

# A SUSTAINABLE FUTURE ON LAND AND AT SEA

**LOGISTEC**

INVESTORS PRESENTATION  
MARCH 2022



# FORWARD LOOKING STATEMENTS

For the purpose of informing shareholders and potential investors about the Company's prospects, sections of this document may contain forward-looking statements, within the meaning of securities legislation, about the Company's activities, performance and financial position and, in particular, hopes for the success of the Company's efforts in the development and growth of its business. These forward-looking statements express, as of the date of this document, the estimates, predictions, projections, expectations or opinions of the Company about future events or results.

Although the Company believes that the expectations produced by these forward-looking statements are founded on valid and reasonable bases and assumptions, these forward-looking statements are inherently subject to important uncertainties and contingencies, many of which are beyond the Company's control, such that the Company's performance may differ significantly from the predicted performance expressed or presented in such forward-looking statements.

The important risks and uncertainties that may cause the actual results and future events to differ significantly from the expectations currently expressed are examined under business risks in the Company's annual report and include (but are not limited to) the performances of domestic and international economies and their effect on shipping volumes, weather conditions, labour relations, pricing and competitors' marketing activities.

The reader of this document is thus cautioned not to place undue reliance on these forward-looking statements. The Company undertakes no obligation to update or revise these forward-looking statements, except as required by law.



# OUR MISSION AND PURPOSE

LOGISTEC's strategy is guided by our mission and purpose: We pride ourselves on building and sharing our expertise in order to contribute to the success of our customers and our communities. Our people are dedicated to finding solutions that support reliable supply chains and protect our environment and our water resources.

## OUR VISION

To be the provider of choice for safe, sustainable and creative solutions in the marine and environmental sectors. By 2023, LOGISTEC will be recognized for its remarkable contributions to its customers, its partners and its communities.



# OUR VALUES

## RELIABILITY

Operational  
Excellence and  
continuous learning



## GOING BEYOND

Pushing our limits and  
making things happen



## IMAGINATION

Creative ideas and  
unique solutions



## SUSTAINABILITY

Committed to long-  
term sustainable  
growth





**1952**

Foundation of  
LOGISTEC  
by Roger Paquin

**1972**

Beginning of marine  
transportation to the  
Canadian Arctic

**1990**

First U.S. operations  
in Maryland

**1996**

Madeleine Paquin is  
appointed President  
and CEO

**2012**

Purchase of  
CrossGlobe for  
US\$15.8M

**2018**

Acquisition of Gulf  
Stream Marine for  
US\$67.6M

**1969**

IPO: LOGISTEC  
goes public

**1988**

Inauguration of  
TERMONT

**1992**

Purchase of SANEXEN  
for \$1.0M

**2009**

Purchase of NIEDNER  
Inc. for \$15.1M

**2017**

Purchase of FER-  
PAL for \$49.5M

**2020**

Purchase of APG  
for \$50M



# OUR HISTORY

# THE LOGISTEC FAMILY

A UNIQUE COMBINATION OF DIVERSIFIED SERVICES

## LOGISTEC MARINE SERVICES



### TERMINAL OPERATIONS

LOGISTEC  
TERMONT (JV)



### MARINE TRANSPORTATION

NEAS (JV)



### MARINE AGENCIES

RAMSEY GREIG  
SOREL MARITIME AGENCIES



### SITE REMEDIATION SOILS & MATERIALS MANAGEMENT

### DREDGING & DEWATERING

SANEXEN  
APG



### WATER SOLUTIONS

ALTRA Proven  
Solutions  
NIEDNER  
FER-PAL (JV)

# DIVERSITY + AGILITY = RESILIENCE + GROWTH

80 terminals  
54 ports

Diversified and comprehensive portfolio, both in scope and geography, built on smart investments, a variety of services and going beyond for our customers

Ever agile, our team quickly embraced the rapidly-evolving situation and intends to accelerate the implementation of its strategic plan

Never before has a suite of environmental services and technologies been more necessary to deliver resiliency to communities facing a growing number of critical environmental challenges

# OUR ESG PRIORITIES

Delivering responsibly is at the heart of how the LOGISTEC family is building a sustainable future for the next generation. It means handling our customers' goods safely, protecting and renewing our environment and our water infrastructure, attracting and developing the best and brightest talent, investing in our communities and leading with the highest governance standards.



