



Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges
Canada



QUARTERLY FINANCIAL REPORT

3rd Quarter (Q3) 2025-2026

For the nine months ended December 31, 2025



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SECTION 1

Status

1. STATUS

The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) was incorporated on November 3, 1978, under the *Canada Business Corporations Act*.

JCCBI was, until September 30, 1998, a Crown corporation wholly owned by the St. Lawrence Seaway Authority (SLSA). On October 1, 1998, it became a wholly owned subsidiary of The Federal Bridge Corporation Limited (FBCL). On February 13, 2014, JCCBI became a parent Crown corporation listed under Part I of Schedule III of the *Financial Administration Act* (FAA).

As a Crown corporation, JCCBI is subject to Part X of the FAA. Furthermore, JCCBI is an agent of His Majesty in right of Canada under *The Jacques-Cartier and Champlain Bridges Inc. Regulations*. (SOR/98-568).

1.1 MANDATE

JCCBI is responsible for several infrastructures under federal jurisdiction located in the Greater Montreal area, namely the Jacques Cartier Bridge, the Estacade, the federal sections of the Bonaventure Expressway and of the Honoré Mercier Bridge as well as the Melocheville Tunnel. 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.

For each of these infrastructures, JCCBI assumes responsibility for:

- + Mobility and safety on traffic lanes and active mobility lanes;
- + Operations;
- + Inspections;
- + Maintenance, repairs and/or rehabilitation;
- + Coordination with stakeholders (federal, provincial, municipal and others);
- + Management of contaminated sites;
- + Environmental protection.

In addition, since November 12, 2024, JCCBI is the owner and manager of the Québec Bridge structure, with the exception of the railway deck corridor, which is owned by the Canadian National Railway Company (CN). The road deck and multiuse path are under the responsibility of the *ministère des Transports et de la Mobilité durable* (MTMD) of Québec.

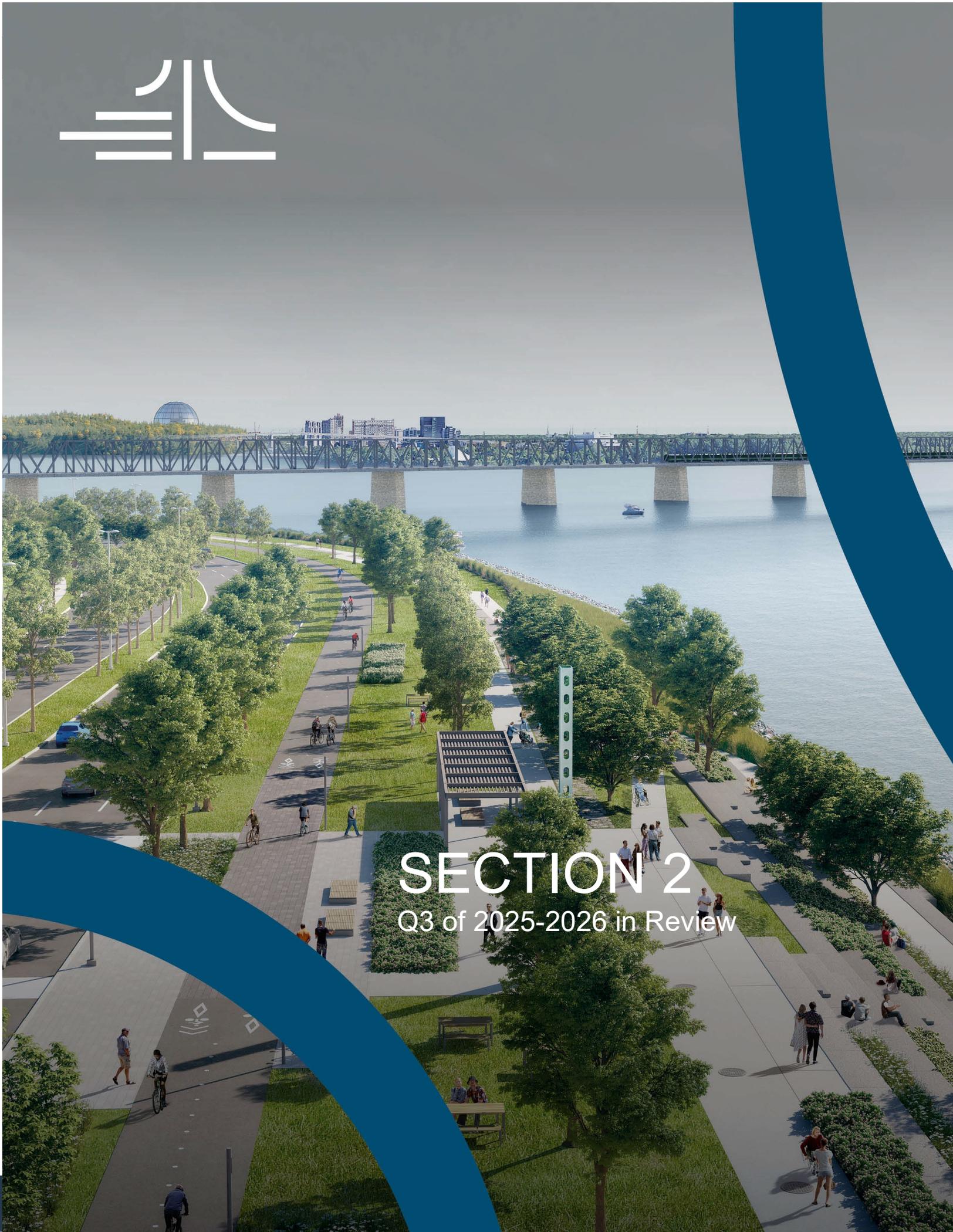
In addition, under a Memorandum of Understanding, JCCBI provides technical support services to Housing, Infrastructure and Communities Canada (HICC) for the Samuel De Champlain Bridge Corridor (SDCBC) project during the operation, maintenance and rehabilitation period.

1.2 MISSION, VISION, VALUES

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

Vision
Become a leader in major infrastructure management as an innovative expert, a mobility leader and a social and urban contributor.

Values
+ Teamwork + Transparency + Thoroughness + Innovation + Commitment



SECTION 2

Q3 of 2025-2026 in Review

2. Q3 OF 2025-2026 IN REVIEW

This Quarterly Financial Report was prepared in accordance with the requirements of the FAA and the Treasury Board of Canada's Directive on Accounting Standards: GC 5200 Crown Corporations Quarterly Financial Report. It provides an assessment of JCCBI's operations and financial position for the quarter ended December 31, 2025 (Q3). It must be read in conjunction with the unaudited Interim Financial Statements and accompanying notes contained in this document, as well as with the audited Annual Financial Statements and supporting notes included in JCCBI's annual report.

All amounts are expressed in Canadian dollars and are mainly derived from the Corporation's unaudited Interim Financial Statements, which were prepared in accordance with the Canadian Public Sector Accounting Standards.

2.1 SUMMARY

JCCBI declares a surplus of \$51.1M for the nine months ended December 31, 2025 (a \$17.7M deficit as at December 31, 2024). This \$68.8M increase is primarily due to the increase in major maintenance work compared to the previous fiscal year, as well as the increase in transfer payments for tangible capital assets received as at December 31, 2025. The deficit before public funding is \$176.8M as at December 31, 2025 (\$164.3M as at December 31, 2024).

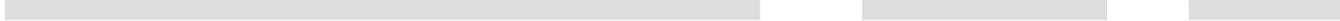
Net debt decreased by \$34.5M, totalling \$80.7M as at December 31, 2025 (\$115.2M as at March 31, 2025).

The acquisitions of capital assets for the period totalled \$39.6M (\$8.3M as at December 31, 2024).

2.2 OUTLOOK

The section of the Bonaventure Expressway consisting of non-elevated lanes is at the end of its service life. To align the sector's functionality and purpose with the new, recently rebuilt neighbouring corridors, a vision of a boulevard bordered by a green corridor with active mobility lanes along the St. Lawrence River was selected for its reconfiguration. Reconfiguration work began in the second quarter of 2025–2026.

Through its commitment to this project, which will address changing mobility practices and considerably improve quality of life in the surrounding community, JCCBI is proud to help achieve a number of targets set out in the Federal Sustainable Development Strategy (FSDS).



2.3 IMPORTANT CHANGES

The team dedicated to the Québec Bridge structure moved into its new permanent office at 990 Bourgogne Avenue during the third quarter. JCCBI now has a permanent branch in Québec City.

