - as part of our commitment to the Debris Free Fundy initiative. The Port invested in 8 collection bins from this program led by the Huntsman Marine Science Centre.

We continue to partner with many organizations like the Huntsman, ACAP Saint John, and University of New Brunswick by providing access to monitoring and data collection as well as financial and in-kind support. Our team also planted 150 trees through ACAP's tree planting program.

We also continued down the road towards certifying with ISO 14001.



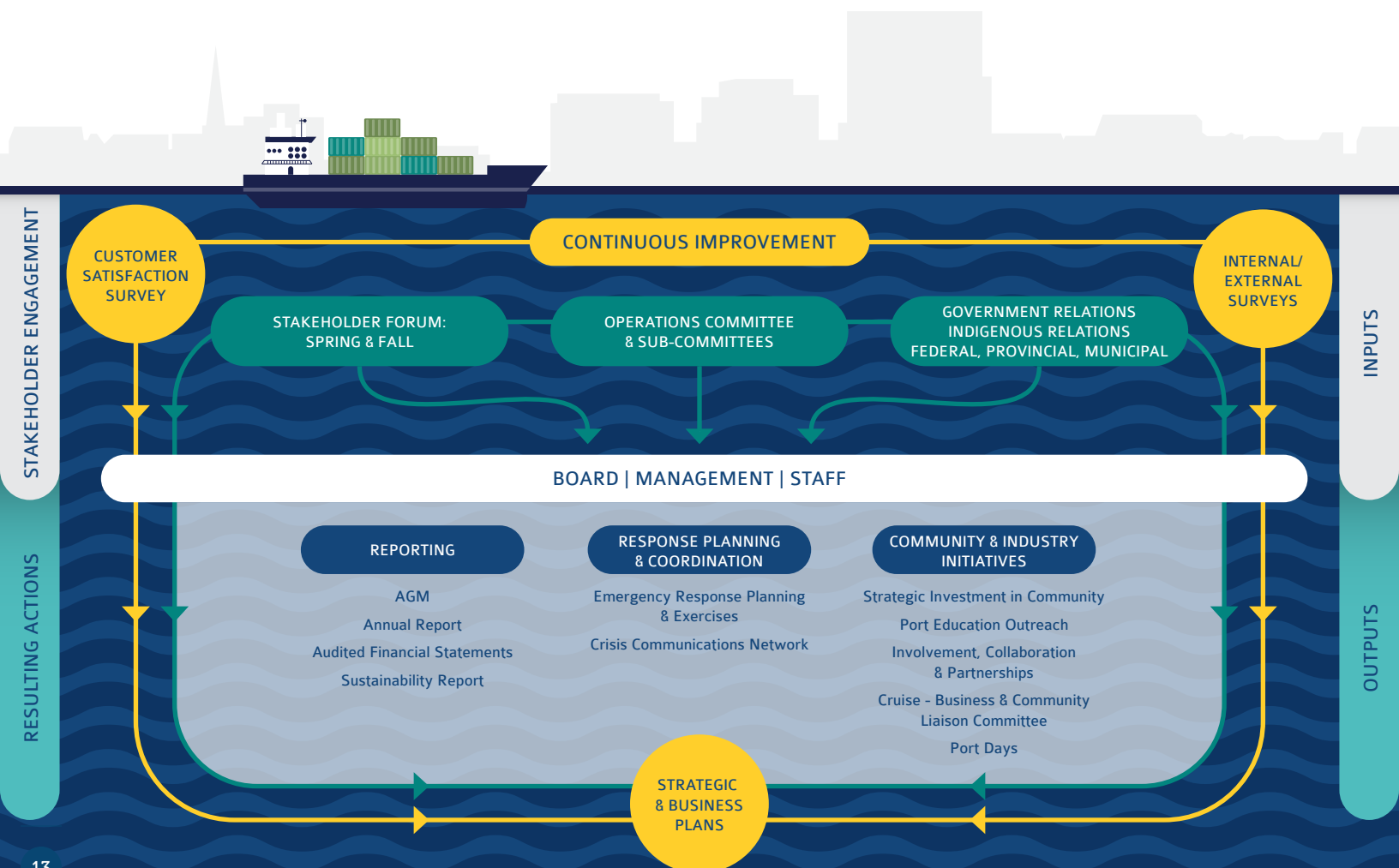
ENGAGEMENT & COMMUNITY INVOLVEMENT

Though 2021 was another year of minimal in-person activities, we still managed to remain connected to each other and our community through virtual and socially distanced activities. We have discovered the benefits of offering virtual meetings and events, as attendance has increased for stakeholder engagement, our annual meeting, and Port Days.

PORT STAKEHOLDERS

More than 10 years ago, Port Saint John implemented a stakeholder and community engagement strategy which has evolved over the decade. At its foundation, the Inclusion Model is the primary tool by which the Port Saint John management team maintains a cycle of engagement with stakeholders in an inclusive manner through forums and working committees.

The Inclusion Model has expanded to include stakeholder and community engagement surveys carried out as a companion to engagement at meetings or in person. Feedback gathered from engagement through inclusion activities such as the forums, committees, and surveys are fed into the strategic planning process with the Board of Directors for the annual update to the Business Plan.





COMMUNITY

Our Community Investment activities are carried out as a companion to stakeholder engagement. Throughout the year, Port Saint John supports dozens of charities and non-profits through donations and employee volunteer hours. A strong focus is given to charities providing basic needs to children and families in neighbourhoods surrounding the harbour.

In addition to these charities, the seafaring community – who are working on every vessel in the inner and outer harbour – are a focus of Port Saint John charitable giving, in both time and resources, through the Saint John Seafarers' Mission.

Port Saint John and the Saint John Arts Centre collaborated in a biennial artist residency and exhibit. Each year in 2021, 2023, and 2025, the work of the artist in residence will appear in Port Saint John Gallery for 6 weeks beginning in mid-September. The first artist selected, Sarah Sackville, had an exhibit at the Art Centre showcasing her work from the program. We now have beautiful pieces in our corporate office and look forward to selecting the next artist in 2022.

Our team is committed to truth and reconciliation. We are beginning our journey by offering staff the Reconciliation Awareness Module hosted by the Joint Economic Development Initiative. As of the end of 2021, half of our staff have completed the training and the rest are slated for 2022.

EDUCATION AND OUTREACH

Since 2014, Port education outreach programming has engaged students from K-12 with learning opportunities through both in-class presentation materials and the opportunity to pair these with weekly port tours in partnership with our terminal operators. As in many areas of our activity, the pandemic caused us to take our programming online. Throughout the ebbs and flows of the pandemic, we were able to offer a handful of bus tours of port operations to students. We look forward to bringing this program back to its full capacity as we approach the 2022 school year.

In addition to these efforts, Port Saint John regularly partners with educational entities such as Enroute to Success, New Brunswick Community College, UNB Saint John, Eastern College, and Saint John High School to provide intern and co-op opportunities for secondary and post-secondary students.





ANNUAL REPORT 2021

www.sjport.com

