

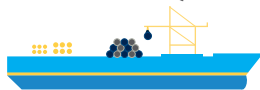
RISING TO THE CHALLENGE

2020 Annual Report



MISSION

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



VISION

To connect with the world through trade and tourism.

BOARD OF DIRECTORS



Lisa Keenan
Chair



Donna Gates
Vice-Chair



David Emerson
Director



Thomas O'Neil
Director



Jack Keir
Director



Shelley Rinehart
Director



Peter McGuire
Director

SENIOR MANAGEMENT



Jim Quinn
President & CEO



Andrew Dixon
Senior Vice President, Trade & Business Development



Paula Copeland
Director, Communications & Corporate Social Responsibility



Captain Chris Hall
Vice President, Operations & Harbour Master



Craig Estabrooks
Director, Corporate Services & Finance



Kerrileigh Nelson
Executive Assistant & Corporate Secretary

Rising to the Challenge

As 2020 began we could never have imagined how different it would be from our plans and projections.

In our message last year, we focused on adaptation and innovation as fundamental values at Port Saint John, and those qualities were tried and tested by the challenges of last year and we came out stronger and more innovative as a result.

The predominant story in 2020 was the pandemic and its impacts on our lives and on businesses. In the maritime sector, the vital supply chain role of ports and our transportation networks was highlighted as the industry continued to move much needed goods across the globe and our nation. Within these unique conditions, Port Saint John and its stakeholders continued to operate efficiently and safely throughout the year, showing an overall year-over-year increase of 2%. We continued our position as the largest port in Atlantic Canada by volume of cargo handled.

The only sector in our business which came to a standstill due to the pandemic was cruise. Federal regulation suspended cruise in Canadian waters for the entire year. As a result, we experienced our first year without any cruise visits since 1988. This necessary disruption to the cruise industry greatly impacted our tourism operators. Keeping the future in mind, the Port Saint John cruise team pivoted their efforts towards providing leadership amongst Canadian cruise ports towards the safe resumption of cruise, improving guest experience and collaboration among local cruise stakeholders. When it is safe to resume, the Port and community will both be ready.

The West Side Modernization Project, within DP World's multi-purpose cargo terminal, continued to develop over the course of the year. In late March, with COVID-19 safety plans approved and in place, full construction of eight large caissons that will form the new pier structure began. These caissons are forming the foundation for the new deep water berthing facility that will be complete and operational by the end of 2022. The caisson

construction is the most visible activity on site due to their size, however, several other Project components also took place in 2020 including construction of a 288-plug reefer tower, which is an upgrade in safety and efficiency for refrigerated storage.

Amid externalities caused by the pandemic, our Port Saint John team remains focused on implementing a robust plan of bringing technology to the forefront of our business strategy while we simultaneously seek to understand impacts of the environment on our operations, particularly with respect to climate change. Our port has positioned itself at the forefront of innovation and data capture across the Canadian network and will continue building on this success in the years to come.

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 and we are continually seeking ways to align our business with port stakeholders, resident, and visitor priorities.

Though a challenging year, 2020 saw successes in our business through careful management of our resources and adjusting our plans, together we have weathered a storm and look forward to brighter skies ahead.