PROTECT AND  
RENEW OUR  
**ENVIRONMENT**



BE  
**SOCIALLY**  
RESPONSIBLE



LEAD WITH  
STRONG  
**GOVERNANCE**





## PROTECT AND RENEW OUR **ENVIRONMENT**

- Our environmental experts have treated over 10.3B litres of contaminated water and allowed the conservation of 18.9M tonnes of soil over the past 37 years.
- Our water technology has eliminated 58M M<sup>3</sup> of drinking water leaks, 1,470 tonnes of atmospheric pollutants, 469 kilotonnes of GHGs, and remove 1.5M trucks on the road.
- In 2021, our TERMONT joint venture acquired an electric-powered rail-mounted gantry crane that can transload import and export containers directly to and from railcars or staging piles, increasing efficiency and further cutting gas emissions
- Two new eco-efficient mobile harbour cranes were purchased for the Port Manatee terminal in Tampa Bay (FL) and will begin operating in 2022.
- A brand-new hybrid crane also arrived at the Port of Montréal in 2021, reaffirming our vision for a greener and sustainable supply chain.



## BE **SOCIALLY** RESPONSIBLE

- 2,500 trees planted in partnership with Tree Canada to offset our carbon footprint.
- Focused community investment program supporting talent, humanitarian initiatives, health and safety and environment.
- Strong ties to the Arctic - partnership with NEAS, Qikiqtaaluk Environmental and Avataani in Nunavik.





## LEAD WITH STRONG GOVERNANCE

- A diversified and inclusive governance approach with the Chair and the majority of directors being independent.
- Extending diversity beyond the Board to include senior levels in the organization.
- 50+ years of positive reviews with TSX performance.
- A solid corporate-wide risk assessment and plan in place.



# OUR 12 SUSTAINABLE DEVELOPMENT GOALS



## GOAL 3: GOOD HEALTH AND WELL-BEING

Addressing lead in drinking water and emerging contaminants



## GOAL 4: QUALITY EDUCATION

Participate in programs to help youth acquire the knowledge and skills needed to promote sustainable development



## GOAL 5: GENDER EQUALITY

Help women equal rights to economic resources and natural resources



## GOAL 6: CLEAN WATER

Improve water quality and infrastructure



## GOAL 7: AFFORDABLE AND CLEAN ENERGY

Support the supply chains of the wind energy



## GOAL 8: DECENT WORK AND ECONOMIC GROWTH

Protect labour rights and promote safe and secure working environments for all workers



## GOAL 9: BUILD RESILIENT INFRASTRUCTURE AND FOSTER INNOVATION

Facilitate sustainable and resilient infrastructure development. ALTRA's resiliency was proven



## GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES

Prevent disasters including water-related disasters



## GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

Achieve the environmentally sound management of wastes (BOX19)



## GOAL 13: CLIMATE ACTION

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters



## GOAL 14: LIFE UNDER WATER

As part of Green Marine, support all best practices of international shipping



## GOAL 15: LIFE ON LAND

Ensure the restoration of our natural eco-systems



# SOLAR IMPULSE

**Solar Impulse Label awards efficient, clean and profitable solutions with a positive impact on environment and quality of life.**

Operating in accordance with the Solar Impulse Foundation's ethical position



SDG 6  
Clean water  
and sanitation



SDG 9  
Industry,  
innovation and  
infrastructure



SDG 11  
Sustainable  
cities and  
communities



SDG 12  
Responsible  
consumption  
and production

# TERMINAL OPERATIONS





# TERMINAL OPERATIONS

ENSURING A RESILIENT SUPPLY CHAIN



## CONTAINER TERMINALS

- Our strategically-located port terminals near road and rail infrastructures allow us to offer specialized container-handling capabilities, providing fast and efficient services and ease of transport to final destinations as well as fast turnaround of containers and vessels.
- Additional services such as container stuffing and destuffing, container repair, and other valued-added services are also offered at our facilities.



