

AAPA

ANNUAL REPORT

ENTRY

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CATEGORY 1



MS
PORT DE SAGUENAY
DE / OF



Canada

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>> CHALLENGES & OPPORTUNITIES

EACH YEAR, THE ANNUAL REPORT IS A KEY OPPORTUNITY TO HIGHLIGHT THE EXTENT OF THE WORK ACHIEVED BY THE PORT OF SAGUENAY, AS A REGIONAL ECONOMIC DEVELOPMENT LEVER AND MAJOR TRANSPORTATION LOGISTICS HUB.

It is an opportunity to outline and showcase the organisation's vital role in the regional economic ecosystem. Indeed, the Port of Saguenay benefits from a unique geographical setting. Originally located right in downtown Saguenay City, the Port was relocated 20 km east to Grande-Anse, in 1985, away from urban zones. The site is adjacent to 12 km² of land dedicated to industrial use and aims to foster large-scale industrial development in the vicinity of the seaport facilities.

Over and above the fact that this strategic move has enabled the Port of Saguenay to work on world class projects, it took the marine activities away from the community; however, by the same

occasion it weakened its sense of belonging. With the absence of cargo ships in the city centre, the community quickly forgot to which extent they play a vital role in the region's economy. Like the saying goes, "*out of sight, out of mind*".

However, the Port is a strategic partner for large-scale regional industries working in a wide array of fields, including aluminum, metals, and forestry. It is the natural gateway for incoming and outgoing raw materials. Now more than ever, the Port of Saguenay is at the core of the region's economic growth, and the organisation has made it an ongoing objective to remind the public and stakeholders of this fact.

Located on the outskirts of urban centres, the facility has become less visible to stakeholders and citizens. Hence, the Port of Saguenay is committed to strengthening the long-lasting bond between the community, its partners and its port administration.



THE ANNUAL REPORT AND ITS STRATEGIC DISTRIBUTION ENABLE THE PORT TO ATTAIN THE FOLLOWING MAIN OBJECTIVES:

INCREASE THE PORT'S PROMINENCE AMONG THE PUBLIC.

STRENGTHEN LINKS WITH PARTNERS, STAKEHOLDERS AND PUBLIC DECISION-MAKERS.

POSITION THE PORT AS A STRATEGIC PLAYER IN TERMS OF REGIONAL ECONOMIC DEVELOPMENT.



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» PORT OF SAGUENAY MISSION

The Port of Saguenay is a first class partner for every regional, national, and international organisation, regardless of their size. Its mission is to provide the services and infrastructures required to simplify and increase the movement of people and goods at competitive rates and in compliance with stringent security, safety, and environment protection standards. Its activities foster regional economic growth, as well as domestic and international trade, while contributing to **THE ACHIEVEMENT OF THE SOCIO-ECONOMIC TARGETS OF ITS COMMUNITIES.**

THE ANNUAL REPORT HIGHLIGHTS THE ACTIONS IMPLEMENTED BY THE PORT TO ACHIEVE ITS MISSION. IT REMINDS US WHERE WE COME FROM, WHAT WE HAVE ACCOMPLISHED OVER THE YEAR, AND WHERE WE ARE HEADING.

It is also a reminder that community, sustainable and industrial development can work as one. The annual report illustrates that ecosystem. It includes a detailed narrative that provides the reader with background information about the organisation and a broad view of the role played by the Port of Saguenay. Internally, it also enables to assess a variety of key departments through an overall look at the actions put forth over the year.

In the past, the CEO and Chairman of the Board always concluded and signed the report, but this year we turned to an entirely new approach by putting the duo at the forefront. This aims to give proper consideration to the vision, which is jointly implemented by the Port of Saguenay and its Board of Directors in the most efficient way. By putting the spotlight on these two pillars that reach out to regional networks, we strengthen the credibility of the Port of Saguenay's development approach.

Furthermore, the Port is launching an important phase of its development initiative. Indeed, its industrial port zone is setting the scene and will soon be able to welcome its first large-scale private projects, almost 35 years following its inception. In this context, it is all the more pertinent for management to clearly state the organisation's direction and long-term vision.

WE TOOK SPECIAL CARE TO DIVERSIFY THE ORGANISATION'S SCOPE OF ACTION, AS WELL AS THE HUMAN RESOURCES NEEDED FOR A SUCCESSFUL OUTCOME. IN A REMOTE REGION SUCH AS OURS, THE HUMAN FACTOR IS WHAT BRINGS THE ORGANISATION CLOSER TO THE COMMUNITY THAT SUPPORTS IT.



