

Annual Report

2024-2025



CATALYST FOR INFRASTRUCTURE

Investing in Canada's Growth

BARRIER-FREE

ACCESSIBLE

The CIB is committed to creating a barrier-free experience for all employees, job-seekers, clients, suppliers and other stakeholders. For any questions about accessibility or to request any accommodations, please contact your CIB representative or email accessible@cib-bic.ca.

La BIC s'engage à créer une expérience sans obstacle pour tous les membres du personnel, les personnes à la recherche d'un emploi, la clientèle, les fournisseurs et les autres parties prenantes. Pour toute question sur l'accessibilité ou pour demander des accommodements, veuillez contacter votre personne-ressource à la BIC ou envoyer un courriel à accessible@cib-bic.ca.



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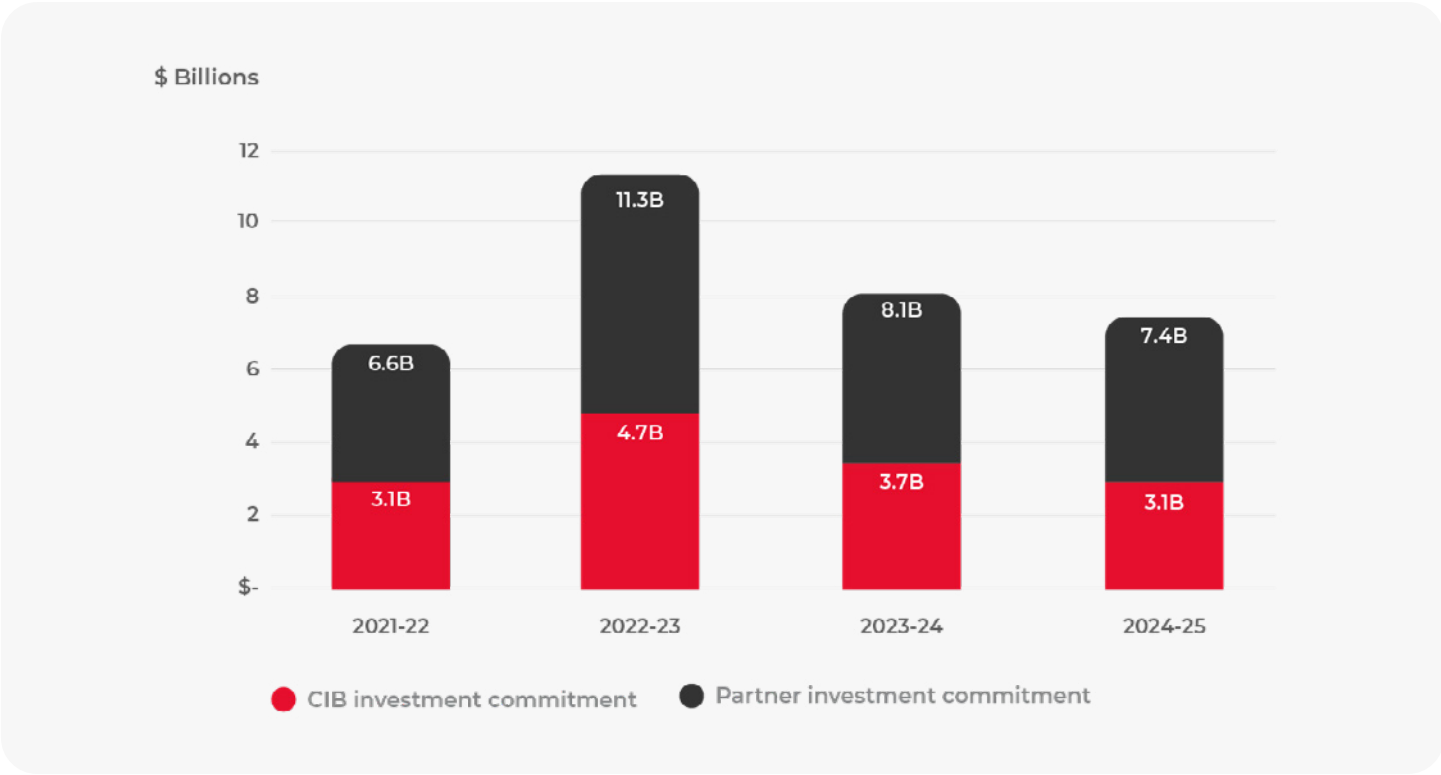
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2024-25 HIGHLIGHTS

A PROVEN MODEL

We are making \$3B+ of investments in infrastructure every year



The CIB anticipates contributing financing to \$6-8B of total infrastructure value annually in most years, with higher totals in years with a higher concentration of large projects. In 2022-23, for example, the CIB made significant commitments to the [Darlington Small Modular Reactor project](#) (under construction), and to the [Oneida Energy Storage project](#) (in operation).

FINANCIAL CLOSE

PROJECTS

INDIGENOUS

CAPITAL COST

Total value of CIB financial closes

\$15.8B

Number of projects

94

Total CIB Indigenous investments commitment

\$1.1B

Passing \$1 billion target

Total capital cost of projects

\$46.1B

Total private and institutional capital crowded In

\$19.5B

Total number of Indigenous projects

28

[A recent study](#) found that **\$8.2 billion** worth of CIB investment leveraged **\$9.2 billion** in direct private and institutional investment along with **\$32.5 billion** more in broader private investment that is expected to be enabled, contributing to economic growth and job creation.

figures since inception

We take on Canada's biggest challenges

- » **Energy security:** We invest in clean energy infrastructure to enable economic growth, reduce reliance on fossil fuels, improve resiliency and save money for ratepayers.
- » **Housing:** Our Infrastructure for Housing Initiative offers investments to municipalities and property developers to finance enabling infrastructure to accelerate housing development.
- » **Critical minerals:** We explore enabling infrastructure opportunities to support critical minerals mining that will contribute to the clean energy transition and pave the way for exports.
- » **Canada's North and Arctic:** We make investments in Canada's North that will increase our presence and connectivity to the region and improve the lives of the people that live there.
- » **Indigenous reconciliation:** Our Indigenous Community Infrastructure and Indigenous Equity Initiatives address community infrastructure gaps and enable meaningful economic participation.
- » **Trade corridors:** Our investments in trade and transportation move people and goods, enable trade and connect Canada to global markets.
- » **Climate change and low-carbon transition:** Our investments in public transit, clean energy, and green infrastructure reduce carbon emissions, increase efficiency and position Canada to take a lead role in the low-carbon economy.