## PORT LOGISTICS

- Off-dock facilities and expertise providing value-added services including intermodal stuffing and destuffing and drayage of international containers
- LOGISTEC also offers varied container-related services such as: empty container storage, container maintenance and repair, container cleaning, reefer storage and monitoring, amongst others



## BULK

- LOGISTEC works closely with its customers in the bulk industry to provide made-to-measure and efficient handling of bulk cargoes. Through experienced personnel and modern equipment, LOGISTEC maintains unparalleled expertise in the handling of bulk commodities.
- Our specialized terminals with our cranes, loaders, conveyors, and warehouses allow us to provide a high level of productivity and to guarantee quality service at the most competitive price.



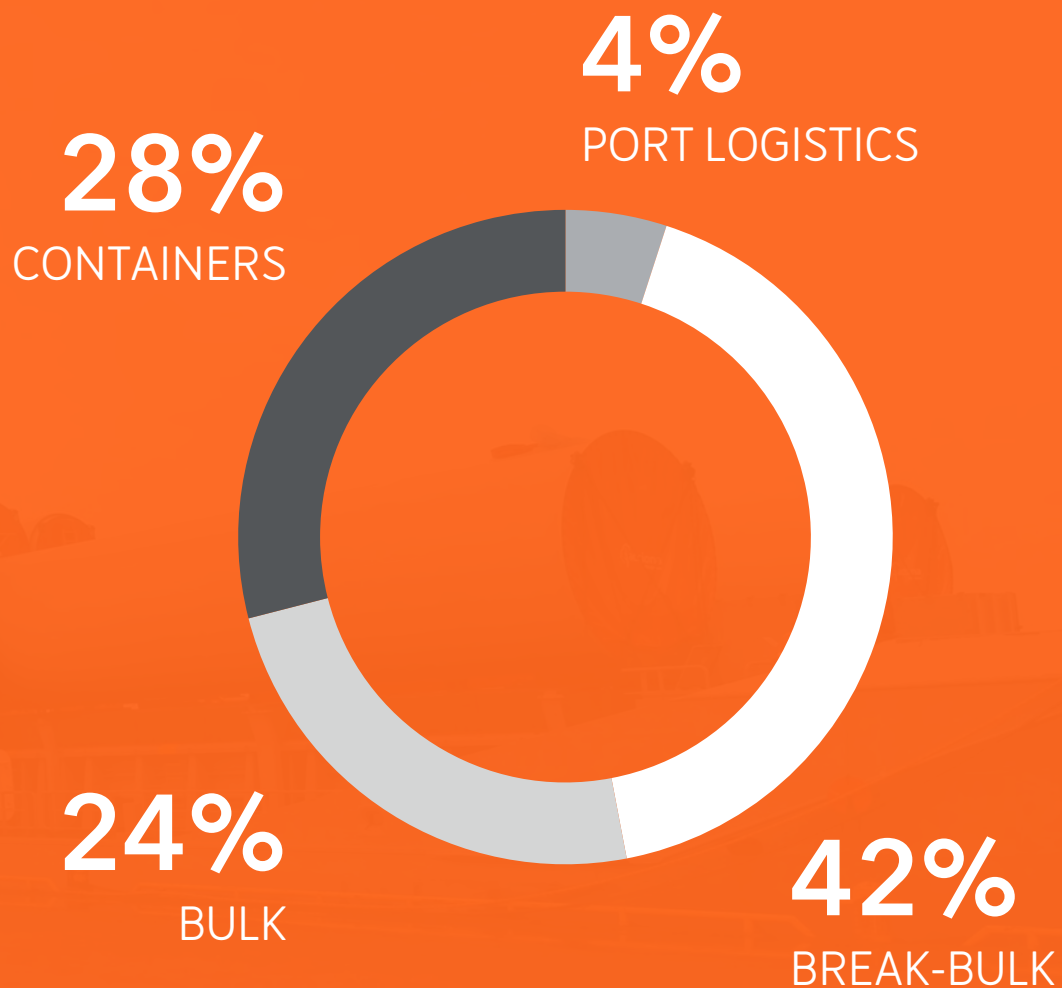
## BREAK-BULK

- Our expertise ensures the highest quality standards in break-bulk cargoes by the best qualified personnel, modern equipment, and advanced information technology.
- LOGISTEC maintains real-time inventory on all cargoes through its facilities. Our warehouses are equipped with wireless technology to scan cargo in and out, track damages and repairs as well as cargo moves within the warehouse or outdoor storage area.