PORT OF SAGUENAY



Depuis plus de 100 ans, notre rôle est multiple : accompagner les entreprises, offrir des services adaptés, garantir la sécurité et assurer le développement durable de nos territoires. C'est en gardant en tête un idéal constant que nous poursuivons le développement de nos territoires.

Notre vision est de faire de notre territoire, dans les années à venir, le plus attractif et le plus dynamique de la région. C'est pourquoi nous nous engageons à offrir un cadre de services adaptés et innovants, à améliorer nos infrastructures et à promouvoir le développement durable de nos territoires. C'est en gardant en tête un idéal constant que nous poursuivons le développement de nos territoires.

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CONSEIL D'ADMINISTRATION

<p>STEPHANE BEDARD Président du conseil d'administration Prise de fonction le 10 décembre 2017, démission en poste</p> <p>ANDRÉ TREMBLAY Membre du conseil d'administration Prise de fonction le 12 décembre 2016, démission le 12 décembre 2018, poste vacante</p> <p>ARTHUR GOBEL Membre du conseil d'administration Prise de fonction le 12 décembre 2016, démission le 12 décembre 2018, poste vacante</p> <p>DOMINIQUE GIRARD Membre du conseil d'administration Prise de fonction le 12 décembre 2016, démission le 12 décembre 2018, poste vacante</p>	<p>LAURINE GAGNON Membre du conseil d'administration Prise de fonction le 10 décembre 2017, démission en poste</p> <p>MAIEE-CRISTINE LAROCHE Membre du conseil d'administration Prise de fonction le 12 décembre 2016, démission le 12 décembre 2018, poste vacante</p> <p>JEAN-PIERRE BOVIN Membre du conseil d'administration Prise de fonction le 12 décembre 2016, démission le 12 décembre 2018, poste vacante</p> <p>CARL LABERGE Président du conseil d'administration Prise de fonction le 12 décembre 2016, démission le 12 décembre 2018, poste vacante</p>
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FOR THE 2019 EDITION, WE GROUPED, BASED ON THE ORGANISATION'S DIVERSE SCOPE OF ACTION, LAST YEAR'S MOST SIGNIFICANT AND NOTABLE FEATURES ALONGSIDE THE OTHER ELEMENTS THAT LEAD US INTO THE NEXT YEAR.

While the report is for 2019, it cannot be disembodied from the current year. As we know, COVID-19 caused a major disruption of all activities in 2020. In addition to the postponement of the Annual General Assembly, which was held in mid-June instead of early May, the annual report team thought it relevant for this report, submitted in mid-2020, to take a brief look at the Port of Saguenay's strategic role for the coming months and years. That role will be critical, and all stakeholders and the general public should be made aware of the port's strong potential in terms of economic recovery.

When preparing this report, individual meetings were arranged with each sector (general management, operations, environment, government and public relations, project management, etc.) to collate the necessary information and start the writing process. The entire report was drafted internally. A detailed schedule was set out by the project leader, who diligently leads the assignment.



ITEM	Postponement Dates	Initial Dates
Request a cost for annual reports		Wednesday, 15 January 2020
Supply photos for cover and inside pages to printer		Monday, 17 February 2020
Shoot corporate photos		Tuesday, 11 February 2020
Send corporate photos to printer		Tuesday, 18 February 2020
Prepare structure and layout		Thursday, 20 February 2020
Send texts to review		Wednesday, 11 March 2020
Translate texts		Wednesday, 18 March 2020
Send texts to printer		Friday, 20 March 2020
Send figures to review	Postponed	Following audit committee meeting - 2020-03-30
Send figures to printer	Postponed	Following audit committee meeting - 2020-03-30
Send drafts	Postponed	Monday, 30 March 2020
Validation of drafts	Postponed	Friday, 3 April 2020
Print annual reports	Postponed	Monday, 6 April 2020
Receipt of annual reports	Postponed	Friday, 24 April 2020
Hold AGA	22 June 2020 by videoconferencing	To be confirmed (beginning of May usually)

Note: The annual report will be published in PDF format, with printed copies available upon request.



Then, we sifted through the Port's picture database for the past twelve months to make sure we had photos associated with the events of the last year. Over the year, the Port hired a professional photographer in order to immortalise the most significant moments of our operations and events.

The Port's team subsequently established a layout, inspired by action and movement. The selected layout and design was then handed over to a consultant for completion, as the Port of Saguenay does not have internal resources for this specialty.

Therefore, the annual report is the crowning achievement of all the extra work accomplished by the Port over the past year to improve its positioning, most notably with the hiring of a Communications and Public Relations Manager. It is in this line of thought that efforts were made to streamline, refine and update the Port of Saguenay's image.