Lisa Keenan, Chair

Jim Quinn, President & CEO

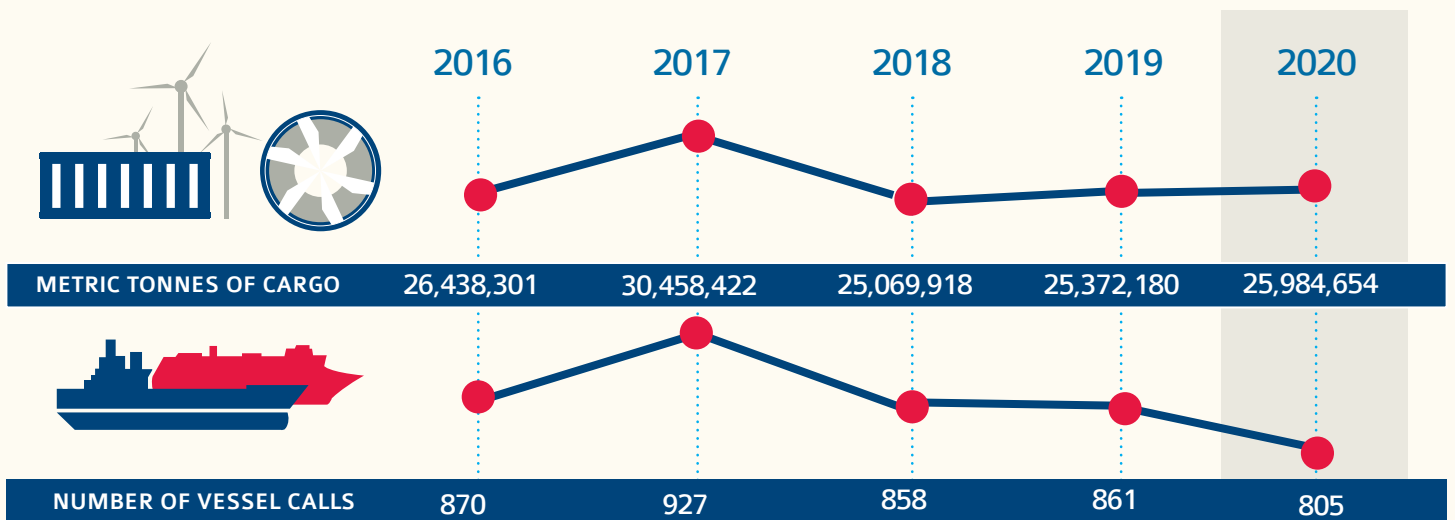


Total Port

Overall cargo tonnage at Port Saint John for 2020 was 25.9 million metric tonnes, representing a 2% increase from the previous year. This growth was achieved as a result of increases in dry bulk, containers, and import LNG.

In their fourth year of operations, DP World Saint John saw solid container growth at the west side multi-purpose cargo terminal. Container TEUs increased by 15% with container tonnage increasing by 19% at year end.

As a result of a diversified cargo base, Port Saint John enjoyed overall growth despite a drop in the break bulk sector which only represents 0.01% of all cargoes.