# DIVERSIFIED CARGO BASE IN A GROWING PORT NETWORK.

## BUILT-IN RESILIENCE

The diversity of cargo types we handle, industries we serve, and ultimate revenue base has reduced LOGISTEC's sensitivity to economic swings.



% consider all cargo handling activities of LOGISTEC in 2021, including joint venture participations in TERMONT

# ENVIRONMENTAL SERVICES





# TRADITIONAL ENVIRONMENTAL SERVICES



## SITE REMEDIATION

- Cleaning up toxic materials and pollutants from soil, groundwater, buildings, mines and other terrains
- Benefited from consistent funding from federal and provincial governments and expanding demand from certain manufacturing markets
- Includes provincial and federal orphan sites



## SOILS AND MATERIALS MANAGEMENT

- Operating a variety of soil treatment and disposal sites, including landfills
- Brokerage in soil and material management
- Significant consolidation in this market



## INTEGRATED SOLUTIONS

- Cleaning up toxic materials and pollutants from soil, groundwater, buildings, mines and other terrains
- Megaprojects characterized by: large investment commitment, vast complexity requiring large cleanup efforts
- Canada-wide

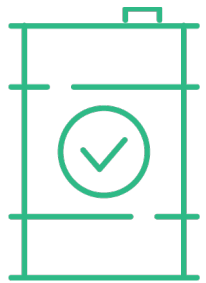


## INFRASTRUCTURE

- Laboratory for the ALTRA products
- Lead the trenchless market
- Lead replacement services
- Civil works projects

# LOGISTEC ENVIRONMENTAL SERVICES

SOLUTIONS THAT HAVE PROVEN THEIR WORTH:



**6,000**

**SITE REMEDIATION  
PROJECTS**

OF CONTAMINATED  
SOILS COMPLETED



**MORE  
THAN \$2B**

OF WORK  
COMPLETED IN THE

**environmental field**



**37+**  
**YEARS**

OF OPERATION

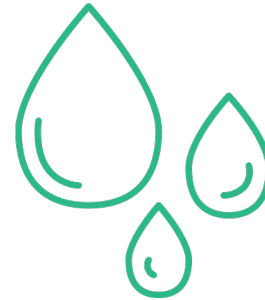
# LOGISTEC ENVIRONMENTAL SERVICES

SOLUTIONS THAT HAVE PROVEN THEIR WORTH:



TREATING AND/OR  
DISPOSING OF  
MORE THAN

**18.9M**  
TONNES OF  
IMPACTED SOIL



TREATING  
MORE THAN

**10.3B**  
LITRES OF  
CONTAMINATED  
WATER

# EXPANDING ENVIRONMENTAL FOOTPRINT

- Strategic acquisition in Western Canada, distinguished residual management solution provider, serving industrial and municipal customers in Canada and the United States.
- Robust backlog and growing pipeline of services: dredging, dewatering, lagoon cleaning, and digester cleaning.
- APG's strong platform is built on a highly experienced team, extensive equipment fleet and control-driven cost approach.





The background is a solid blue color. On the right side, there are several overlapping, semi-transparent white geometric shapes. These shapes are composed of parallel lines that form a series of nested, elongated triangles or chevrons, creating a sense of depth and movement. The lines are oriented diagonally, with some pointing upwards and others downwards.

**ALTRA**  
PROVEN  
SOLUTIONS

# ALTRA PROVEN SOLUTIONS

INNOVATION IN THE SERVICES AND PRODUCTS WE OFFER



## PROVEN WATER TECHNOLOGIES

- Our next-generation technology renews and protects aging water infrastructure from the inside with considerable and proven resilience.



## PROVEN LEAD SOLUTIONS

- Proven lead-free technology creates a lead-proof barrier inside existing pipes.
- Replacement services.
- Civil works projects.



## PFAS SOLUTIONS

- We extract and dispose of PFAS (per- and polyfluoroalkyl substances - the toxic 'forever chemicals').



## FLUID TRANSPORTATION SOLUTIONS

- Manufacturing of structural lining used in our drinking water infrastructure renewal process.
- Woven hoses destined for fire-fighting market and the energy industry.