The Advisory Group for the Québec Bridge Rehabilitation, made up of partners, representatives of organizations and residents of the greater Québec City area, held its second meeting on November 17, 2025. It was an opportunity to introduce the JCCBI team, discuss the progress of the rehabilitation plan and take stock of the painting, steel repair and inspection work carried out on the structure during the 2025 calendar year.

During the third quarter, JCCBI posted on its website the audiovisual presentation of its 2024-2025 Annual Public Meeting, during which JCCBI's main activities and results for the fiscal year ended March 31, 2025, were presented.

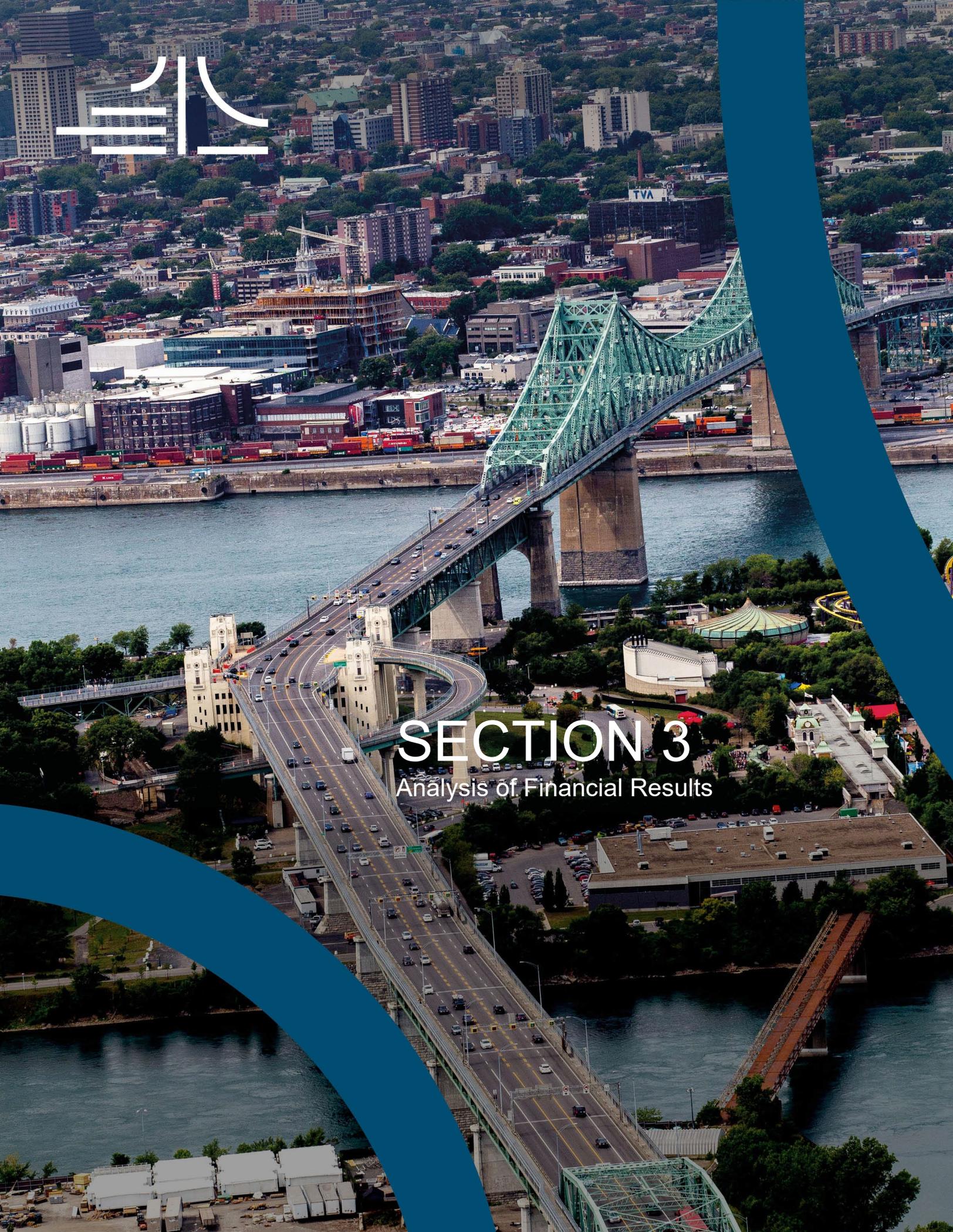
During the quarter, JCCBI held its strategic planning meeting at the Hôtel-Musée Premières Nations in Wendake. The occasion enabled members of the Board of Directors and Executive Committee to learn about the culture and heritage of the Wendat nation, with whom JCCBI is beginning its collaboration in the greater Québec City area.





SECTION 3

Analysis of Financial Results



3. ANALYSIS OF FINANCIAL RESULTS

3.1 RESULTS OF OPERATIONS

3.1.1 STATEMENT OF FINANCIAL POSITION

Financial Assets

During the nine months ended December 31, 2025, total financial assets increased by \$40.2M to amount to \$90.6M, compared to \$50.4M as at March 31, 2025. This increase is primarily due to a \$40.2M rise in accounts receivable.

Liabilities

Accounts payable and accrued liabilities increased by \$37.9M, from \$40.7M as at March 31, 2025, to \$78.6M as at December 31, 2025. This increase is primarily due to the volume of work carried out.

To carry out its major projects, JCCBI has entered into construction contracts that provide for a portion of the payment to be withheld until certain work is completed in compliance with performance requirements and contractual warranties. These contractual holdbacks totalled \$10.0M as at December 31, 2025 (\$8.3M as at March 31, 2025). These amounts will become payable when the work is completed and the warranties expire.

Non-Financial Assets

Non-financial assets totalled \$694.2M as at December 31, 2025, an increase of \$16.6M compared to March 31, 2025 (\$677.6M). This increase is mainly attributable to tangible capital assets, net of amortization, which increased by \$17.4M to total \$693.4M, compared to \$676.0M as at March 31, 2025.

Government Funding

The following table summarizes the public funding for the third quarter of the current fiscal year as at December 31, 2025:

(In thousands of dollars)	Third Quarter		Cumulative (nine months)	
	2025-2026	2024-2025	2025-2026	2024-2025
Public funding for operating expenses	130,591	45,313	188,254	138,379
Public funding for tangible capital assets	24,085	8,932	39,648	8,267
TOTAL	154,676	54,245	227,902	146,646

Section 3.4 presents the results of the use of parliamentary appropriations.

3.1.2 EXPENSES

Maintenance and Deconstruction

For the nine months ended December 31, 2025, the maintenance and deconstruction expenses, including amortization, totalled \$181.1M (\$138.6M as at December 31, 2024) and are primarily broken down as follows:

Work on assets

- + \$34.4M on the Jacques Cartier Bridge;
- + \$26.0M on the Québec Bridge;
- + \$25.9M for Héritage Champlain;
- + \$0.3M on the Île des Sœurs Bypass Bridge;
- + \$3.0M on the Estacade;
- + \$26.8M on the Honoré Mercier Bridge;
- + \$28.3M on the Bonaventure Expressway;
- + \$12.2M for the reconfiguration of the Bonaventure Expressway;
- + \$3.8M on the Melocheville Tunnel.

Other

- + \$13.5M in salaries and employee benefits;
- + \$6.9M for various other projects and equipment.

Operations

Operating expenses for the first nine months totalled \$3.0M (\$3.1M as at December 31, 2024). They represent 1.5% of total expenses, excluding environmental obligations (2.0% as at December 31, 2024).

Administration

Administrative expenses for the first nine months of the fiscal year totalled \$15.6M (\$13.8M as at December 31, 2024).

3.2 CASH FLOW

The cash position is stable as at December 31, 2025, with a balance of \$34.5M (\$34.5M as at March 31, 2025). As at December 31, 2025, the net amount receivable from government departments and agencies totalled \$55.3M (\$15.1M as at March 31, 2025).

3.3 STRATEGIC ISSUES AND RISKS

As a parent Crown corporation, JCCBI must meet the requirements and comply with the obligations prescribed by the various legislations applicable thereto.

3.3.1 ASSET MANAGEMENT

JCCBI's priority is to ensure user safety and mobility while ensuring the sustainability of the structures under its responsibility. The aging of assets and adequate funding for their maintenance and rehabilitation represent not only challenges but also create risks that the Corporation must mitigate to ensure the safety of its infrastructure and of daily users.