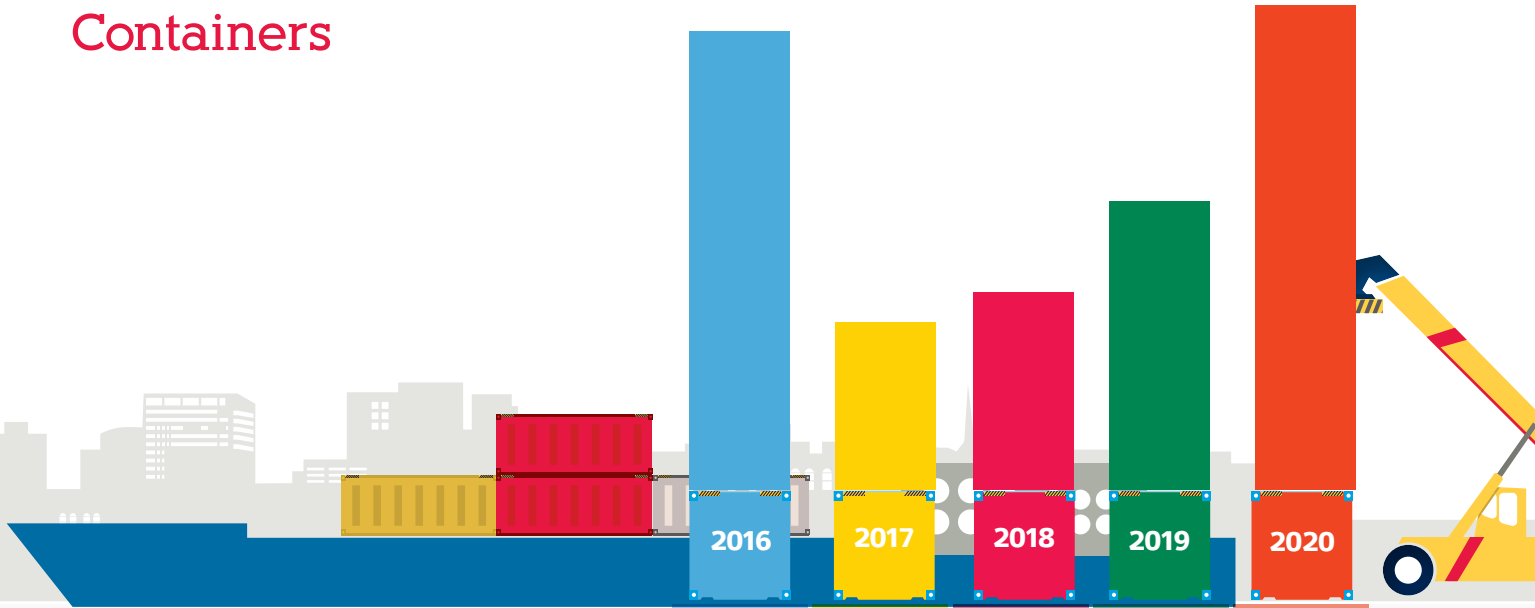


Pursuing Renewable Energy Opportunities

In 2020, a significant focus was placed on the growing renewable energy industry. Through strategic partnerships, events and webinars, Port Saint John is positioned well to attract project cargo growth. With the West Side Modernization dream now becoming reality, our piers are the premier location for wind and tidal energy cargoes bound for New Brunswick, New England and beyond.



Containers



METRIC
TONNES OF
CONTAINER
CARGO

573,181 390,237 422,576 489,546 580,270

TEUS

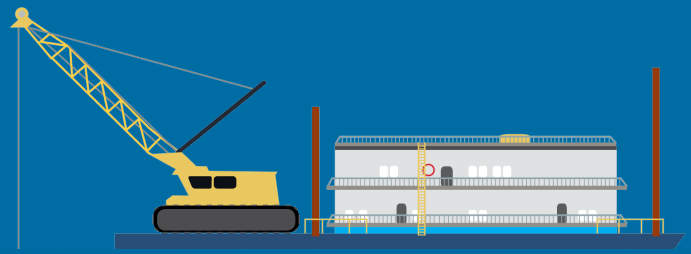
90,262 57,402 59,102 68,901 79,179



DP World’s fourth 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 2020 that will continue to positively impact container cargo at Port Saint John. These are:

- CP Rail’s acquisition of CMQR has returned Saint John to the unique position of being the only Atlantic Canadian port with two Class I national rail providers. CP Rail’s plan to make Port Saint John their eastern Canadian terminus, and their close working relationship with DP World, are instrumental to container business growth at Port Saint John. Our long-standing relationship with CN has also facilitated our container business particularly in our growing North – South import/export trade flow.
- The announcement that Hapag Lloyd will join MSC and CMA CGM as a regular container service provider at the Port in May 2021; 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 on Schedule

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 2020, eight large caissons were constructed by prime contractor Pomerleau-EBC Marine Works to build a new, longer, stronger, and deeper marginal pier at the DP World multiuse cargo terminal. Each caisson was floated into place, sunk, filled with rock, and will come to rest on the harbour floor over the course of 2021. These caissons will form the foundation of the new pier. Another major milestone in 2020 was the construction of four refrigerated container towers, which add 288 outlets to allow vertical stacking of containers, providing for safer and more efficient work onsite.