We became financially sustainable

For the first time, in Q3 and Q4 of 2024-25, we generated sufficient revenue from our investments to finance our operations during that period – no operating appropriations were received during the second half of the fiscal year. We expect this to continue as we transform the CIB into a self-sustaining institution. Given the time horizon of principal repayments, a portion of its investments will be recovered over time, allowing projects to be supported with minimal additional cost to taxpayers.

We catalyze outcomes to benefit Canadians and the economy

We are an impact investor measuring our returns not in profit, but in benefits to Canadians.

Jobs created during
construction phase

205,546

GDP impact of
construction phase

\$27.8B

Average annual MTs of
greenhouse gas reduced
from CIB projects

9.7 MT

Average annual economic impact
in trade and transportation

\$1.4B

(GDP contribution)

Indigenous infrastructure
projects undertaken

28

Housing capacity enabled
through CIB projects

20,415

(# of new homes the infrastructure can serve)

Broadband access

463,967

(Underserved households passed)

Daily transit ridership

175,372

MESSAGE FROM THE BOARD CHAIR



MACKY TALL

Chair of the Board of Directors

It is a great honour to serve as Chair of the CIB's Board of Directors. Over the course of my career, I have worked on complex infrastructure projects, some of which allowed me to experience first-hand how the CIB model gets more infrastructure built. The CIB has now assembled a portfolio of 94 projects from coast to coast to coast: each of which catalyzes private investment and delivers meaningful impact for their communities.

The CIB is a proven model for investing in public good infrastructure that Canada needs. In the current moment building more infrastructure and closing the infrastructure gap are essential for economic growth and our sovereignty. Canada needs to build the infrastructure that supports trade diversification, delivers abundant affordable energy that underpins our economy, and reinforces our Arctic sovereignty.

Delivering large infrastructure projects is challenging, with large capital costs, long time horizons and significant risks on costs and revenues. It's not surprising that many desperately needed projects stall. With a clear mandate, a team of commercial experts and innovative financial tools, the CIB has developed a formula for catalyzing infrastructure projects that would otherwise be stuck.

The infrastructure bank model is proven around the world, with successful examples in the United Kingdom, Australia, the United States and Nordic countries as a way to catalyze private investment and get more infrastructure built at lower cost to taxpayers.

The CIB works closely with government, Indigenous, private and institutional partners. I am particularly proud that the CIB has achieved its \$1 billion target for investment in Indigenous Infrastructure projects in only four years.

The CIB is investing in projects that matter in today's changing world. Two examples of note are:

- » **the Wasoqonatl Transmission Line project** – an interprovincial intertie that supports electricity trade between New Brunswick and Nova Scotia in partnership with Nova Scotia Power and the Wskijinu'k Mtmo'taquinow Agency Ltd., and
- » **the Inuvialuit Energy Security Project** – a natural gas and synthetic diesel project that supports energy security for communities along the Arctic Ocean by reducing reliance on fuels trucked in from thousands of kilometres away.

There are many to thank for a warm welcome in my new role: industry partners, my new Board colleagues, Minister Gregor Robertson, Chief Executive Officer Ehren Cory and his incredible team of CIB staff. I greatly look forward to working with you all.

On behalf of the Board, I would also like to extend a special thank you to Jane Bird, who acted as Interim Chair of the Board from January 2024 to March 2025 with great dedication and leadership. I am grateful that Jane remains on the Board as a Director and I look forward to her continued contributions. I would also like to congratulate Jane, who led CIB management and staff to another year of strong results. Thank you as well to David Bronconnier, Poonam Puri, and Vince Gasparro for their service during their time on the Board. There is no doubt that the road ahead is full of challenges and opportunities, but I know that the CIB is up to the task and I'm excited to get to work.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



EHREN CORY

Chief Executive Officer

The CIB is a proven tool for getting critical new infrastructure built. 2024-25 was the fourth consecutive year in which the CIB has invested more than \$3 billion in greenfield infrastructure projects across the country, having committed \$3.1 billion in 23 projects across all regions of the country. This brings our total portfolio to 94 projects with a total capital value of \$46.1 billion and \$15.8 billion in CIB investment.

These investments translate into real infrastructure on the ground. Sixty-three projects are currently under construction and five are complete and now in operation. These projects are delivering tangible, local benefits in communities across the country, with construction supporting over 200,000 jobs.

The CIB continues to break new ground in how it delivers impact for Canadians. We closed our first equity investment in 2024-25, as well as our first investments in the Northwest Territories and the Yukon.

We're committed to partnership with Indigenous communities, reflected this year when we reached \$1 billion invested in partnership with and for the benefit of Indigenous communities, across 28 projects. This reflects the work of our dedicated team of Indigenous infrastructure investment professionals to build relationships in every corner of the country. As I look at our pipeline, I am excited for the potential for further partnerships across these projects.

Infrastructure is essential to catalyzing private investment in the broader economy. The CIB's first investment after my arrival in 2020 was in irrigation projects in Alberta.

These projects are now going into service and improved water access is leading to increased crop yields across Southern Alberta. We are now seeing private sector investment in new food processing facilities - direct evidence of the economic activity that new infrastructure creates. Across our portfolio, research estimated that for every dollar of CIB investment, it is expected to enable four dollars of investment in the broader economy.

Our financing model makes us a cost-effective tool for government – our investments are primarily loans that get repaid, and we make taxpayer dollars go further by crowding in private and institutional capital to invest in Canadian infrastructure. In fact, over the last two quarters of the year, the CIB generated sufficient returns on its investments to cover its operating expenses.