The bridges and other structures managed by the Corporation are old and have been exposed for years to heavy and growing traffic, changing and harsh weather conditions, and the extensive use of abrasives and road salt.

The Corporation continues to position itself as a leader in infrastructure management by maximizing the service life of its assets and through an asset management approach inspired by best practices in the field and modelled on the ISO 55000 standard.

To this end, JCCBI has developed a strategic asset management plan that is currently being implemented. A maturity analysis of asset management practices was carried out in 2024–2025 and showed a progression in the maturity level from “developing” to “competent”.

3.3.2 MAJOR PROJECTS



To ensure the structure’s sustainability, a retrofit plan was developed and includes the following work for the current fiscal year.

Rehabilitation work on the Île Sainte-Hélène pavilion began in June 2025 and will be completed in the spring of 2027. The project involves restoring the building, which is a structural component of the bridge, in accordance with sustainability and safety criteria aimed at extending its service life by more than 75 years.

The deconstruction work of the Plaza building and the reconfiguration of the adjoining lands are ongoing, according to the project schedule. Following the redevelopment work, a public work of art will be installed in 2026. To this end, the Corporation launched a call for applications to the Canadian artistic community in March 2025. Artist Karole Biron was selected to create the new public artwork.

Detailed design for steel repair and seismic rehabilitation on multiple sections of the bridge is ongoing and will be completed in fall 2027. The construction work will be carried out in lots, starting in April 2026 and finishing with the last construction lot in the spring of 2030.

Detailed design for the seismic rehabilitation of piers 23 and 26 will continue until September 2026. Work will start no later than spring 2031 and be completed in the fall of 2033. Inaugurated in 1930, the Jacques Cartier Bridge is located in a seismic activity zone. However, it was not designed to withstand the loads generated by a seismic event. Following a recent study, a program provides for the integration of seismic rehabilitation concepts into the work planned as part of the steel and concrete pier programs over a period of approximately 25 years. The detailed design for the seismic reinforcement of the bridge at the pavilion has begun and will continue until 2027.

The preliminary study for the leveling and paving work on the bridge, the ramps of section 5, and the south and north approaches began in the third quarter of 2023–2024. The work will be carried out over a two year period, from 2027 to 2029, and the specific schedule will take into account any work then underway at the Louis-Hippolyte La Fontaine Tunnel, as applicable, to ensure traffic flow.



Héritage Champlain

Construction work on the Héritage Champlain project, including the multipurpose path at the Samuel De Champlain Bridge approach in Brossard, has been completed according to the project schedule. Finishing work will continue in 2026.



Québec Bridge

Inspections, load-bearing capacity studies and other related services are being carried out under the terms of a professional asset management services contract. The inspections are currently 56% complete and are expected to be 100% complete by December 2026.

Under a professional services contract for the detailed design of targeted and priority steel structure rehabilitation and reinforcement work, as well as painting work, plans and specifications were drawn up, and a call for tenders for a construction contract was issued in December 2025. This construction contract is scheduled to be awarded in the spring of 2026. Plans and specifications will be prepared for further work scheduled for 2027 and 2028.

Furthermore, a contract for steel repair and painting work, which was initiated in 2024 by CN, was assigned to JCCBI as part of the bridge transfer. This work, which resumed in March 2025, will continue until winter 2025-2026.



Estacade

According to the results of the monitoring program for the service life of the Estacade's footings, a standard asset maintenance program would be sufficient to ensure a service life of more than 60 years. The Corporation issued a call for tenders for construction work in the fourth quarter of 2024–2025. The construction contract was awarded in the second quarter of 2025–2026, and site mobilization is scheduled for the end of the fourth quarter.



Bonaventure Expressway

The project to reconstruct sections 11 and 12 of the expressway into a boulevard with three lanes in each direction, the third of which is dynamically managed, is underway. The construction contract was awarded and work has begun on the excavated material management site and temporary roads for local residents.

The objective is to complete the project in the third quarter of 2029-2030. Furthermore, coordination of the environmental component and the participatory process with the various stakeholders are ongoing.

Rehabilitation work on the Clément Bridge and other JCCBI infrastructure on Île des Sœurs will continue until December 2026. Work on the concrete structure of the elevated section of the Bonaventure Expressway will continue until spring 2026.



The major rehabilitation program to repair the piers and replace the steel paint coating has continued according to the planned schedules. The work will extend until 2026–2027. Similar work is planned for the coming years, particularly in the St. Lawrence Seaway and Île Maline sectors.

With respect to the development of a green space at the bridge's south approach, the project initiated in 2018 has reached several key milestones, including two consultations with the Kahnawà:ke community, which confirmed its support for the project. Also, a working group established for this purpose held a series of workshops leading to various development scenarios. These collaborative efforts have led to the selection of a final development scenario that meets the community's needs. Preparation of plans and specifications began in the second quarter of 2025–2026, with construction work planned for 2026–2027 and 2027–2028.



Construction work to replace the P-113 Bridge and various upgrades to the Melocheville Tunnel are progressing as scheduled. The P-113 Bridge is located on the tunnel's west approach and crosses Le Petit Canal stream. Having reached the end of its service life and due to existing hydraulic conditions, it must be replaced. Work is scheduled to continue until 2026–2027.

The engineering contract for a preliminary project study on improving water management and various other tunnel upgrades is underway. The study is expected to wrap up in the fourth quarter of 2025-2026.



The initial phase of the memorandum of understanding between JCCBI and HICC for technical support on the SDCBC project, which mainly sought to ensure knowledge transfer, has ended. A second agreement covering the same services, which can be extended until October 2049, was signed in the second quarter of 2025-2026.

3.3.3 ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

To manage environmental risks and meet both the corporate and the Government of Canada’s environmental and sustainable development goals, the following initiatives continued in the third quarter of 2025-2026:

- + Characterizations of JCCBI’s lands are still underway. They will help determine with greater precision the actions required for remediation and contaminant control during project execution and reduce the risks associated with these issues;
- + The Corporation is participating in the Federal Contaminated Sites Action Plan (FCSAP) administered by Environment and Climate Change Canada, to implement mitigation measures that will, among other things, allow for the eventual closure of certain sites;
- + To support the 2022 to 2026 FSDS, JCCBI has selected the following six Sustainable Development Goals (SDGs), which are the pillars of its 2023 to 2027 Sustainable Development Strategy (SDS), taking into account JCCBI’s mission and activities:



Goal 9	Foster innovation and green infrastructure in Canada;
Goal 10	Advance reconciliation with Indigenous Peoples and take action to reduce inequality (mandatory SDG)
Goal 11	Improve access to affordable housing, clean air, transportation, parks and green spaces, and cultural heritage in Canada
Goal 12	Reduce waste and transition to zero-emission vehicles (mandatory SDG)
Goal 13	Take action on climate change and its impacts (mandatory SDG)
Goal 15	Protect and recover species, conserve Canadian biodiversity

- + JCCBI’s second progress report on the implementation of its 2023 to 2027 SDS, covering the 2024-2025 fiscal year, was tabled in Parliament in the fall of 2025 and published on the Corporation’s website;
- + JCCBI published its first Climate-Related Financial Disclosures Report, for 2024, which summarizes the Corporation’s approach to accounting for the impacts of climate change on its activities;
- + JCCBI is continuing the development and implementation of a decentralized environmental management system (EMS).

3.3.4 OCCUPATIONAL HEALTH AND SAFETY (OHS)

With the support of the local OHS Committees, the importance of OHS within the Corporation is constantly promoted, always with the goal of “Zero Injury by Choice.”

The Corporation’s OHS training matrix was 90% complete as at December 30, 2025, exceeding the 85% threshold. The results of the audit on new OHS communication methods demonstrate their effectiveness. The OHS protocol for work on the Québec Bridge is now in place, in preparation for the work scheduled for 2026.

3.3.5 SUSTAINABLE FUNDING

JCCBI is mainly funded through parliamentary appropriations from the Government of Canada. Revenue from other sources, namely leases and permits as well as interest income, contributes to its funding, but only marginally.

JCCBI is currently in the third year of the funding cycle it was granted for 2023-2024 to 2027-2028. In addition, a funding envelope was granted for the Bonaventure Expressway reconfiguration project, with funding extending until 2031-2032.

A funding envelope had also been granted for the original Champlain Bridge deconstruction project, of which the Héritage Champlain component is ongoing.

