

WHY CHOOSE THE SAINT JOHN REGION?

WITH A MAJOR PORT CITY BALANCED BY ABUNDANT NATURE, THE SAINT JOHN REGION HAS A PROVEN TRACK RECORD OF SUPPORTING BUSINESS AND A STRONG DETERMINATION FOR FUTURE GROWTH.

As home to Atlantic Canada's largest and fastest-growing port by volume - enhanced by more than \$250M in recent modernization - Saint John offers unparalleled global reach. Combined with the strongest rail access on the East Coast and seamless multimodal logistics, the region functions as the export hub for all of Atlantic Canada.

A diversified and resilient energy ecosystem - spanning hydro-electric, nuclear, wind, solar, natural gas, coal, diesel, and biomass - provides the stability and choice required for both established industries and emerging clean-tech operations.

With development-ready industrial sites, including 1,500 acres of prime, serviced industrial land, the Saint John Region is positioned for bold growth. Companies locating here gain immediate access to a skilled workforce, a collaborative business environment, and a region determined to drive the next generation of industrial success.

\$11.6B IN EXPORTS

30% percent of Atlantic Canada's exports come from Saint John.

LABOUR FORCE

22.9% of the working population work in manufacturing, trades, and natural resources—the highest concentration of any region on the East Coast of Canada.

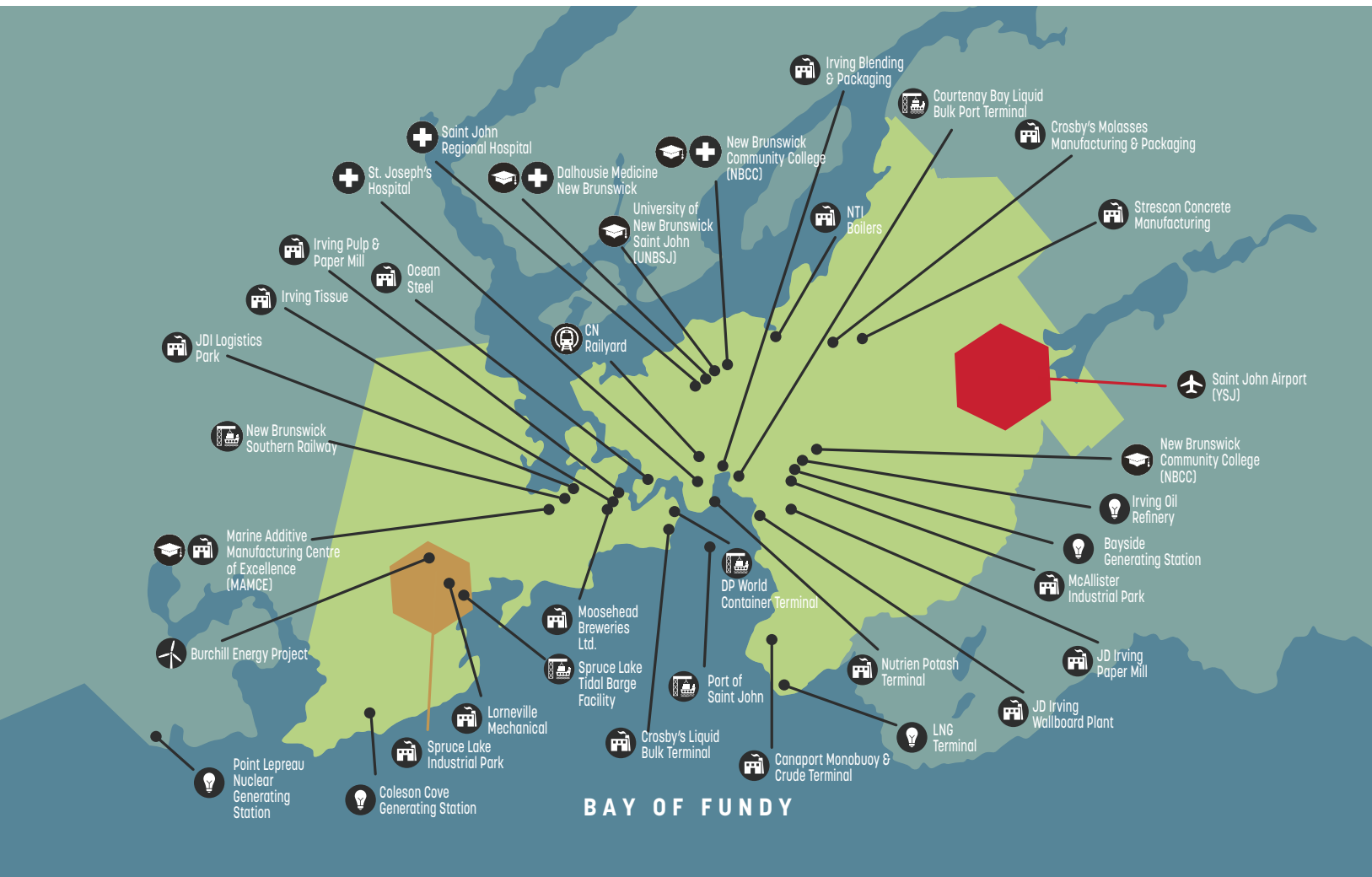
MULTIBILLION-DOLLAR HEADQUARTERS

Several multibillion-dollar industry leaders in energy, forestry, shipbuilding, construction materials, and aquaculture have established headquarters in the Saint John Region.