Engaging with investment partners and stakeholders from the private and public sector is critical to maximizing our impact. Last year we commissioned an independent survey of our project partners to understand how we can improve on our mandate and catalyze even more infrastructure. The vast majority (94%) agreed that the CIB advances infrastructure projects that might not otherwise get built. The same percentage said that without us, their projects would have either been cancelled or would have been contingent on government grant funding, increasing cost to taxpayers.

I want to thank the CIB's dedicated staff across the country, who have built relationships with partners, approached our projects in an innovative way, and worked to get projects unstuck. As we navigate broader global market uncertainty, the years ahead will pose challenges and opportunities. I remain confident that the CIB team will continue to rise to the challenge and deliver the infrastructure Canada needs. I also want to extend a welcome to our new directors: Macky Tall, Janis Byrne, Elizabeth Hivon, and Hari Subramaniam, and a special thanks to Jane Bird for serving as our interim chair and our outgoing directors David Bronconnier, Poonam Puri, and Vince Gasparro.

MANAGEMENT’S DISCUSSION AND ANALYSIS

The purpose of the management discussion and analysis (MD&A) is to provide a narrative explanation, through the eyes of management, of how the CIB performed in the fiscal year ended March 31, 2025, its financial condition at year-end, and its prospects. The MD&A is intended to complement and supplement the information provided in the financial statements and accompanying note disclosures. It is approved by the CIB Board of Directors. Figures are expressed in Canadian dollars unless stated otherwise. Numbers may not add due to rounding.

Operating context & environmental scan

The CIB works with federal, provincial, municipal, Indigenous and private sector partners to get new infrastructure projects built.

Infrastructure projects have significant upfront costs and deliver benefits over a long period of time. It requires taking a perspective on how the world will evolve, while also investing to shape that evolution. 2024-25 was a year of heightened uncertainty and slowing project development. While the CIB’s financing helps our partners manage uncertainty, our activities remain sensitive to broader economic conditions.

From inception, the CIB has worked to source and invest in projects. As the portfolio grows, the CIB has an increasing role as an asset manager overseeing investments in a rapidly changing economy. Most borrowers are managing the challenges associated with economic conditions. However, with an increasing number of our investments in the construction phase, the volatility in economic conditions contributes to an increased level of risk for the CIB.

Economic conditions

Interest rates and inflation influence infrastructure investment decisions. In recent years higher interest rates have made greenfield infrastructure investments

more challenging. Interest rates did end the year on a downward trajectory – with the Bank of Canada’s target rate at 2.75%, down from 5% at the start of the fiscal year.

Construction inflation continues to outpace the consumer price index, which alongside volatility in exchange rates creates uncertainty around project costs and cost escalation for projects in construction.

Over the past year, emerging geopolitical and tariff uncertainty began to impact projects. Anticipated challenges include labour shortages, higher material input costs and further supply chain disruptions. This can result in cost escalation and construction delays, impacting the performance of the portfolio.

The CIB commonly shares in future demand/revenue risk of our projects, and as a result, our investment portfolio is exposed to changing revenue forecasts driven by commodity prices, green premiums and volumes.

Political and regulatory environment

There is consensus across Canada on the importance of investing in infrastructure. In Ontario the recently established Building Ontario Fund made its first investments. British Columbia announced a list of 18 projects across energy, mining, and critical minerals that would be fast-tracked to reduce reliance on the United States. Territorial governments are seeking to enhance Canada’s Arctic sovereignty and unlock economic opportunities by addressing long-standing infrastructure deficits in areas such as housing and energy security. The Government of Nunavut released a roadmap to “securing Canada’s Arctic Sovereignty and Security” in March 2025¹.

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¹ Government of Nunavut and Nunavut Tunngavik Inc. [Provide Roadmap to Securing Canada’s Arctic Sovereignty and Security - Nunavut Tunngavik Inc.](#)

Large-scale infrastructure projects, however, depend on government decisions to proceed, including funding, regulatory and permitting at multiple levels of government.

When there are elections, project developers can take a wait-and-see approach given the potential for policy and regulatory change. In 2024-25, elections took place in British Columbia, Saskatchewan, Ontario, New Brunswick and Nova Scotia, as well as in the United States.

Regulatory uncertainty also presents a challenge to new investment with the potential to impact the performance of existing investments and current commitments. Lengthy permitting and approval processes have sometimes resulted in project delays and cost escalation, particularly in areas of the country with shorter construction seasons.

Energy transition and private investment

Given the role the CIB plays in “first of a kind” infrastructure, technology risk also impacts our portfolio. The CIB has seen project developers take a cautious posture because of technology uncertainty in energy transition areas such as zero-emission transportation, biofuels, and carbon capture and storage. Several factors, including unclear potential revenue models, the long-term performance of unproven technologies, and prospects for future innovation drive this hesitancy. This caution has coincided with a slower pace of private investment compared to public investment in recent years. Over a 5-year period, private infrastructure investment in Canada increased at an 8.8% Compound Annual Growth Rate (CAGR), outpaced slightly by public infrastructure investment which increased at a 9.7% CAGR. Between 2023 and 2024, private investment lagged public investment more significantly, increasing 1.6% year-over-year compared to 7.9% growth in public infrastructure investment².

Outlook

We anticipate more demand for infrastructure. As projects are constructed, infrastructure development provides a near-term economic stimulus domestically and drives job creation. Once built, infrastructure supports Canadian economic growth and trade with other countries globally. In the North, there is greater appreciation that infrastructure is critical to assert Canadian sovereignty, promote Indigenous reconciliation and support trade.

Moreover, Canada’s population has doubled in the last ~60 years, and is projected to continue growing steadily in the future. Statistics Canada’s medium-growth scenario predicts our population reaching 63 million inhabitants by 2073³, a 50%+ increase from today. This drives a need for increased infrastructure in all areas including energy and housing.

With increasing demand, the CIB anticipates a continuing need to invest in projects across Canada. Macroeconomic factors that usually inhibit infrastructure investment can in fact open opportunities for the CIB to unlock projects through its model of providing concessionary capital and crowding in private and institutional capital.