3.3.6 HUMAN RESOURCES MANAGEMENT

To achieve its mission and vision, JCCBI must remain an attractive, inclusive, and constantly evolving organization, making each team member a partner of choice. To this end, JCCBI implements actions to attract and retain its employees by stimulating their development and engagement in an innovative environment, while fostering a climate of goodwill and collaboration.

To build employee loyalty, JCCBI leverages everyone's talents, using the development of individual and collective skills (to strengthen the workforce's capabilities) and the evolution of change management and leadership practices within the organization, particularly in an increasingly digital environment.

JCCBI has continued its efforts to promote its internal Employer brand, "Together, WE CONNECT – OUR COMMUNITY," building on the distinctive elements that reflect the employee experience within the organization. The "BRIDGE – YOUR CAREER" external Employer brand call to action has been used in external communications since the summer of 2024 to set JCCBI apart as an Employer of Choice.

WE CONNECT — OUR COMMUNITY

The implementation of the health and wellness at work initiative and the equity, diversity, and inclusion initiative is ongoing within the organization. An organizational survey was deployed in May 2025. A multidisciplinary committee is in place to deploy action plans based on the survey results, and to carry out and monitor activities. An updated action plan for the prevention of violence and harassment in the workplace has been completed.

In addition, as part of the pay equity process it developed in accordance with the *Pay Equity Act*, JCCBI completed its first update exercise and its first accountability report for the initial exercise, in preparation for the next 2025-2026 update exercise.

All of these human resources management initiatives aim to improve the employee experience and to advance the organizational culture, so that JCCBI continues to be recognized as an organization that is committed to the development and fulfillment of its employees.

3.3.7 INFORMATION RESOURCES

In order to manage and minimize its information resources risks, JCCBI has implemented a business continuity strategy, which is tested and reviewed annually by the Business Continuity Plan Committee.

JCCBI's strategy to improve its security posture is ongoing as part of the Information Technology and Systems Security Improvement Program. A program was set up for the 2024–2027 period, which is integrated into the IR master plan mentioned below. Penetration tests on JCCBI's technological infrastructure are in progress and the elements for improvement will be included in the 2024-2027 program.



The IR Division has also finalized the orientations of the IR master plan. Among other considerations, these reflect the organization's desire to align its use of IR with strategic orientations designed to securely support operations and decision-making. The IR master plan is divided into three digital projects for the 2024–2027 period:

- + Project #1 - Establishing a sustainable digital culture;
- + Project #2 - Promoting efficient, integrated services;
- + Project #3 - Driving innovation and strengthening cybersecurity.

As part of Project #2 and the 2025-2030 Strategic Plan, the enterprise resource planning (ERP) implementation project is underway.

Work to integrate artificial intelligence (AI) is also underway as part of the Strategic Plan and of Project #3. Among other objectives, this work aims to define frameworks for AI use cases and data governance during the fourth quarter of 2025-2026.

All actions to implement the strategic plan are supported by change management and skills development to establish a sustainable digital culture, as set out in Project #1.

3.4 REPORT ON THE USE OF APPROPRIATIONS

According to financial planning, the parliamentary appropriations available for the current fiscal year amount to \$295.8M.

(In thousands of dollars)	As at December 31, 2025			As at December 31, 2024		
	Operations	Capital	Total	Operations	Capital	Total
Main Estimates	179,198	116,564	295,762	194,725	67,689	262,414
Available Funding	179,198	116,564	295,762	194,725	67,689	262,414
Reprofiling of Funds ⁽¹⁾				(20,154)	(5,357)	(25,511)
Adjusted Available Funding	179,198	116,564	295,762	174,571	62,332	236,903
Parliamentary Appropriations ⁽²⁾						
+ Used	188,254	39,648	227,902	138,379	8,267	146,646
+ Required	(9,056)	76,916	67,860	36,192	54,065	90,257
Total Parliamentary Appropriations	179,198	116,564	295,762	174,571	62,332	236,903

(1) Reprofiling of funds approved for 2024–2025.

(2) JCCBI generally receives its funding after expenses have been incurred.



SECTION 4

JCCBI's 2025-2026 Unaudited Interim
Financial Statements

4. JCCBI'S 2025-2026 UNAUDITED INTERIM FINANCIAL STATEMENTS

For the nine months ended December 31, 2025, JCCBI's unaudited Interim Financial Statements have been prepared by management, reviewed by the Audit Committee and approved by JCCBI's Board of Directors. JCCBI's external auditors have not audited or reviewed these Interim Financial Statements.

4.1 MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL INFORMATION

The management of The Jacques Cartier and Champlain Bridges Incorporated ("the Corporation") is responsible for the preparation and fair presentation of these Interim Financial Statements in accordance with the Canadian Public Sector Accounting Standards. This responsibility requires the selection of appropriate accounting principles and the ability to exercise judgment in establishing reasonable estimates.

The Corporation's management maintains appropriate financial systems and internal controls. These systems and practices are designed to provide reasonable assurance as to the reliability of financial information and to ensure that the Corporation's assets are adequately safeguarded, that its resources are managed economically and efficiently, and that its transactions are conducted efficiently. These systems and practices are also designed to provide reasonable assurance that the Corporation's transactions are duly authorized and carried out in accordance with the directive issued under section 89 and Part X of the *Financial Administration Act* and its regulations, the *Canada Business Corporations Act*, the *Jacques-Cartier and Champlain Bridges Inc. Regulations* passed pursuant to the *Canada Marine Act*, as well as the Corporation's articles and by-law.

As at December 31, 2025, the Board of Directors is made up of six (6) Directors, including the Chief Executive Officer and the Chair of the Board of Directors. Through the Audit Committee, the Board of Directors ensures that management fulfills its responsibilities for financial reporting and internal controls. The Audit Committee meets with management and the auditors to review the manner in which these groups are fulfilling their responsibilities as well as to discuss the audit, internal controls and other relevant financial issues. The Financial Statements are reviewed and approved by the Board of Directors on the recommendation of the Audit Committee.

The Auditor General of Canada audits the Financial Statements of the Corporation and her report indicates the scope of the audit and her opinion on the Financial Statements.



Sandra Martel, Eng.
Chief Executive Officer



for Josée Leroux, CPA, ASC
Senior Director, Administration and Treasurer

February 26, 2026

4.2 STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2025

(Unaudited – in thousands of Canadian dollars)

	December 31, 2025	March 31, 2025
	\$	\$
Financial Assets		
Cash	34,543	34,500
Accounts receivable (Note 4.6.4)	56,054	15,898
Total Financial Assets	90,597	50,398
Liabilities		
Accounts payable and accrued liabilities (Note 4.6.5)	78,556	40,720
Employee Future Benefits	83	124
Contractual holdbacks (Note 4.6.6)	10,023	8,269
Deferred revenue	289	285
Environmental obligations (Note 4.6.7)	82,334	116,002
Asset retirement obligations (Note 4.6.8)	-	163
Total Liabilities	171,285	165,563
Net Debt	(80,688)	(115,165)
Non-Financial Assets		
Tangible capital assets (Note 4.6.9)	693,421	675,984
Prepaid expenses	775	1,630
Total Non-Financial Assets	694,196	677,614
Accumulated Surplus (Note 4.6.10)	613,508	562,449

CONTINGENCIES (NOTE 4.6.11)

The accompanying notes form an integral part of the unaudited Interim Financial Statements.

Approved by the Board of Directors



Director



Director

4.3 STATEMENT OF OPERATIONS FOR THE NINE MONTHS ENDED DECEMBER 31, 2025

(Unaudited – in thousands of Canadian dollars)

	Twelve Months Ended	Nine Months Ended			
	March 31, 2026	December 31, 2025		December 31, 2024	
	Budget	Actual Quarter	Actual Cumulative	Actual Quarter	Actual Cumulative
	\$	\$	\$	\$	\$
Revenue					
Leases and permits	600	157	477	155	474
Interest	1,750	450	1,378	433	1,081
Other sources	1,602	1	688	432	485
Total Revenue	3,952	608	2,543	1,020	2,040
Expenses (Note 4.6.13)					
Maintenance and deconstruction	172,149	59,087	181,127	46,710	138,592
Operations	8,794	831	2,956	1,094	3,110
Administration	28,326	6,155	15,645	4,794	13,801
Environmental obligations	(17,502)	8,317	(20,342)	5,232	10,874
Loss on disposal of tangible capital assets	-	-	-	-	9
Total Expenses (Note 4.6.13)	191,767	74,390	179,386	57,830	166,386
Deficit before Government of Canada funding	(187,815)	(73,782)	(176,843)	(56,810)	(164,346)
Portion of transfer payments for operating expenses	175,168	66,527	188,254	45,313	138,379
Portion of transfer payments for tangible capital assets	120,594	26,706	39,648	8,932	8,267
Annual Operating Surplus (Deficit)	107,947	19,451	51,059	(2,565)	(17,700)
Accumulated Operating Surplus, Beginning of the Year	556,991	-	562,449	-	540,099
Accumulated Operating Surplus, End of the Year	664,938	-	613,508	-	522,399

The accompanying notes form an integral part of the unaudited Interim Financial Statements.