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

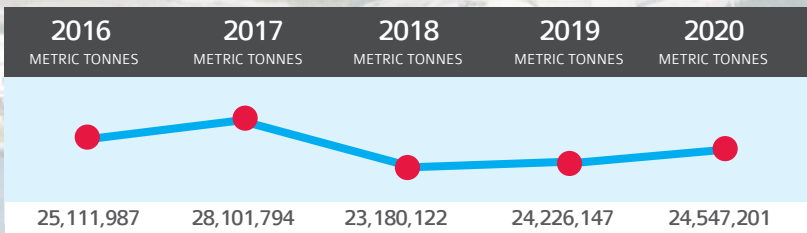
and efficient operations is a crucial part of the entire project as the infrastructure at Port Saint John provides a link between North American markets and the global marketplace, contributes to local economies across our region, and is part of Canada's national supply chain.

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.

Liquid Bulk

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





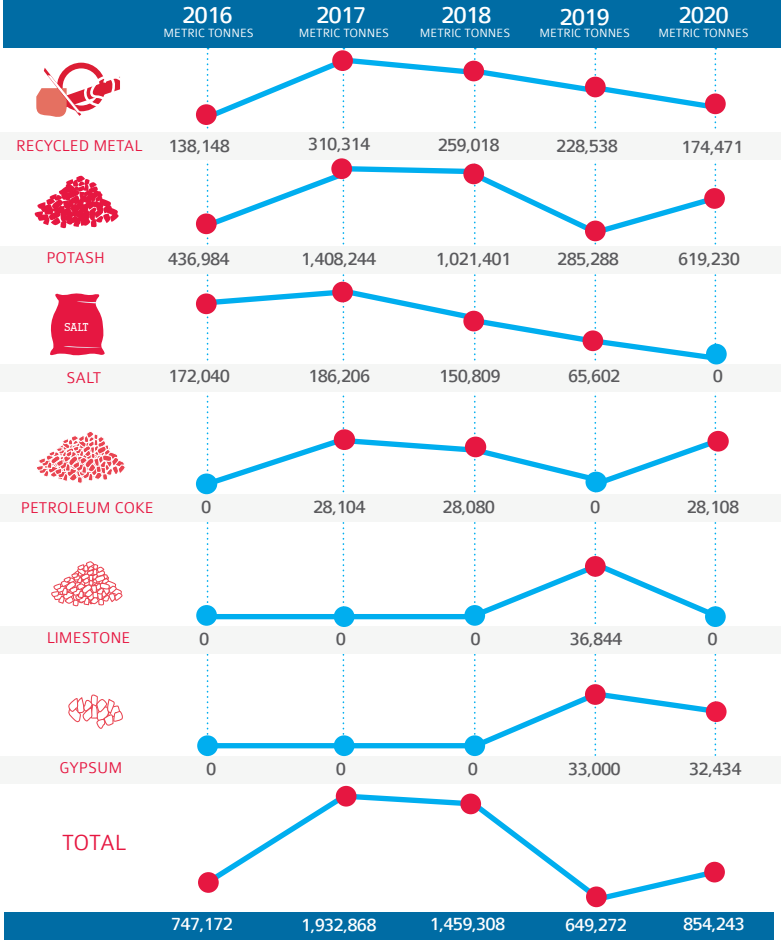
Dry Bulk

The dry bulk sector at Port Saint John in 2020 included export of potash and recycled metals along with the import of gypsum and petroleum coke.

Despite challenges due to rail blockades early in 2020, potash markets rebounded in 2020 and showed a significant increase over the prior year. Saint John, New Brunswick continues to have a geographic advantage for distribution of Saskatchewan-produced potash to South America and other global markets.

Throughout 2020, Lower Cove, an important common-user terminal, continued to be used for other bulk shipments and act as the home for rockfill for the West Side Modernization Project. Shipments of limestone and gypsum again added to dry bulk sector activity over the course of the year.