As projects increasingly move into maturity, the CIB expects some investments to face increased risks of impairment and/or not reach full project deployment. While construction on projects is advancing steadily, in some cases proponents have reported delays and cost overruns. Proponents have generally remained committed to delivering the full project scope despite delays or cost overruns, taking steps to recover lost time, applying their expertise to prevent further delays, utilizing available project contingency, and, where necessary, increasing their financial commitment to the project. Slower than expected project progress can be seen through a lagging draw curve against the CIB’s existing investment portfolio of financial closes.

The CIB actively monitors emerging risks within all sectors in managing the portfolio, reflecting our obligation to prudently manage taxpayer dollars. This past year the CIB recognized a specific provision for one investment that is facing such challenges. In addition to these trends, the CIB is also monitoring risks associated with supplier and manufacturing concentration primarily associated with our clean power and public transportation sectors.

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2 Infrastructure statistics hub, Statistics Canada
3 Population projects: Canada, provinces and territories, 2023 to 2073, Statistics Canada

Our investment principles, strategic priorities and approach

We have five investment principles that articulate our approach and how it differs from other public and private investors:

Impact

We are a unique federal investment tool to get infrastructure priorities built. We are constantly exploring new ways we can use our tools against emerging opportunities that deliver significant impact for Canadians.



Risk and concessionality

We bear the investment risks and provide the concessionality needed to get projects built better and faster. We do this as disciplined investors of taxpayers' funds – only bearing the risks and concessionality required.



Private capital

We only invest alongside private capital, in revenue-generating projects. This makes us unique relative to other tools. We seek to maximize private capital's role in every investment, recognizing it can come in a wide range of ways and timing.

Self sustaining

We expect to be financially sustainable: over time, our revenues should exceed our credit losses and operating expenses. Our portfolio is higher risk than other infrastructure investors and our quarterly and annual financial results will be volatile, but we aim to be self-sustaining.



Engaged early

We look to catalyze projects and markets and move them from the drawing board to construction through our advisory, accelerator and investment tools. This means not all projects we participate in will get built.

This approach is shared among a growing community of global infrastructure banks. Supported by the CIB, a recent paper by McGill University's Sebastien Betermier, published by the [C.D. Howe Institute](#), examined infrastructure banks in Australia, California, Canada, the Nordic-Baltic region, Scotland, and the United Kingdom. The research highlighted infrastructure banks as cost-efficient policy tools for addressing market failures, catalyzing private investment in infrastructure markets and accelerating policy goals.

The CIB's mandate is to finance revenue-generating projects that are in the public interest. We do this by addressing affordability and risk challenges encountered by projects that would not progress without our participation. The CIB's concessionary financing makes expensive projects financially feasible enough to move forward.

We can also take on exposure to higher risks that private sector investors are reluctant to accept. By assuming higher risk, we can attract greater private sector investment allocation to Canadian infrastructure projects, and keep projects from getting stuck.

We therefore look at risk differently than other investors do. We don't price our investments solely for risk — we price and structure our participation to deliver and, where possible maximize, public impact outcomes. The measurement of risk against a project's expected public impact outcome is evaluated at the management level and recommended to the Board.

The CIB makes investments – not grants. Investments have a very different fiscal profile compared to grants - we recognize revenue on outstanding loans and equity investments. This means that as investments are repaid, we can redeploy capital to finance even more infrastructure.

The CIB incurs operating expenses to originate and manage investments. While the potential for credit losses exists and occurs over a long-time horizon, the CIB's risk modelling identifies that in most scenarios, the interest revenue from our investment portfolio will exceed our credit losses and operating expenses.

The CIB measures outcomes of its project consistent with its Public Impact Measurement Policy. The CIB's investment approach is further documented in the [Investment Policy](#).

Driven by values

An investment model and approach as unique as that of the CIB needs a strong and dedicated team to deliver it, motivated by a strong shared purpose. At the CIB our team of investment and corporate professionals are driven by four values that speak to the importance of our work and what we need to bring to the table to make it happen:

Make it better, for Canada



Our commitment to Canadians is at the forefront of everything we do, and we measure our returns based on impact and positive outcomes for Canada.

Break new ground



We are flexible and innovation — we think creatively and push the pace to get things done.

Be the best of public and private



We bridge the gap between both worlds, bringing accountability and commercial discipline to public problems to enhance the lives of Canadians.

Celebrate our differences



We recognize that our distinct skills, backgrounds, and knowledge make us stronger — everyone brings something to the table, and we can all learn from each other.

2024-25 Results

The CIB reached financial close on 23 projects in 2024-25, committing \$3.1 billion in new investment. The CIB's portfolio grew to \$15.8 billion worth of investment since inception in 94 projects that have a total capital value of \$46 billion. Sixty-three of these projects are now in active construction, and five have been completed. We were active across all priority sectors and made solid progress towards our long-term targets.

➤ Financial closes by sector

Sector	Prior years	2024-25	Total
Clean power	15	6	21
Green infrastructure	24	9	33
Public transit	14	1	15
Trade & transportation	7	4	11
Broadband	11	3	14
Total	71	23	94

➤ Financial closes by region⁴

Region	Prior years	2024-25	Total
Atlantic	10	4	14
Quebec	9	1	10
Ontario	27	3	30
West	25	13	38
North	3	3	6
Nationwide	9	2	11

➤ Long-term investment targets

Sector	Long-term target	Status as of March 31 ⁵
Clean power	\$10B	\$4.9B
Trade and transportation	\$5B	\$1.3B
Green infrastructure	\$10B	\$3.1B
Public transit	\$5B	\$4.3B
Broadband	\$3B	\$2.2B

⁴ Projects may count towards more than one region. Totals if added will be greater than the total of the CIB portfolio.

⁵ Amounts are net of reductions, post financial close to CIB commitments. Refer to note 10 of the Financial Statements for further information.

Each year, the CIB updates its corporate objectives and targets to guide the organization and provide a basis on which to evaluate performance. The following tables summarize the CIB's performance for the 2024-25 year.