4.4 STATEMENT OF CHANGE IN NET DEBT FOR THE NINE MONTHS ENDED DECEMBER 31, 2025

(Unaudited – in thousands of Canadian dollars)

	Twelve Months Ended	Nine Months Ended			
	March 31, 2026	December 31, 2025		December 31, 2024	
	Budget	Actual Quarter	Actual Cumulative	Actual Quarter	Actual Cumulative
	\$	\$	\$	\$	\$
Annual Operating Surplus (Deficit)	107,947	19,451	51,059	(2,565)	(17,700)
Acquisition of tangible capital assets (Note 4.6.9)	(124,232)	(26,724)	(39,648)	(8,932)	(8,267)
Amortization of tangible capital assets (Note 4.6.9)	38,356	7,204	22,211	8,536	25,703
Total Variation Due to Tangible Capital Assets	(85,876)	(19,520)	(17,437)	(396)	17,436
Addition of prepaid expenses	-	(212)	(866)	(13)	(247)
Use of prepaid expenses	-	654	1,721	380	1,211
Total Variation Due to Prepaid Expenses	-	442	855	367	964
Decrease (increase) in net debt	22,071	373	34,477	(2,594)	700
Net debt, beginning of the year	(130,129)	-	(115,165)	-	(118,117)
Net Debt, End of the Year	(108,058)	-	(80,688)	-	(117,417)

The accompanying notes form an integral part of the unaudited Interim Financial Statements.

4.5 STATEMENT OF CASH FLOW FOR THE NINE MONTHS ENDED DECEMBER 31, 2025

(Unaudited – in thousands of Canadian dollars)

	Nine Months Ended			
	December 31, 2025		December 31, 2024	
	Actual Quarter	Actual Cumulative	Actual Quarter	Actual Cumulative
	\$	\$	\$	\$
Operating Transactions				
Fiscal Year Operating Surplus (Deficit)	19,451	51,059	(2,565)	(17,700)
Non-Cash Items				
Amortization of tangible capital assets (Note 4.6.9)	7,204	22,211	8,536	25,703
Changes in environmental obligations	8,317	(20,342)	5,232	10,874
Changes in asset retirement obligations	-	87	64	192
Changes in Other Items				
Increase in accounts receivable	(21,445)	(40,156)	(4,190)	(22,548)
Increase (decrease) in accounts payable and accrued liabilities	7,338	47,972	(4,821)	9,948
Decrease (increase) in future employee benefits	2	(41)	2	(26)
Increase (decrease) in contractual holdbacks	2,667	1,754	672	(941)
Increase in deferred revenue	119	4	151	41
Decrease in prepaid expenses	442	855	367	964
Decrease in environmental obligations	(8,250)	(13,326)	(2,337)	(10,787)
Decrease in asset retirement obligations	-	(250)	-	-
Cash Flow Provided by Operating Transactions	15,845	49,827	1,111	(4,280)
Tangible Capital Asset Investment Activities				
Cash used to acquire tangible capital assets	(26,724)	(49,784)	(8,932)	(11,225)
Cash Flow Allocated to Tangible Capital Asset Investment Activities	(26,724)	(49,784)	(8,932)	(11,225)
Increase (Decrease) in Cash	(10,879)	43	(7,821)	(15,505)
Cash, Beginning of the Fiscal Year	-	34,500	-	43,245
Cash, End of the Fiscal Year	-	34,543	-	27,740

The accompanying notes form an integral part of the unaudited Interim Financial Statements.

4.6 NOTES TO UNAUDITED INTERIM FINANCIAL STATEMENTS

4.6.1 AUTHORITY AND ACTIVITIES

The Jacques Cartier and Champlain Bridges Incorporated (“the Corporation”) was incorporated on November 3, 1978, under the *Canada Business Corporations Act*, as a wholly owned subsidiary of the St. Lawrence Seaway Authority. As a Crown corporation, the Corporation is subject to Part X of the *Financial Administration Act* (FAA). On October 1, 1998, it became a wholly owned subsidiary of The Federal Bridge Corporation Limited (FBCL). On February 13, 2014, as authorized by an Order in Council by the Governor in Council dated February 10, 2014, FBCL transferred all its shares in The Jacques Cartier and Champlain Bridges Incorporated to the Minister of Transport on behalf of Her Majesty in right of Canada. Pursuant to a second Order in Council, the Governor in Council designated the President of the Privy Council as the appropriate Minister for the Corporation effective February 13, 2014. After this transfer, the Corporation became a parent Crown corporation listed under Part I, Schedule III of the FAA. On November 4, 2015, pursuant to a new Order in Council, the Governor in Council designated the Minister of Infrastructure, Communities and Intergovernmental Affairs as the appropriate Minister for the Corporation.

Since December 1, 1978, the Corporation has been responsible for the management, maintenance and control of the Jacques Cartier Bridge, the original Champlain Bridge (now deconstructed) and a section of the Bonaventure Expressway. On October 1, 1998, in accordance with a directive issued by the Minister of Transport under the *Canada Marine Act*, the Corporation became responsible for managing the federal section of the Honoré Mercier Bridge and the Melocheville Tunnel. The management of the Champlain Bridge Estacade (ice control structure) was transferred to the Corporation from the Minister of Transport on December 2, 1999. On April 1, 2015, the south and north approaches to the original Champlain Bridge were transferred by Order in Council, meaning the Corporation is no longer responsible for the management and maintenance of the lands and structures constituting the transferred assets, with the exception of a few parcels of land at the north and south approaches. On November 12, 2024, ownership and management of the Québec Bridge structure were transferred to the Corporation by the Government of Canada. The railway deck corridor remains the property of the Canadian National Railway Company (CN). The road deck and multiuse path are under the responsibility of the ministère des Transports et de la Mobilité durable (MTMD) of Québec.

In July 2015, the Corporation received a directive (P.C. 2015-1112) under section 89 of the FAA to harmonize its travel, hospitality, conference and event expenditure policies, guidelines and practices with the Treasury Board of Canada’s policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations and to report on the implementation of this directive in its next corporate plan. The Corporation confirms that it has met the requirements of this directive since December 2015.

The Corporation is not subject to income tax legislation.

The Corporation is dependent on the Government of Canada for its funding.

4.6.2 SIGNIFICANT ACCOUNTING POLICIES

These Financial Statements have been prepared by management in accordance with the Canadian Public Sector Accounting Standards (CPSAS).

The main accounting policies followed by the Corporation are the following:

Government Transfers

Government transfer payments are recognized as revenue when the transfer is authorized and eligibility criteria are met, except to the extent that the stipulations give rise to an obligation that meets the definition of a liability. The transfers are recognized as deferred revenue when stipulations lead to the creation of a

liability. The revenue is recognized in the Statement of Operations as the stipulations are met. Any portion of government transfers to which the Corporation is entitled, but has not yet received, is recognized under Due from the Government of Canada.

Tangible Capital Assets

Tangible capital assets are recognized at cost. Replacements and major improvements that extend the service life of existing assets are capitalized. Repair and maintenance costs are charged to operations when they are incurred. Costs that increase their service capacity, safety or effectiveness are capitalized.

Amounts related to projects in progress are transferred to the appropriate tangible capital assets category when the project is completed and are amortized in accordance with the Corporation's policy.

Capital assets received as contributions from departments, agencies and Crown corporations within the jurisdiction of the Government of Canada or other governments are recognized at their fair market value at the date of transfer.

Tangible capital assets, including the capitalized portion relating to the asset retirement obligation, are amortized based on the estimated useful life of the components, on a straight-line basis, over the following periods:

- + Bridges, roads and promenades : between 2 and 48 years;
- + Buildings : 40 years;
- + Vehicles and equipment : between 5 and 15 years;
- + Other:
 - o Furniture : 10 years;
 - o Leasehold improvements: the lesser of the useful life or the term of the lease;
 - o Computer equipment : 3 years.