Finally, the recycled metals operations at Port Saint John saw a reduced level of marine activity in 2020. 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.





Breakbulk & Project Cargo

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

In 2020, Port Saint John and its stakeholders saw wind turbine components move from Long Wharf to a wind farm in South Eastern New Brunswick where they are now producing enough energy to supply 5,000 New Brunswick homes with clean energy. 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 North East.

Cruise



Regatta, Oceania Cruises, 2013

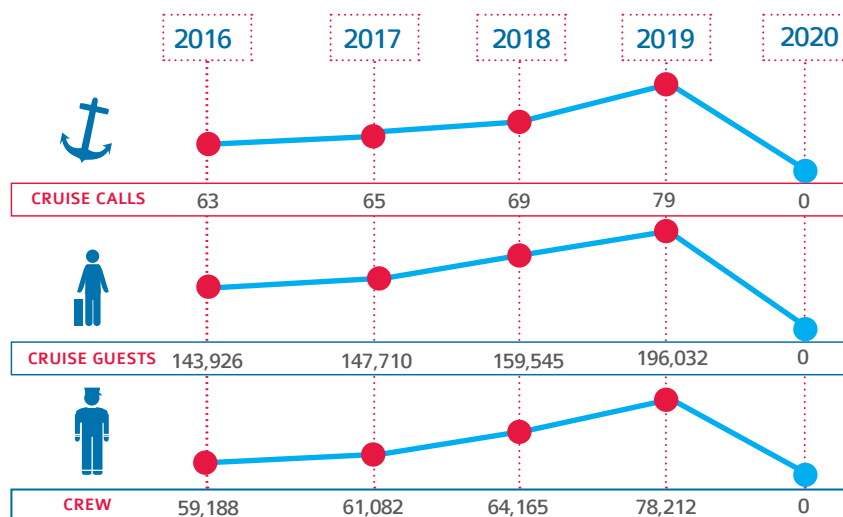
Due to the COVID-19 pandemic, cruise was suspended in Canadian waters by Transport Canada in 2020. As a result, Port Saint John experienced its first year since 1988 without cruise visits.

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, to provide input into the Government of Canada for the eventual resumption of cruise activity in Canada.

Together our industry is optimistic that, when the time is right and it is safe to do so, cruise will be back. At that point we will look forward to welcoming cruise lines, their guests, and crew back to our port cities and local communities.

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 Association of Canadian Port Authorities 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.





Venues

Our venues were utilized in a different way this past year due to COVID-19.

During the first lockdown, the Emergency Food Program utilized the Diamond Jubilee Cruise Terminal as an in-kind donation from Port Saint John. We were happy to help support the collection of agencies who collaborated to distribute food to thousands of local citizens needing food during this critical period.

Another first for our venues sector was drive-thru events which could safely accommodate large amounts of visitors. Due to the large square footage of our terminals, later in the year we were able to continue rentals with strict safety protocols and sanitation requirements.



Safety, Security, and Environment



One of Canada's Safest Employers

In 2019, Port Saint John was recognized as one of the country's safest employers by Canadian Occupational Safety Magazine. Organizations from coast to coast to coast were evaluated on criteria such as leadership commitment, employee training, OHS management systems and innovative health and safety in this annual Canada's Safest Employers Awards event. The Port was recognized as a silver recipient in the Public Sector category. This is a testament to the organization's continuous improvement to safety which continues to be front and centre as we pivot to respond to safety protocols associated with the pandemic.

Ensuring Safety During COVID-19

In late February 2020, in response to international concerns about COVID-19, Port Saint John conducted immediate and critical risk assessments and developed formal internal preventative measures to react to the risk associated with the pandemic.