 2024-25 Performance results (short term)

Strategic priority	Metric	2024-25 Target	2024-25 Results
Invest in infrastructure	CIB value of financial closes (\$)	\$3.0B - \$5.0B	\$3.1B
	Number of financial closes (#)	20-30	23
	CIB value of investment commitments (\$)	Tracked as leading indicator for financial closes	\$4.0B
	Number of investment commitments (#)	Tracked as leading indicator for financial closes	28
Use our unique CIB model to stretch tax dollars further by attracting private capital and getting paid back	Lending ratio: Private and institutional capital as a percentage of project cost, net of grants, for new financial closes	50%	54%
	Long-term private capital multiplier: Ratio of private & institutional capital to CIB fiscal impact for new financial closes	4x	5.1x
Bring the best of public and private sector operating discipline	Voluntary employee turnover	10%	15%
	Employee engagement	Median of peer group	64%
	Management improvement initiatives	Implemented & delivering planned impact	Implemented & delivering planned impact

> *2024-25 Progress towards long-term performance targets*
(based on projects reaching financial close)

Strategic priority	Long term targets	Status as of March 31
Invest in infrastructure	\$1B Indigenous investments	\$1.1B
	Invest in each region: 1 per year in each region	Average number of projects / year in each region: North: 0.8 Atlantic: 1.9 Ontario: 4.4 Quebec: 1.4 West: 5.1 <i>(note: projects may count towards multiple regions)</i>
Deliver public good benefits to Canadians ⁶	GHG reduction: Cumulative 15MT annual CO2e reduction ⁷	9.7MT
	Cumulative 210,000 daily trips on mass transit, passenger rail and other modes	175,372
	Cumulative 900,000 underserved households passed by 50/10 Mbps Broadband	463,967
	30 Indigenous infrastructure projects undertaken	28
	Ongoing economic impact in Trade & Transportation sector: \$3B average annual GDP contribution	\$1.4B
	Infrastructure capacity for new housing: 100,000 new homes the infrastructure can serve	20,415
Use our unique CIB model to stretch tax dollars further by attracting private capital and getting paid back	50% lending ratio: the ratio of private & institutional capital as share of project costs, net of grants	55%
	4.0x private capital: the ratio of private capital to CIB fiscal impact	6.1x
	Responsible use of fiscal impact ⁸ to achieve impact and leverage private capital	20%
	Draw curve: For investments closed in 2024-25, 80% achievement of financial close draw curve at end of 2027-28	76%

6 Expected impacts from the CIB's investments when the projects reach operations. Impacts are estimated for a project in its entirety, and not pro-rated by the CIB's share of financing.

7 Estimated GHG reductions reflect the difference between expected GHGs associated with a project relative to a scenario in which the project is not built. The estimate does not feed into federal reporting of GHG reductions against national targets, which is derived by ECCC from broader models of activity across the economy. The CIB's reporting should not be combined with other reporting in attempts to aggregate to an economy-wide emissions reduction.

8 Fiscal Impact is a metric used by the CIB to estimate the use of concessionary tools to advance projects, including a prudent estimate of potential risk factors.

 Additional reporting indicators

Reporting indicators	Status as of March 31
Estimated jobs created during construction ⁹	205,546
Construction phase GDP impact ¹⁰	\$27.8B
Zero emission buses financed	6,062
Zero emission vehicle charging & hydrogen refuelling ports financed	5,402

9 Aggregate number of positions created by the construction of CIB projects, including direct on-site construction jobs, and indirect supporting jobs in the supply chain industries (e.g., manufacturing, trade and transportation).

10 Aggregate GDP impact stemming from construction spending on CIB projects, including direct impact generated from the construction activity and indirect impact generated along the supply chain.

➤ Map/list of projects (As of March 31, 2025)



Public transit



Green infrastructure



Broadband and digital infrastructure



Trade & transportation



Clean power



Indigenous infrastructure

NORTHWEST TERRITORIES

ALBERTA

Inuvialuit Energy Security Project ◆◆

Alberta Irrigation ◆

BRITISH COLUMBIA

Arrow Technology Group Broadband ◆◆

BC Ferries ◆

Avenue Living Energy Retrofits ◆

BC Ferries Major Vessels ◆

Calgary International Airport Aviation Hub ◆

British Columbia Zero-Emission School Buses ◆

CAPREIT Retrofits ◆

CANXPORT Logistics ◆

Central East Transfer-Out Transmission Line ◆

HTEC Hydrogen Production and Refuelling Infrastructure ◆

City of Calgary Zero-Emission Buses ◆

KingSett Capital Retrofits ◆

City of Edmonton Zero-Emission Buses ◆

Lulu Island District Energy ◆

Dream Industrial Retrofits ◆

Malahat Nation Water & Wastewater ◆◆

Deerfoot and Barlow Solar ◆◆

Port Stalashen Wastewater Treatment Plant ◆◆

Duchess Solar ◆◆

quA-ymn Solar ◆◆

Enfinite Battery Storage ◆

TELUS UBF ◆

Enoch Arena Road ◆◆

South Kaien Logistics Park ◆◆

ECN Northeast Development Enabling Infrastructure ◆◆

Vitalus P500 ◆

HTEC Hydrogen Production and Refuelling Infrastructure ◆

TELUS UBF ◆

Tilley Solar ◆◆

Xplore Alberta UBF Project ◆

SASKATCHEWAN

Avenue Living Energy Retrofits ◆
 Bekevar Wind Power ◆◆
 Dream Retrofits ◆
 Grasswoods Urban Reserve Wastewater Treatment Facility ◆◆
 Kahkewistahaw Landing Infrastructure ◆◆

MANITOBA

Brandon Water and Wastewater ◆
 Manitoba Fibre ◆
 Red-Seine-Rat Water and Wastewater ◆
 Thompson Regional Airport ◆◆

QUEBEC

Autobus Séguin Zero-Emission School Buses ◆
 CAPREIT Retrofits ◆
 Dream Industrial Retrofit ◆
 MET - Montreal Metropolitan Airport ◆
 Montréal-Trudeau International Airport REM Station ◆
 Quebec Zero-Emission School Buses ◆
 Réseau Express Métropolitain (REM) ◆
 SOFIAC Retrofits ◆
 Tshuettin Railway ◆◆
 Varennes Carbon Recycling ◆