THE LAST YEAR WAS DEDICATED TO OPENING WIDE THE DOORS OF THE PORT AND GREETING THE STAKEHOLDERS AND GENERAL PUBLIC ALIKE, AND SHOWCASE THE PORT'S FULL POTENTIAL; AN ORGANISATION LED BY AND FOR ITS COMMUNITY – A SMALL ORGANISATION, INDEED, BUT WITH GREAT POTENTIAL.

THE ANNUAL REPORT IS THE REFLECTION OF THAT AMBITION.



» ACTIONS & OUTPUTS

FIRSTLY, THE TARGET AUDIENCES WERE INITIALLY IDENTIFIED IN AN EFFORT TO DEVELOP A CUSTOMISED TOOL. The Port's primary target audience is the regional stakeholders, business community and local government.

Secondary target audiences are the general public of Saguenay and anyone who might be interested in discovering the Port facility with a view to developing an industrial project.



WITH SUSTAINABLE DEVELOPMENT IN MIND, THE PORT DECIDED TO LIMIT THE NUMBER OF PRINTED COPIES OF THE ANNUAL REPORT. Therefore, a digital version is available on the Port's Website and/or forwarded to its various partners. Printed copies are handed out to visitors upon request. They are also joined with printed leaflets for use as marketing tools.



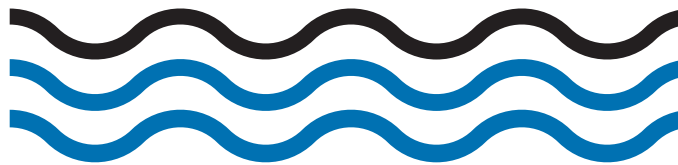
5 » OUTCOME & EVALUATION

A VAST PERSONALISED MAIL OUT UPON RELEASE, ACCOMPANIED WITH A PRESS RELEASE:

- Port Board of Directors and Team members
- Port partners and customers
- Local, provincial and federal elected officials (deputies, city council, prefects, RCMs and regional mayors, relevant political staff)
- Regional and national medias
- Canadian and American Associations
- Regional business community

THE REPORT WILL ALSO BE PRESENTED PUBLICLY DURING AN ANNUAL EVENT TO WHICH THE COMMUNITY IS INVITED TO ATTEND.

The comments received, following the release of the first edition, highlighted the relevance of the information provided and its refined presentation.



RAPPORT ANNUEL 2019

RÉPARTITION DES VOLUMES PAR PRODUITS (EN TONNES MÉTRIQUES)

RÉPARTITION DES VOLUMES PAR CATÉGORIES (EN TONNES MÉTRIQUES)

ÉTAT CONSOLIDÉ RÉSUMÉ DU RÉSULTAT GLOBAL
Pour l'exercice terminé le 31 décembre

	2019	2018
PRODUITS		
Services portuaires	1 553 818	1 536 791,5
Location	1 715 919	1 400 395
Révisions de gestion	442 440	601 913
Autres services	488 200	431 000
	4 200 377	3 970 099,5
CHARGES		
Salaires et charges sociales	891 431	813 007
Services externes, entretien et réparations	1 949 829	2 018 863
Services professionnels et consultants	150 244	201 878
Évaluation d'actifs et de passifs	254 402	234 100
Équipement matériel et logiciels informatiques	1 239 912	1 251 142
Activités d'opération et d'administration	346 417	280 024
Amortissement des immobilisations corporelles	486 338	452 385
	7 853 134	7 221 474
RÉSULTAT OPÉRATIONNEL	1 762 548	1 079 247
AUTRES		
Résultat financier	766 476	542 071
PRODUITS	712 121	68213
CHARGES	186 087	171 922
Redistribution d'actifs adossés	1 089 588	—
	274 291	22 091
RÉSULTAT NET	1 540 763	1 148 200
AUTRES ÉLÉMENTS DU RÉSULTAT		
Éléments qui ne sont pas reconnus immédiatement en résultat	(19 100)	(27 300)
	1 521 663	1 120 900
RÉSULTAT GLOBAL	1 521 663	1 120 900

RAPPORT ANNUEL 2019

PRODUITS TRANSITÉS 2019 (EN TONNES MÉTRIQUES)

ALUMINIUM réception

ALUMINIUM expédition

ANGUÏLES réception

BRES LIQUIDES réception

CHARBON réception

FERROVULCUM expédition

GRAINES DE BOIS expédition

SPATH FLUOR réception

MARCHANDISES GÉNÉRALES réception

MARCHANDISES GÉNÉRALES expédition

SEL DE GYPSÈME réception

SEL DE GYPSÈME expédition

KACILIS réception

WALL GATES RECEPTION

WALL GATES EXPÉDITION

PORT DE SAGUENAY