When the conditions indicate that a tangible capital asset no longer contributes to the ability of the Corporation to provide services, or that the value of future economic benefits associated with the tangible capital asset is less than its net carrying value, the cost of the tangible capital asset is reduced to reflect the impairment. Net write-downs on tangible capital assets are recorded as expenses in the Statement of Operations.

Employee Future Benefits

PENSION PLAN

All employees of the Corporation are covered by the Public Service Pension Plan (the "Plan"). This is a contributory-defined benefit plan established by law and sponsored by the Government of Canada. Employees and the Corporation must contribute to the Plan to cover the cost of services rendered during the fiscal year. Under current legislation, the Corporation has no legal or constructive obligation to pay additional contributions to cover past services or to fund deficiencies of the Plan. Consequently, contributions are charged to expenses in the fiscal year during which the employees render the services, and these contributions represent the total pension obligation of the Corporation. The Corporation is not required by law to make up for the actuarial deficiencies of the Plan.

POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES

Employees are entitled to days of sick leave and compensation for work injuries, as provided for under their conditions of employment. Employees of the Corporation are paid annually for the unused portion of their days of sick leave. These annual payments are recognized directly in current costs for the fiscal year. Before December 9, 2016, unionized employees accumulated their unused days of sick leave, which were redeemable at the end of their employment with the Corporation. The Corporation has recorded a liability for employees with banked leave balances at that date, who have elected to retain them until their departure.



In addition, as the employees of the Corporation are subject to the *Government Employees Compensation Act*, the Corporation recognizes the cost of compensation for work injuries payable at the time the event obligating the Corporation occurs. The liability that these benefits represent is determined based on management's best assumptions in terms of salary increases, age of employees, years of service, the probability of employees leaving, and average life expectancy. These assumptions are reviewed annually. Post-employment benefits and compensated absences are recognized at present value.

Environmental Obligations

Whenever the Corporation accepts responsibility for sites where contamination exceeds environmental standards, when it plans to give up future economic benefits to that effect, and when the amount involved can be reasonably estimated, an obligation for the clean-up of the contaminated sites is recognized as a liability in the Statement of Financial Position. The estimated future costs are recognized as a liability and are based on the present value of the estimated cash flows associated with the most likely costs to be incurred. If it proves impossible to make a reasonable estimate of the amount, the situation will be disclosed through a note to the Financial Statements. Other expenses related to environmental measures are recognized as an Environmental Obligation expense as they are incurred.

Asset Retirement Obligations

The Corporation recognizes asset retirement obligations in the period in which the related legal obligations are incurred, provided that all of the following criteria are met:

- + There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- + The past transaction or event giving rise to the liability has occurred;
- + It is expected that future economic benefits will be given up;
- + A reasonable estimate of the amount can be made.

The present value of the obligation is recognized as a liability in the Statement of Financial Position, while the asset retirement costs increase the carrying value of the related tangible capital asset (or a component thereof) and is amortized over the asset's estimated useful life.

An asset retirement obligation may arise for an asset that is not recognized or is no longer in productive use. In such a case, the asset retirement cost is expensed directly in the Statement of Operations.

The liability balance in the Statement of Financial Position represents the Corporation's best estimate for removing the retirement obligation.

The estimated cash flows required for the settlement of the asset retirement obligations include the costs directly attributable to the asset retirement activities and also include post-retirement operation, maintenance and monitoring that are an integral part of the retirement of the tangible capital asset. The estimated cash flows are based on studies that take into account various assumptions on the methods used and the timeline for the asset retirement.

The Corporation reviews the measurement of these obligations annually, based on the various assumptions and estimates inherent in the calculations, potential technological advances and developments in the applicable standards, laws and regulations.

If the criteria are not met, the Corporation then assesses whether the situation qualifies as a contingency and makes the appropriate recognition or disclosure.

Financial Instruments

The Corporation identifies, assesses, and manages the financial risks to minimize the impact thereof on its results and financial position. The Corporation neither engages in speculative transactions nor uses derivatives.

The accounting of financial instruments depends on their classification as presented in the following table:

CATEGORIES	FINANCIAL INSTRUMENTS	MEASUREMENT
Financial assets	Cash	Cost or amortized cost
	Accounts receivable (other than taxes receivable)	
Financial liabilities	Accounts payable and accrued liabilities	Cost or amortized cost
	Contractual holdbacks	

Contingencies

Contingencies result from uncertain situations whose outcome depends on one or more future events. Contingencies include contingent liabilities and contingent assets.

Contingent liabilities are possible liabilities which could become actual liabilities if one or more future events occur. If it is likely that an event could occur, and a reasonable estimate of the liability can be made, a provision is recognized, and an expense is recorded. If the likelihood of the event cannot be determined or if the amount involved cannot be reasonably estimated, a contingency is disclosed in the notes to the Financial Statements.

Contingent assets are possible assets that could become assets if one or more future events occur. If the future event is likely to occur, the existence of the contingent asset is disclosed in the notes to the Financial Statements.

Measurement Uncertainty

In preparing the Financial Statements in accordance with the CPSAS, management must use estimates and assumptions that affect the reported amounts of assets and liabilities and the presentation of assets and contingent liabilities at the date of the Financial Statements, as well as the amounts of the revenue and expenses recognized during the period covered by the Financial Statements. Actual results could differ significantly from these estimates.

The most significant estimates used in the preparation of these Financial Statements relate in particular to the useful life of tangible capital assets, asset transfers, accrued liabilities and claims received from suppliers, the liability for employee future benefits, as well as contingencies.

Environmental liabilities and asset retirement obligations are also subject to measurement uncertainty, due to the constantly evolving technologies used in contaminated site remediation or asset retirement activities, the use of present value of estimated future costs, inflation, rising interest rates, and the fact that, in the case of environmental liabilities, not all sites have been subject to a full assessment of the extent and nature of the remediation. Changes in underlying assumptions, timing of expenditures and technology used, revisions to environmental standards, or changes in regulations could result in material changes to the liabilities recognized.

The establishment of the fair value of transferred assets is subject to measurement uncertainty, attributable to the complex and specialized nature of certain assets, fluctuations in economic and sectoral conditions, the application of valuation methodologies based on economic parameters and assumptions, as well as the limited availability of comparable market data for assets of similar nature in the public sector. Notwithstanding the use of professional expertise and the application of established valuation standards in accordance with generally accepted accounting principles, any changes in fundamental economic assumptions, discount factors applied, methodological approaches selected, or any substantial modification in macroeconomic parameters could result in adjustments to the amounts recorded as fair value for these assets.

Budgetary Data

Budgetary data included in the Financial Statements were provided for comparison purposes and approved by the Board of Directors. The budgets for the accumulated operating surplus at the beginning of the year and the Net Debt at the beginning of the year presented in the Corporation's Financial Statements are adjusted annually to reflect the actual results at the time the budget is prepared. They therefore differ from the amounts published for the previous year.

4.6.3 ADOPTION OF NEW ACCOUNTING STANDARDS

No new accounting standard was adopted during the nine months ended December 31, 2025.

4.6.4 ACCOUNTS RECEIVABLE

The Corporation's accounts receivable consist of the following:

	December 31, 2025	March 31, 2025
<i>(in thousands of Canadian dollars)</i>	\$	\$
Due from the Government of Canada	51,509	12,958
Taxes receivable	3,741	2,099
Re-invoicing of work to business partners	678	781
Other accounts receivable	126	60
Total Accounts Receivable	56,054	15,898

4.6.5 ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

The Corporation's accounts payable and accrued liabilities consist of the following:

	December 31, 2025	March 31, 2025
<i>(in thousands of Canadian dollars)</i>	\$	\$
Suppliers and accrued liabilities	76,293	38,657
Salaries and employee benefits	2,263	2,063
Total Accounts Payable and Accrued Liabilities	78,556	40,720

4.6.6 CONTRACTUAL HOLDBACKS

Contractual holdbacks (including performance holdbacks and warranty holdbacks) represent the total amount that the Corporation temporarily retains on amounts due to contractors during the performance of the work, to guarantee that the latter fulfill their obligations pertaining to the warranties of rectification and correction of defects and poor workmanship in the work performed. The warranty periods applicable to each contract begin following the issuance of the Interim Certificate of Completion for the work concerned. The Corporation then pays the 5% contractual holdback (designated as performance holdback) and retains a new amount equal to 2.5% as a contractual holdback (designated as warranty holdback).