NEWFOUNDLAND AND LABRADOR

Xplore UBF Newfoundland ◆
 Tshuettin Railway ◆◆

NEW BRUNSWICK

Rogers UBF New Brunswick ◆
 Xplore UBF Eastern Canada ◆
 Wasoqonatl Transmission Line ◆◆

NOVA SCOTIA

Benjamins Mill Wind ◆◆
 CAPREIT Retrofits ◆
 Goose Harbour Lake Wind ◆◆
 Higgins Mountain Wind Farm ◆◆
 Mersey River Wind Farm ◆
 Nova Scotia Energy Storage ◆◆
 Wasoqonatl Transmission Line ◆◆
 Wedgeport Wind ◆◆
 Weavers Mountain Wind ◆◆

PRINCE EDWARD ISLAND

Enwave District Energy ◆
 Xplore UBF Eastern Canada ◆

ONTARIO

Algoma Steel Retrofit ◆
 Bell Canada AHSIP ◆
 Bell Canada UBF ◆
 CAPREIT Retrofits ◆
 City of Brampton Zero-Emission Buses ◆
 City of Ottawa Zero-Emission Buses ◆
 Cogeco AHSIP ◆
 Darlington Small Modular Reactor ◆
 Dream Retrofits ◆
 Dream Industrial Retrofits ◆
 Durham Region Zero-Emission Buses ◆
 Enwave District Energy ◆
 Fairmont Royal York Hotel Retrofits ◆
 KingSett Capital Retrofits ◆
 Langs Bus Lines Zero-Emission Buses ◆
 Markham District Energy ◆
 Matawa Training and Wellness Centre Retrofit ◆◆
 Modern Niagara Retrofits ◆
 Netmizaaggamig Nishnaabeg Reserve Extension ◆◆
 Northumberland UBF Broadband ◆
 Noventa Energy Retrofits ◆
 Oneida Energy Storage ◆◆
 ROCK Networks Broadband ◆
 Rogers UBF Ontario ◆
 Toronto Western Hospital Retrofit ◆
 University of Toronto Retrofits ◆
 Xplore AHSIP ◆
 Xplore UBF Eastern Canada ◆
 York Region Zero-Emission Buses ◆

YUKON

Kwanlin Dün First Nation Enabling Infrastructure ◆◆

CANADA-WIDE

Ameresco Retrofits ◆
 BMO Retrofits ◆
 Efficiency Capital Retrofits ◆
 Enbridge Sustain-Blackstone Retrofits ◆
 First Nations Bank of Canada ◆◆
 FLO EV Charging Network ◆
 GDI Integrated Facility Services Retrofits ◆
 Highland Electric Zero-Emission Buses ◆
 IonicBlue and Johnson Controls Retrofits ◆
 JOLT EV Charging Network ◆
 Parkland EV Charging Network ◆

Overview of 2024-25 investment activities

The CIB makes investments across five priority sectors: Clean Power, Trade and Transportation, Green Infrastructure, Public Transit and Broadband.

We also invest in Indigenous infrastructure across these sectors with initiatives tailored to address unique challenges faced by Indigenous communities.

Indigenous investment moves past \$1 billion target

First Nation, Métis and Inuit communities face a significant infrastructure deficit, and investment in Indigenous projects can make a meaningful contribution to economic reconciliation.

In 2021-22, the CIB established a target to invest at least \$1 billion in Indigenous infrastructure across its portfolio. Our investments in this space help deliver social, economic and environmental outcomes and assist Indigenous communities in accessing flexible and affordable capital for projects.

This past year the CIB met and surpassed the \$1 billion target. In 2024-25 alone the CIB committed \$508 million in 12 new Indigenous projects, bringing the total value of CIB commitments in Indigenous infrastructure to \$1.1 billion.

Our Indigenous investment team draws on subject matter expertise and Indigenous representation to work with communities on investment opportunities. The team accelerates projects by bringing government and private sector partners together, helping to advance projects to be investment ready.

The CIB has two unique initiatives that support Indigenous Infrastructure

1 Indigenous Community Infrastructure Initiative

The Indigenous Community Infrastructure Initiative (ICII) targets new infrastructure projects within CIB priority sectors that are in partnership with, and for the benefit of, Indigenous communities to reduce their infrastructure gap and promote economic participation and ownership of an Indigenous community. The CIB can tailor its investment to ICII projects as small as \$5 million to provide a direct benefit to an Indigenous community.

The CIB committed \$415 million in 8 ICII investments over the course of the year.

2 Indigenous Equity Initiative

The CIB launched the Indigenous Equity Initiative (IEI) in November 2023 to provide loans to Indigenous communities to support them in purchasing equity stakes in infrastructure projects in which the CIB is investing. The IEI addresses the challenge that Indigenous communities face in accessing capital for this purpose, as market lenders can be hesitant to lend to Indigenous communities.

The CIB committed \$12 million in IEI loans to two Indigenous projects over the course of the year.

The CIB is working to ensure that every project in which we invest respects Treaty rights and Aboriginal rights (commonly referred to as Indigenous rights) and considers opportunities for greater Indigenous inclusion.

Measuring community impact

In 2024-25, the CIB adopted a new Impact Standard for Indigenous Community Outcomes, developed with the advice of experts from First Nations, Métis, and Inuit regions in Canada. The Standard prioritizes storytelling, a vital source of knowledge-sharing across Indigenous cultures, to capture and report qualitative measures of success. Where applicable, it supplements these stories with quantitative metrics co-defined by community leaders and members. Together, this approach delivers transparent public reporting while empowering communities to set their own objectives.

The CIB respects Indigenous data sovereignty and ownership. We collect and use Indigenous knowledge and data to empower Indigenous communities to manage their information. This ensures that Indigenous knowledge and data are used in ways that honour the community's views, including cultural values, governance practices, and self-determination.