As a result, an intensive COVID Response Plan was implemented which included a remote working policy, emergency response plans, elevated sanitizing measures and many other initiatives to ensure the safety of our staff and visitors. Essential to ensure adoption across the organization was the creation of a COVID Workplace Recovery Task Force with representation from all departments and the union. The objective of this Task Force was to ensure the preventative and operational strategies were implemented appropriately and clearly across the organization and in our operations. This Task Force continues to meet as the Response Plan fluctuates to reflect the latest COVID-19 conditions in our area. The COVID Response Plan has always remained above the minimum requirements set forth by the Province.

As part of the COVID Response Plan, all external service providers and terminal operators have submitted their COVID Operational Plans for evaluation and assurance that those we engage with are also taking the appropriate preventative steps.

To further ensure our COVID Response Plan is effective, monitoring is ongoing with formal COVID audits occurring on a scheduled basis. Each month, our operational locations are audited for compliance and efficiency. These audits are reviewed by our senior management and CEO. Additionally, Port Saint John has been audited by the Department of Public Health for compliance of Provincial requirements, with no contraventions reported.

Maintain Physical Distancing





Strengthening Security in our Business

Throughout COVID-19 our security forces acted as front-line screening personnel at our corporate office as well all other Port operated facilities. Security enhancements and initiatives continued through 2020 including:

- an initiative to better manage access control throughout Port facilities,
- a multi-year process of harmonizing expiry dates of Marine Facility Security Plans with the goal of creating efficiency when plans are due for renewal,
- and a review of the security assets such as cameras, software, computers. This is a multi-year initiative to modernize the security assets throughout Port facilities.

Elements of the Port's multi-stakeholder security strategy were actioned through various exercises and initiatives, and this strategy continues to drive continuous improvement in the Port's security and emergency management systems.

Emergency Management

Throughout 2020 there have been some positive outcomes regarding emergency management. Although in some cases during an emergency personnel may be required on site, we have learned through practical experience that an Emergency Operations Centre can now be managed remotely. This option offers more flexibility to the Emergency Response team and allows for a higher level of organization and planning.

Our continuous emergency planning and training were put into practice in November through a security exercise. 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.

Further to this, the business continuity plan was first activated in early 2020 during the COVID-19 crisis.



Collaborating on Environmental Stewardship

Once again, Port Saint John received environmental certification from Green Marine in 2020. 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 3000 lbs of marine rope which would otherwise end up in the ocean or land-fill as our commitment to the Debris Free Fundy initiative. The Port invested in and placed 8 collection bins from this program which is led by the Huntsman Marine Science Centre. Rope collected is either recycled or reused.