# ALTRA PROVEN WATER TECHNOLOGIES

SAFE, CLEAN WATER FOR  
GENERATIONS, NO MATTER WHAT.

Our drinking water pipe renewal technology renews and protects aging water infrastructure from the inside.

The 2,200 kilometres of our water technology we've installed so far has proven to eliminate:

**55**

MILLION M<sup>3</sup> OF  
DRINKING  
WATER  
LEAKS

LESS WATER LOSS

**443**

KILOTONNES  
OF GHGS

**950**

TONNES OF  
ATMOSPHERIC  
POLLUTANTS

BETTER FOR THE ENVIRONMENT

**17.8**

KILOTONNES OF  
DISRUPTED SOIL

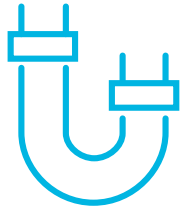
REMOVED

**1M**

TRUCKS FROM  
THE ROAD

LESS DISRUPTIVE TO  
IMPLEMENT





# ALTRA PROVEN LEAD SOLUTIONS

THE LEAST DISRUPTIVE, MOST COST-EFFECTIVE SOLUTION TO DELIVER RELIABLE LEAD-FREE WATER TO EVERY HOME.

Our proven lead-protecting technology creates a lead-proof barrier inside existing pipes at a fraction of the cost, time and disturbance of traditional replacement.

THE ADVANTAGES OF OUR SOLUTION OVER TRADITIONAL REPLACEMENT:

**45%**

**MORE COST  
EFFECTIVE.**

**SURGICAL  
INSTALLATION**

requires only a single,  
small hole outside  
each home.

ONLY  
**2.5**  
**HOURS**

TO INSTALL.

**25**  
**YEAR**  
**WARRANTY**  
PROVEN  
RESILIENCY.

PROVEN TRACK RECORD OVER

**HALF**

**A MILLION  
INSTALLATIONS**

around the world in the past two decades.



# ALTRA PFAS SOLUTIONS

WE DISPOSE OF PFAS (THE TOXIC 'FOREVER CHEMICALS') MORE COST-EFFECTIVELY THAN ANYONE ELSE.

Our process offers reliable PFAS extraction at a fraction of the cost, time and risk of solutions that rely primarily on activated carbon filtering.

## THE ADVANTAGES OF OUR PROCESS:

**10x** FEWER  
LABORIOUS,

### EXPENSIVE FILTER CHANGES

Up to **\$2M** in annual savings  
per water source.

### SIGNIFICANTLY LOWER INVESTMENT COST:

our mobile equipment can  
be used at a relatively low  
pay-per-use rate, rather than  
spending millions of  
CAPEX+OPEX \$ to build a  
treatment facility.

### HIGHLY CUSTOMIZED APPROACH:

We calibrate solutions for  
the nature and size of any  
needs (underground water,  
contaminated soils, wells for  
potable water, etc.)

### OUR SOLUTION IS ROBUST:

profoundly less risk of  
effectiveness-loss due to other  
contaminants in water (total  
suspended solids (TSS), total  
organic carbon (TOC),  
hydrocarbon, metals, bacteria,  
chlorine, etc.)



# HOSE SOLUTIONS NIEDNER

- Over 100 years of manufacturing woven hoses.
- NIEDNER manufactures the structural lining used in the drinking water infrastructure renewal process.
- NIEDNER also produces the resin that is part of the water infrastructure renewal installation process.
- Manufactures woven hoses destined for the fire-fighting market and the energy industry, as well as other markets.