PROJECT PROFILE

Goose Harbour Lake Wind

Location

Guysborough County, Nova Scotia

CIB investment commitment

\$224.2 million

Partners

Port Hawkesbury Paper Investment Ltd.,
Wskijinu’k Mtmo’taquinuow Agency Ltd. (WMA)

Goose Harbour Lake Wind Farm involves construction and installation of **24 wind turbines** producing zero-emission, sustainable electricity generation capacity of **168 megawatts**.

Benefits

- » Supports Nova Scotia’s energy grid and contributes power to the Port Hawkesbury Paper Mill which employs ~325 people
- » Creates 150 full-time construction jobs, up to 5 permanent jobs and generates economic development for the region
- » Expected to reduce GHG emissions by more than 350,000 tonnes a year and help the province transition from coal to renewables
- » 13 Mi’kmaw First Nations will buy a 10% stake in the project, with revenue supporting communities

“ By acquiring a stake in this groundbreaking initiative, we are not only contributing to Nova Scotia's transition to sustainable energy but also supporting industry, creating jobs and fostering economic development in our region.

Crystal Nicholas
President, Wskijinu’k Mtmo’taquinuow Agency Ltd

PROJECT PROFILE

Matawa Training and Wellness Centre Retrofit

Location

Thunder Bay, Ontario

CIB investment commitment

\$15 million

Partners

Matawa First Nations Management,
Royal Bank of Canada

The CIB is investing **\$15 million** towards an energy retrofit which will **improve the efficiency** of electrical systems, heating, ventilation and air conditioning equipment at this vibrant community hub.



Benefits

- » Nine First Nation member communities and 10,000+ members will benefit from the revitalized building
- » Facility will support training, education, health, social services and community programming, providing 20,000+ appointments each year
- » Centre will employ up to 300 local people by 2026
- » Expected to reduce energy consumption by ~70%



Having reached financial close on loan financing with the Canada Infrastructure Bank and the Royal Bank of Canada, we are looking forward to the completion of the Matawa Training and Wellness Centre. It will be a place where Indigenous people and communities can heal and grow within a wraparound and culturally sensitive approach.

Rosemary Moonias

President, Matawa First Nations Management Board of Directors



The social service hub will provide essential services for First Nations in the region for many years to come. Being a part of the CIB team has been an honour and shows again how we continue to drive impact where it matters most.

Lyndsay Brisard

Associate, Investments, CIB

Clean power to support Canada’s growth agenda

Long-term investment target

\$10 billion

2024-25 results

\$810 million

in CIB investment across 6 Projects, total value of \$1.8 billion in new infrastructure

Total results

\$4.9 billion

in CIB investment across 21 Projects, total value of \$10.6 billion in new infrastructure

Canada needs to double its electricity generation capacity¹¹ and expand its transmission grid to meet the coming demand from economic growth, increased electrification and the need to supply reliable clean power to consumers.

Electricity projects, however, come with large upfront costs that can translate to large increases on rates. CIB investments help reduce ratepayer impact and share risks associated with uncontracted revenues or first-of-a-kind technology.

Sixteen clean power projects are now under construction with two completed. Transformers are now on site at the Nova Scotia Energy Storage project; in November 2025, Bekevar Wind’s 36 wind turbines began generating power for up to 100,000 homes, and Tilley Solar is set to go into operation in spring 2025, providing long-term socio-economic benefits for the Alexander First Nation and their partners.

With a strong project pipeline, the CIB expects to invest in approximately 30 renewable projects over the next three years. We are working with British Columbia, Nova Scotia, Saskatchewan, and New Brunswick to commit up to \$4.9 billion of standard financing alongside provincial calls for power to increase energy output. BC Hydro’s recent call for power has generated significant interest, with proposals exceeding the 3,000 gigawatt hours per day it sought.

PROJECT PROFILE

Wasoqonatl
Transmission Line

Location(s)

Onslow, NS, to Salisbury, NB

CIB investment commitment

Up to \$361 million

Partners

Nova Scotia Power, Inc., Wskijinu’k
Mtmó’taquinuow Agency Ltd. (WMA)

The CIB’s first equity Investment will help Nova Scotia fund a new **160 kilometre, 345 kV** transmission line alongside the existing line from Onslow, NS, to Salisbury, NB.

¹¹ [CER – Energy Future 2023: Executive Summary](#) – “electricity use more than doubles from 2021 to 2050, becoming the dominant energy source in the energy system”.



Benefits

- » Enhances grid connectivity, resiliency and renewable energy integration between Nova Scotia and New Brunswick
- » Makes renewable projects more affordable and produces savings for Nova Scotia ratepayers
- » Construction is expected to support approximately 587 direct and indirect jobs and generate about \$105 million in GDP



New Brunswick Power and Nova Scotia Power have built a strong partnership with regional collaboration on many successful projects over the years. This project is an example of our long-standing relationship that will increase the reliability, redundancy and stability in New Brunswick while making way for new renewable energy sources which will directly benefit both New Brunswick and Nova Scotia customers.

Lori Clark
President and Chief Executive
Officer, New Brunswick Power



The growing tole for Trade & Transportation

Long-term investment target

\$5 billion

2024-25 results

\$475 million

in CIB investment across 4 projects, total value of \$1.3 billion in new infrastructure

Total results

\$1.3 billion

in CIB investment across 11 projects, total value of \$3.2 billion in new infrastructure

Canada has abundant natural resources and agricultural capabilities, but its vast geography presents a challenge. There is a pressing need to enable the movement of goods and people, support the development of critical minerals and drive new cropland and more efficient water use for the agriculture and agri-food sectors. As 2024-25 drew to a close, unprecedented challenges associated with the imposition of U.S. tariffs reinforced the need for investment in infrastructure that can open up new markets for export.

The CIB has moved with purpose in this sector to invest in a variety of critical assets, including agricultural infrastructure, interregional and passenger rail, ports and logistics facilities, airports, remote access roads, and enabling infrastructure for critical minerals. Many assets in this sector are early stage and large-scale, facing high risk and economic gaps. The CIB uses its patient capital to bridge these gaps and reduce risks, leveraging its infrastructure expertise to advance projects that otherwise wouldn't progress.