The contracts provide that the Corporation will pay the second portion of 2.5% of the contractual holdback (designated as warranty holdback) less, where applicable, any amount owed by the contractor under the terms of the contract once the warranty period has expired.

4.6.7 ENVIRONMENTAL OBLIGATIONS

The Corporation conducts an inventory of all lands under its management to classify their environmental condition and prioritize interventions if required. The Corporation's portfolio includes a number of lands where soil contamination exceeds acceptable criteria. The affected lands are located under the Jacques Cartier Bridge, on the site of the original Champlain Bridge, along the Bonaventure Expressway, and at the Honoré Mercier Bridge.

The Corporation has identified a total of 18 sites (18 as at March 31, 2025) that may be contaminated and require assessment, remediation, or a risk management strategy and monitoring. For seven (7) of the 18 sites (7 as at March 31, 2025), remediation measures or risk management strategies are in place or planned for which a liability of \$82.3M (\$116.0M as at March 31, 2025) has been recognized.

Regarding the 11 sites that have not been subject to risk management strategies or remediation measures (11 as at March 31, 2025), 10 are in various stages of testing and assessment (10 as at March 31, 2025). Should the remediation or a risk management strategy be required, the Corporation expects to forgo future economic benefits to that effect, and a liability will be recognized as soon as a reasonable estimate can be determined. As for the last site, the Corporation does not expect to forgo future economic benefits given the likely absence of environmental impact or a significant threat to human health.

The following table presents the estimated total environmental liabilities by sector as at December 31, 2025, which are based on the following assumptions:

- + The discount rates are determined based on the Government of Canada's zero-coupon bond yield curve, as published by the Bank of Canada. The discount rate as at December 31, 2025, ranges from 2.38% to 3.69% (as at March 31, 2025 – 2.44% to 3.17%);
- + The inflation rate of 3.98% as at December 31, 2025 (as at March 31, 2025 – 3.65%) is based on the Non-Residential Building Construction Price Index.

	December 31, 2025		March 31, 2025	
	\$		\$	
<i>(in thousands of Canadian dollars)</i>				
Sectors	Undiscounted	Discounted	Undiscounted	Discounted
	Liabilities	Liabilities	Liabilities	Liabilities
	to which the Inflation Rate was Applied			
Bonaventure Expressway: East Sector ⁽¹⁾	20,919	16,039	20,357	15,911
Bonaventure Expressway: West Sector ⁽¹⁾	7,627	6,014	8,096	6,481
Bonaventure Expressway – Reconfiguration ⁽²⁾	67,970	59,992	102,939	92,449
Héritage Champlain ⁽³⁾	83	83	652	636
Jacques Cartier Bridge ⁽⁴⁾	206	206	538	525
Total	96,805	82,334	132,582	116,002

(1) East and West Sectors of the Bonaventure Expressway

As at December 31, 2025, the priority environmental issue for the Corporation remains that of the lands located in the Bonaventure Expressway sector. These lands, which have been managed by the Corporation since 1978, are located on a portion of and close to a former landfill site operated by the City of Montreal between 1866 and 1966. This former landfill site covers several tracts of land belonging to different owners. Since 2003, the Corporation has conducted studies and toxicity tests of the groundwater at this location. The tests have revealed that the groundwater is contaminated beyond acceptable criteria. Given the complexity of the issue, the involvement of numerous owners, and the significant costs involved, the federal government has opted for integrated solutions to the site's environmental issues. This site can be divided into two sectors: the East Sector and the West Sector.

For the East Sector, containment and pumping operations began in 2018. For the West Sector, groundwater containment and treatment plant operations began in 2017. The Corporation is managing this project. The portion of the costs borne by the Corporation for the West Sector is 50% of the total costs to be incurred.

The obligations of the East and West Sectors represent management's best estimate of the expected expenses for the containment, treatment and pumping operations and are based on the costs of the contracts already awarded. The duration of the operations included in the obligations related to the East and West Sectors is estimated at 15 years. The duration of the operations will extend beyond this period, but it is impossible, at this time, to determine the costs beyond 15 years. There is no residual value to the projects.

(2) Bonaventure Expressway – Reconfiguration

The Corporation has begun the project to reconfigure the Bonaventure Expressway into a boulevard. As this section of the expressway is located in a highly contaminated zone, the project includes a major environmental component. Different environmental intervention strategies will be deployed based on the various issues relating to the sector. Such strategies include protecting the free-phase hydrocarbon (FPH) containment structures by stabilizing the banks, adding a groundwater containment and treatment system in the section located west of the Clément Bridge, managing biogas, stabilizing soils affected by the degradation of residual materials, managing waste materials generated by the work, disposing of excess soils, and installing clean soil barrier layers.

The obligation represents management's best estimate of the costs expected to be incurred for this work over the life of the project, as well as for the long-term operation of the system, the duration of which is currently estimated at 15 years. However, the duration of the system's operation will extend beyond this period, but it is impossible, at this time, to determine the costs beyond 15 years. There is no residual value to the project. This estimate is based on expert reports and information available as at the date of the Interim Financial Statements.

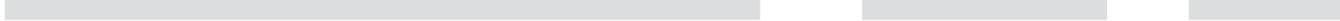
(3) Héritage Champlain

This project consists of redeveloping the lands freed up following the deconstruction of the original Champlain Bridge and, notably, creating wildlife habitats to restore fish habitats. The characterizations carried out in 2023 confirmed the presence of contaminated soils. The environmental management strategy for this project mainly consists of managing the waste materials generated by the work, disposing of excess soils according to current standards, and installing clean soil barrier layers. The obligation represents management's best estimate of the costs required to manage these soils.

(4) Jacques Cartier Bridge

Ongoing projects at the Jacques Cartier Bridge include the rehabilitation of the Île Sainte-Hélène Pavillon, as well as the redevelopment of the Plaza area following the deconstruction of the former toll station building. This second project also includes revegetating the area with the creation of bioretention basins.

Characterizations carried out between 2020–2021 and 2024–2025 show concentrations of contaminated soil above acceptable criteria.



The environmental strategy for these two projects consists of managing the excavated materials generated by the work. The excavated soil will be managed according to applicable standards and based on its level of contamination and will be replaced with clean soil. The obligation represents management's best estimate of the costs required to manage these soils.

4.6.8 ASSET RETIREMENT OBLIGATIONS

The Corporation has recognized asset retirement obligations for the removal of asbestos in one of its buildings. The restoration obligation was fulfilled during the 2024-2025 fiscal year.

During the second quarter, the Corporation proceeded to the retirement of the building containing asbestos. Following the deconstruction of this building, the retirement obligation was fully fulfilled and the corresponding provision was written off from the Statement of Financial Position.

4.6.9 TANGIBLE CAPITAL ASSETS

<i>(in thousands of Canadian dollars)</i>	Lands	Bridges, Roads and Promenades	Buildings	Vehicles and Equipment	Other	Projects in Progress	Total
	\$	\$	\$	\$	\$	\$	\$
COST							
April 1, 2024	5,250	873,217	31,124	6,808	10,453	28,972	955,824
Acquisitions	-	3,291	-	6	401	50,163	53,861
Disposals	-	-	-	-	-	-	-
Asset retirement	-	-	(10)	-	-	-	(10)
Transfers	-	3,112	-	-	103	(3,215)	-
March 31, 2025	5,250	879,620	31,114	6,814	10,957	75,920	1,009,675
Acquisitions	-	5	-	-	24	39,619	39,648
Disposals	-	-	-	-	-	-	-
Asset retirement	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
December 31, 2025	5,250	879,625	31,114	6,814	10,981	115,539	1,049,323
ACCUMULATED AMORTIZATION							
April 1, 2024	-	286,414	2,874	2,669	7,327	-	299,284
Amortization	-	30,591	784	551	2,482	-	34,408
Disposals	-	-	-	-	-	-	-
Asset retirement	-	-	(1)	-	-	-	(1)
March 31, 2025	-	317,005	3,657	3,220	9,809	-	333,691
Amortization	-	20,463	588	381	779	-	22,211
Disposals	-	-	-	-	-	-	-
Asset retirement	-	-	-	-	-	-	-
December 31, 2025	-	337,468	4,245	3,601	10,588	-	355,902
NET CARRYING VALUE							
March 31, 2025	5,250	562,615	27,457	3,594	1,148	75,920	675,984
December 31, 2025	5,250	542,157	26,869	3,213	393	115,539	693,421

4.6.10 SHARE CAPITAL

The authorized share capital is 50 shares without par value, and the Corporation has issued and fully paid one (1) share in the amount of \$100.