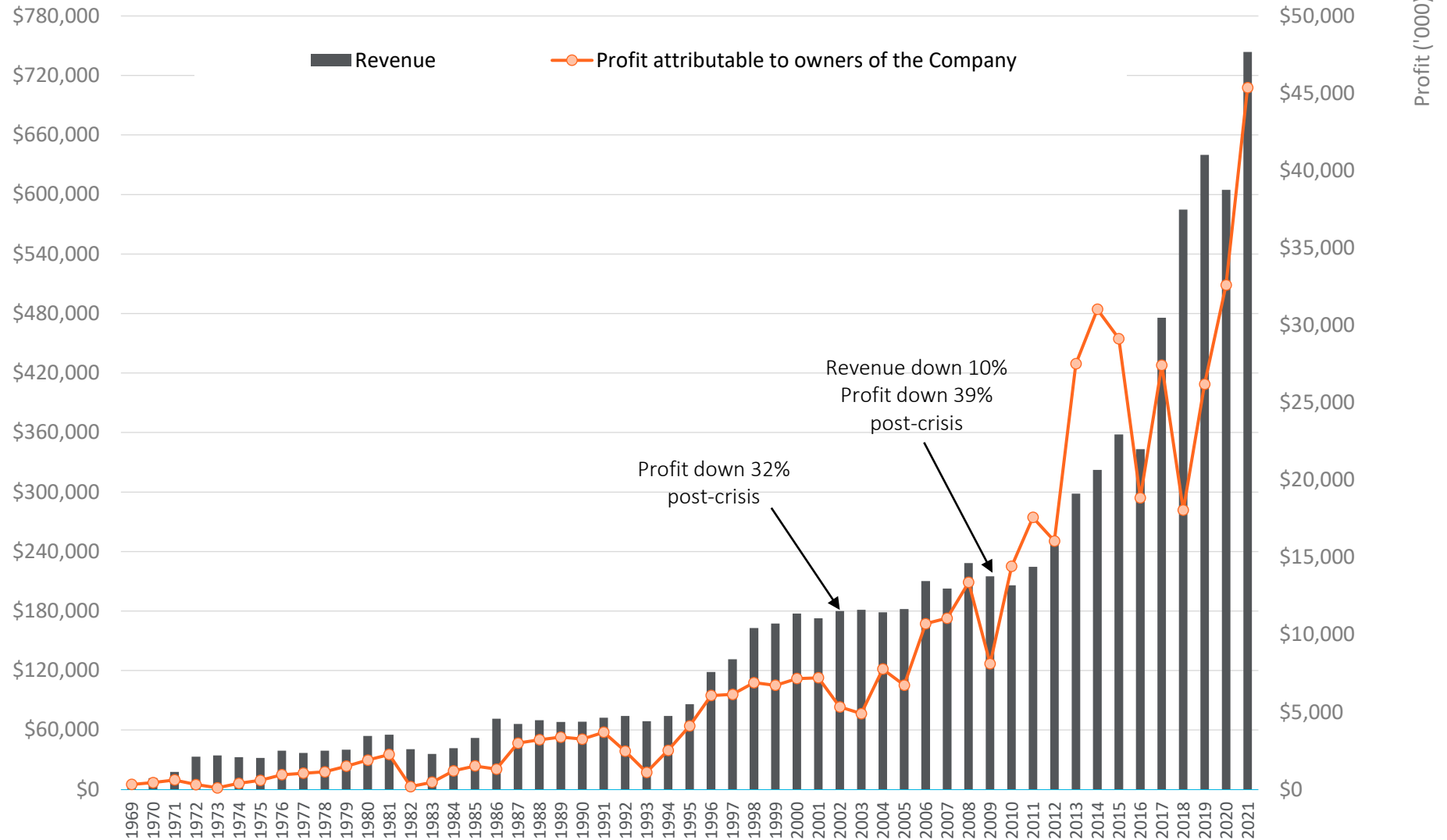
# FINANCIAL HIGHLIGHTS



**SOLID PROFITS  
EVERY YEAR  
FOR THE LAST  
50+ YEARS**



Revenue ('000)