THE SAINT JOHN REGION'S INDUSTRIAL CLUSTER

The Saint John Region is home to the greatest concentration of industrial assets in Atlantic Canada. The size and diversity of businesses, industrial facilities, logistics infrastructure, and educational institutions make the region the ideal location for industrial growth.



SPRUCE LAKE INDUSTRIAL PARK

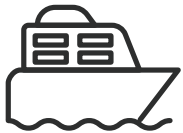
- 1,500 acres for industrial development
- Co-located with more than 50% of New Brunswick's electrical generation capacity
- Municipal water and sewer
- Cost-effective industrial raw water
- Natural gas
- Direct highway access

SAINT JOHN AIRPORT INDUSTRIAL PARK

- 600 acres for industrial development
- Existing air cargo operations
- Airside development opportunities
- Direct highway access
- Federal land offering property tax advantages



WHAT'S POWERING OUR FORWARD MOMENTUM?



A GROWING PORT

Port Saint John is the largest port by volume in Atlantic Canada and the fastest-growing container terminal in Canada, equipped with modern facilities to import and export petroleum, natural gas, chemicals, potash, dry bulk, food products, containers and more. Its main operator, DP World, amplifies this advantage with a 113-acre terminal, 800,000 TEU capacity, six modern cranes, and expedited rail service.



RAIL OPTIONALITY

The Saint John Region is the only location in Atlantic Canada with true rail optionality, with direct access to three Class 1 railways - CN, CSX, and CPKC - plus the New Brunswick Southern Railway short line. This unique network provides seamless integration into North American supply chains, enhancing reach, reliability, and competitive advantage for industry.



STRATEGIC LOCATION & ADVANTAGEOUS TIME ZONE

Doing business here allows quick and easy access to markets in the East Coast of North America, South America, Mexico, and Europe. Our time zone advantage and proximity to major markets make it easy to support global operations and serve clients in Europe, the North American Eastern Seaboard, and Pacific Seaboard in the same day.



COST COMPETITIVENESS

The Saint John Region offers one of Canada's most cost-advantageous environments for industrial investment, combining property tax exemptions on machinery and equipment, zero development cost charges, and exceptional logistical efficiencies. Anchored by one of the country's most cost-effective labour pools, the region delivers a level of operational value that is difficult to match.



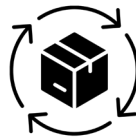
OUR ADVANTAGE - FOOD MANUFACTURING

With industrial expertise, world-class transportation infrastructure, and direct access to domestic and international markets, the Saint John Region is uniquely positioned to support food manufacturing, processing, and related service industries.



AN ESTABLISHED ECOSYSTEM

The Saint John Region combines a rich industrial heritage with a mature and growing food manufacturing ecosystem. Home to globally recognized companies such as Cooke Inc., the world's largest privately owned seafood company; Moosehead Breweries, Canada's largest and last major Canadian-owned brewery; and Crosby Foods, whose range of products can be found on grocery store shelves around the world, the region has a proven track record of food production and export success.



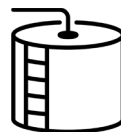
COLD SUPPLY CHAIN INTEGRATION

Starting operations in 2026, Americold - a global leader in cold supply chain logistics - has completed a \$100 million, 190,000-square-foot import-export cold storage facility in Saint John, its first in Canada. Directly integrated with CPKC Railways and DP World's Saint John container terminal, the facility connects local businesses to North American and global markets. The hub offers approximately 22,000 pallet positions and is designed for high-volume import and export activity, creating stronger global trade opportunities for food manufacturers in the Saint John Region.



EVERYTHING YOU NEED TO GROW

The Saint John Region's integrated industrial ecosystem gives food manufacturers access to the essential inputs and infrastructure needed to operate efficiently and scale with confidence. The region offers a unique concentration of key resources, including affordable industrial water, reliable energy, food-grade CO₂, sweeteners, spent grain, hydrogen, ammonia, sulphur, and potash. This industrial synergy helps reduce costs, strengthen supply chains, and support innovation, making Saint John a highly competitive location for food manufacturing investment.



A SPECIALIZED LIQUID BULK FACILITY

At Port Saint John, Crosby Foods operates a specialized liquid bulk terminal that imports key food manufacturing inputs, including sweeteners, ethanol, and fish oils. The facility provides a range of services such as tank storage, heating, blending, and vessel loading and offloading. With direct rail access and close proximity to both Crosby's main manufacturing facility and Port Saint John, it offers fast, efficient service while maintaining high standards for safety, quality, flexibility, and sustainability.