4.6.11 CONTINGENCIES

Legal Proceedings and Claims

In the normal course of its operations, the Corporation is subject to claims or lawsuits, the outcome of which cannot be predicted with certainty. Management has recorded provisions in the relevant accounts that it deems sufficient, and believes that the resolution of such contingencies, which arise in the normal course of its operations, should not have any material adverse effect on the Corporation's financial position. These provisions are recognized under "Suppliers and accrued liabilities" in Note 4.6.5 - Accounts Payable and Accrued Liabilities. The Corporation does not disclose the amounts involved, as such disclosure could prejudice the outcome of the litigation.

As at December 31, 2025, there is a contingent asset that is the subject of a legal action initiated by the Corporation against a contractor and certain consultants, for which the estimated amount cannot be determined. No contingent asset is recognized in the Interim Financial Statements.

Other Contingencies

- a) The Corporation has signed agreements to install, maintain and use cables or conduits on lands it does not own. In the event of the termination of these agreements, the Corporation will be required to remove its equipment at its own expense. As at December 31, 2025, neither the owners of the lands nor the Corporation have indicated an intention to terminate the agreements. Therefore, no contingent liability related to these capital assets has been recognized.
- b) The Corporation holds a structure erected on lands whose owner has transferred the management and administration to the Government of Canada. The owner of the lands could reclaim them in the event of a change of use, without any compensation for the structure built, provided that it is in a condition satisfactory to the owner. At this point in time, the Corporation has no intention of changing the current use of these lands. Therefore, no liability has been recognized in respect of this capital asset.
- c) The Corporation holds other structures also erected on lands whose owner has transferred the administration to the Government of Canada. In the event that any of these lands are no longer required or cease to be used for the purposes for which the transfer of administration was granted, such land shall revert to the owner, who will advise if the structures, constructions or improvements built thereon are required. The land must have been restored to good condition to the satisfaction of the owner and in accordance with the agreed environmental requirements, all without compensation. An asset retirement obligation has been recognized for the restoration of the water lot in the channel on which the Île des Sœurs Bypass Bridge was constructed (Note 4.6.8). The work having been completed, this obligation expired on March 31, 2025 (Note 4.6.8). For the other lands, there is uncertainty as to when restoration may take place. The Corporation is therefore not in a position to estimate the restoration costs. No liability relating to the retirement of these capital assets has thus been recognized.

4.6.12 RELATED PARTY TRANSACTIONS

The Corporation is related in terms of common ownership to all departments, agencies and Crown corporations created by the Government of Canada, as well as to the Corporation's Board of Director members, Chief Executive Officer and Senior Directors, close family members thereof and entities subjected to the control of said individuals. The Corporation enters into transactions with these entities in the normal course of business. These transactions are recognized at the exchange amount, except for the cost of the audit of the Financial Statements, which is carried out without consideration and is not recognized in the Statement of Operations.

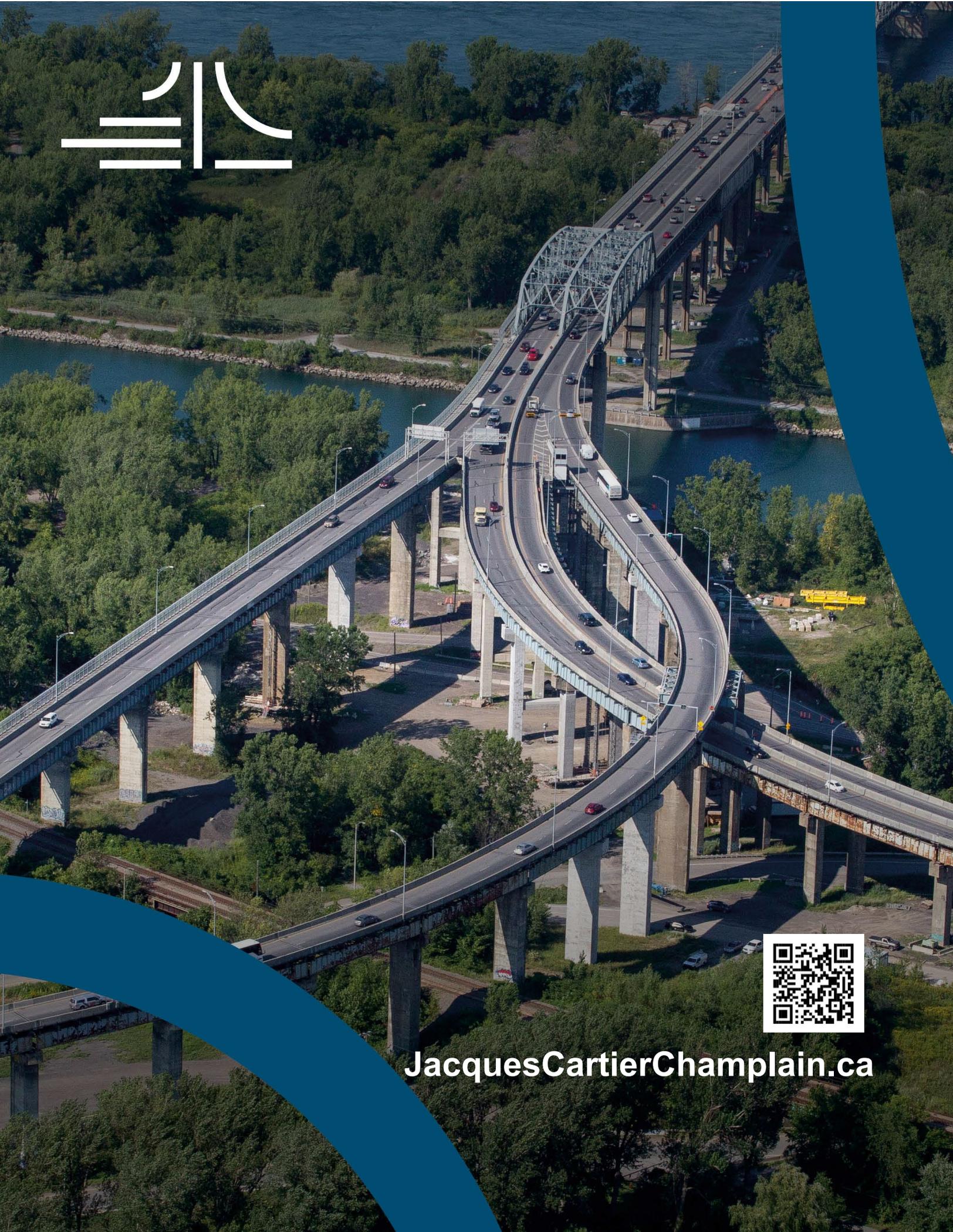
For the quarter ended December 31, 2025, the Corporation has recognized revenue under "Other sources" for services rendered on infrastructures located in the province of Québec under a service agreement with Housing, Infrastructure and Communities Canada (HICC) (formally Infrastructure Canada). The amounts receivable are included under "Re-invoicing of work to business partners" in Note 4.6.4 – Accounts Receivable. There is no contingent liability related to this agreement.

4.6.13 EXPENSES BY TYPE

	December 31, 2025	December 31, 2024
<i>(in thousands of Canadian dollars)</i>	\$	\$
Regular and major maintenance	114,175	91,955
Deconstruction – Original Champlain Bridge	25,014	1,806
Environmental obligations	(20,342)	10,874
Asset retirement obligations	87	192
Amortization of tangible capital assets	22,211	25,703
Salaries and employee benefits	21,720	19,936
Professional services	10,066	10,605
Goods and services	6,455	5,306
Loss on disposal of capital assets	-	9
Total Expenses	179,386	166,386

4.6.14 PARLIAMENTARY APPROPRIATIONS

<i>(in thousands of Canadian dollars)</i>	December 31, 2025 \$	December 31, 2024 \$
Parliamentary appropriations requested	229,019	147,492
Long-term contractual holdbacks	(1,117)	(846)
Total Parliamentary Appropriations Recognized as Revenue	227,902	146,646
Distribution		
Portion of transfer payments for operating expenses	188,254	138,379
Portion of transfer payments for tangible capital assets	39,648	8,267
Total Parliamentary Appropriations Recognized as Revenue	227,902	146,646



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