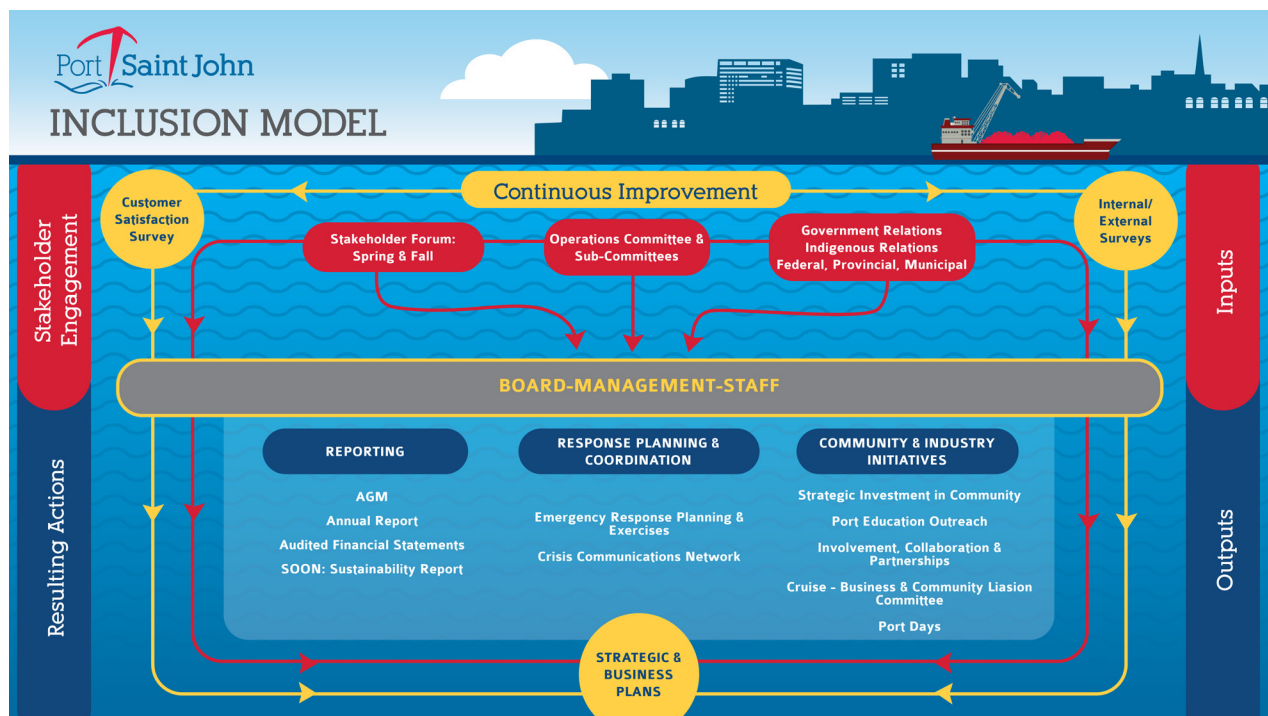
We continue to partner with many organizations like the **Huntsman, ACAP Saint John, University of New Brunswick** by providing access for monitoring and data collection as well as financial and in-kind support.

Engagement & Involvement

The 2020 year was one like no other in the memory for most of us. With much of what happens in our communities on pause, we at Port Saint John looked for new ways to connect, engage, and inform.

From virtual annual meetings and stakeholder forums, to providing space in one of the cruise terminals for emergency food distribution programming or assisting in a virtual Harbour Lights Campaign for food banks, we pivoted, reflected, and innovated.

Part of this reflection was benchmarking our responsible practices against the ISO 26000 Guidance on Corporate Social Responsibility. This framework encourages companies to develop a continuous improvement matrix with targeted goals that seek to optimize organizational performance in relation to the society in which it operates and its impact on the environment. The ISO 26000 Guidance and AiVP's 10 Commitments for Sustainable Port Cities provide a new foundation that will continue to improve and develop our corporate commitments to sustainability.



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. During the pandemic, the already extremely isolated life of seafarers has been intensified. During the past year, and working with Saint John Seafarers' Mission, Port Saint John stepped forward to assist in this unprecedented time of crisis by investing in pier-side WiFi at the West Side terminals. All parties involved are proud to support the welfare of seafarers who are moving vital trade products across the globe, particularly in this time of crisis.



In 2020, Port Saint John started two new long-term partnerships with non-profits in Saint John that are focused on art, culture, and diversity. The first of these was a six-year naming agreement with Saint John Arts Centre for the largest of its exhibit galleries, now known as “Port Saint John Gallery”. Parallel with the gallery naming, Port Saint John and 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, is now working on her 2021 show featuring the Port as its subject.

The heightened awareness and concern on diversity issues reached far and wide in 2020 and we wanted to respond by acknowledging our own need to better understand how we can positively contribute to change. To this end we partnered with PRUDE Inc. by sponsoring the Workplace Bias Recognition Program which launched early in 2021. PRUDE Inc. has been a leader in creating understanding amongst people in the Saint John region for the past 30 years. We look forward to continuing to develop this relationship more as we learn to recognize, acknowledge, and challenge our own biases.



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.

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.





Port Saint John

 PortSaintJohn  @portsaintjohn  PortSaintJohn  PortSaintJohn www.sjport.com

111 Water Street, Saint John | New Brunswick, Canada E2L 0B1