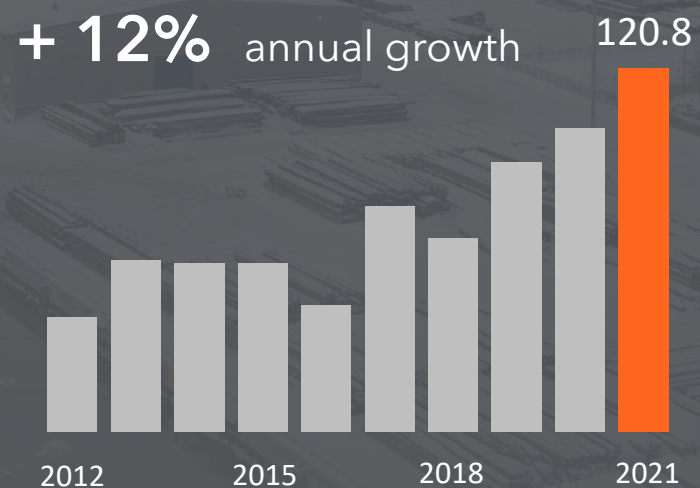


# FINANCIAL PERFORMANCE HIGHLIGHTS (2012-2021)

## REVENUE

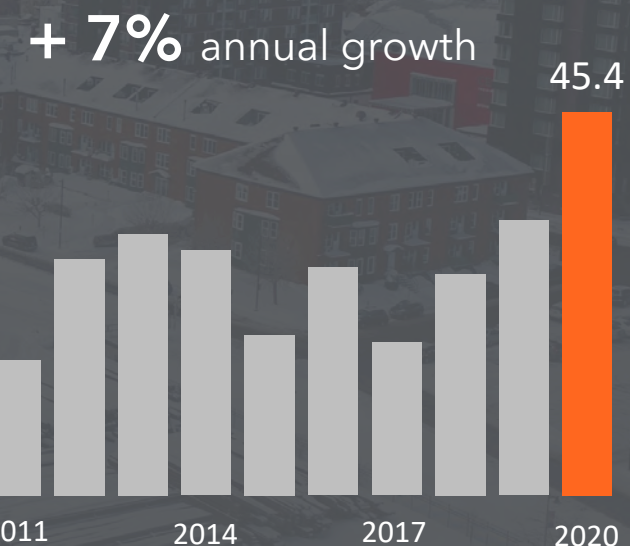


## ADJUSTED EBITDA <sup>1</sup>



## PROFIT

Attributable to owners of the company



1. Adjusted EBITDA is a non-IFRS measure, please refer to Company's management's discussion and analysis of the period for further information and its Non-IFRS Measures section for the definition of this indicator and the reconciliation to profit (loss) for the period.  
2. The application of IFRS 16 had a favorable impact of \$19.3 million on the adjusted EBITDA of 2020.



# DIVERSIFIED REVENUE BASE

43%

FROM THE  
ENVIRONMENTAL  
SERVICES SEGMENT



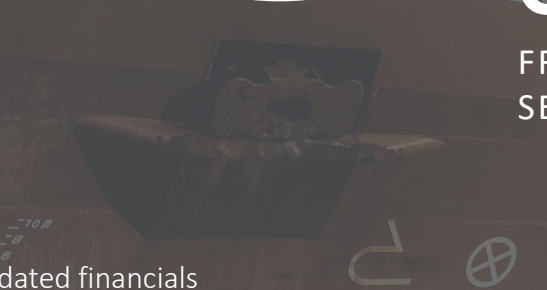
46%

FROM THE  
UNITED STATES



57%

FROM THE MARINE  
SERVICES SEGMENT



54%

FROM CANADA



% of revenue based on 2020 consolidated financials

# OUR STRATEGY

Anchored by a proven track record of long-term growth, LOGISTEC is driven through innovation to provide our stakeholders with a sustainable world for the next generations. Our strategic vision is clear: to be the provider of choice for safe, sustainable, and creative solutions in our marine and environmental services segments.



## STABLE LONG-TERM **GROWTH**

We deliver consistent, profitable growth that is stable and focused on long-term outcomes.



## **PURPOSE** DRIVEN

Our strategic decisions are grounded in our purpose, our values, and our commitment to our customers, our communities and to each other as colleagues.



## INNOVATING FOR THE **NEXT GENERATIONS**

We develop creative solutions to help shape the future for our customers and our communities.



## **SUMMARY:** RESILIENT NICHE SERVICES' PLATFORM WITH INTERESTING UPSIDE POTENTIAL

- Diversified and comprehensive portfolio, both in scope and geography, built on smart investments, a variety of services and going beyond for our customers.
- Success through organic growth and smart acquisitions.
- Solid growth opportunities identified in both our segments.
- Strong financial discipline and stability with a proven track record.
- Solid balance sheet to support continued growth plan.





LOGISTEC