Seven trade and transportation projects are now under construction with one project completed. This includes Phase 1 of the Prince Rupert Port Authority's CANXPORT project where excavation and infilling activities at the 108-acre greenfield site are nearly complete, and work at the Montreal Metropolitan Airport where the terminal is expected to be fully delivered by the end of 2025.

The CIB's work to support development of the critical minerals sector included collaborations with mining developers, Indigenous communities, and government entities on single project mines and shared infrastructure projects.

Investing in trade, transport corridors, and natural resource extraction is vital for Canada's economic growth. To help inform understanding of trade opportunities and challenges, the CIB is supporting research by the Conference Board of Canada on trade investments and priorities that will be available in 2025-26. While we anticipate significant traction in this sector, larger projects can take time to develop. Volatile commodity prices and weak equity markets have also delayed critical mineral projects beyond expected timelines.

PROJECT PROFILE

Calgary International Airport Aviation Hub

Location

Calgary, Alberta

CIB investment commitment

\$172 million

Partners

Calgary Airport Authority (CAA)

The CIB is partnering with the Calgary Airport Authority (CAA) to finance a **new aviation maintenance, repair and overhaul facility**, and additional infrastructure to support aviation services at the Calgary International Airport.



Benefits

- » This state-of-the-art facility will address a gap in Canada's aviation infrastructure by ensuring critical aircraft repair services are available domestically, rather than sending planes to international markets for routine services
- » Create greater operational efficiency, safety and reliability in the Canadian aviation sector while generating long-term economic development opportunities for the region
- » Expected to create an estimated 160 new permanent, high-skilled jobs by 2030



The new facility positions Calgary as a centre of strategic aviation services and infrastructure that will support both cargo and passenger flight and strengthens connectivity in and out of the region, making us a central node in the North American aviation network."

Chris Dinsdale

President and Chief Executive Officer, CAA



This transaction will enable Calgary Airport to create Canada's first world-class aviation hub, providing comprehensive maintenance, repair, overhaul, and aviation support services to airlines flying through Calgary. Our flexible and innovative financing strategy allowed us to compete with foreign markets to attract the anchor tenant required to make this project feasible."

Christina Morden

Legal Counsel, CIB



PROJECT PROFILE

South Kaien Logistics Park

Location

Port of Prince Rupert, BC

CIB investment commitment

\$60.7 million

Partners

Metlakatla Development Corporation and Prince Rupert Port Authority



The South Kaien Logistics Facility's first phase will see greenfield lands converted into two serviced parcels totalling approximately **56 acres** for **enhanced logistics** and **warehousing facilities** as part of the Port of Prince Rupert.



Benefits

- » Creates ~100,000 twenty-foot-equivalent units of capacity to transload marine containers into domestic 53-foot containers, providing much needed capacity, flexibility and resiliency for Canadian supply chains
- » Creates and sustains direct and indirect jobs and training opportunities for Metlakatla members and other Indigenous people in the Prince Rupert region



South Kaien Logistics Park, a groundbreaking Indigenous-led trade initiative, positions Metlakatla First Nation as a leading project developer and establishes them as an active participant in the local economy."

Rakshit Maheshwari
Associate Director, Investments, CIB



This investment is vital to anchoring the Port of Prince Rupert as a full-service trade gateway. The support from CIB enables us to significantly expand logistics capabilities and capacity to increase our competitiveness, while developing long-term economic benefits for First Nations-owned businesses such as Metlakatla Development Corporation at the Port of Prince Rupert."

Shaun Stevenson
President and Chief Executive Officer, Prince Rupert Port Authority

Green infrastructure initiatives for a cleaner Canada

Long-term investment target

\$10 billion

2024-25 results

\$672 million

in CIB investment across 9 Projects, total value of \$1.5 billion in new infrastructure

Total results

\$3.1 billion

in CIB investment across 34 Projects, total value of \$7.6 billion in new infrastructure

Green infrastructure projects support Canada's transition to a low-carbon economy. The CIB made investments across a variety of projects in green infrastructure, including retrofits, zero-emission vehicle charging and refuelling infrastructure, water and wastewater, and clean fuels.

Retrofits

Buildings account for a significant portion of Canada's GHG emissions, but given the millions of properties across Canada, it is a challenge to decarbonize existing stock at scale. The CIB's Building Retrofits Initiative (BRI) provides financing to reduce barriers to decarbonizing buildings. BRI is innovatively structured to motivate borrowers to achieve more GHG savings.

To date, the CIB has committed to invest \$1.4 billion to 17 BRI investments while attracting close to \$1 billion in private capital. 12 BRI projects are now under

construction with one project completed. The projects are projected to reduce over 348,000 tonnes of GHG emissions annually.

In 2050, approximately 70% of current residential dwellings and many commercial, institutional, and public buildings will still be standing, contributing to half of Canada's building sector emissions, creating a long-term market for building retrofits. The CIB continues to invest in the sector through direct loans to owners, loans to service providers and partnerships with financial institutions to provide loans to building owners while leveraging the network and capacity of these institutions. Aggregators continue to be active in identifying retrofit opportunities. Deployment of capital in 2024-25 was slower than expected due to business uptake and approval timelines in aggregator projects.

PROJECT PROFILE

BMO Retrofits – Centennial Building

Location

Halifax, NS

CIB investment commitment

\$17 million for the project, as part of the \$100 million CIB-BMO Retrofits Partnership

Partners

Bank of Montreal, Sidewalk Real Estate Development



Built in the 1970s, the mid-century-designed Centennial Building was one of Halifax's first high-rise buildings. The retrofit project **converts the office building** into a multi-use residential property with approximately **173 units** and **75,000 square feet** of retail and office space.



Charging and Hydrogen Refuelling Infrastructure Initiative (CHRI)

Canada needs a reliable network of public charging and hydrogen refuelling infrastructure to support the transition from internal combustion engine vehicles to electric or hydrogen powered zero-emission vehicles (ZEVs). However, uncertainty in the rate and pace of ZEV adoption has been a significant barrier to private sector investment.

In 2022-23, the CIB launched the CHRI Initiative to incentivize and de-risk private sector investment by sharing in risks related to the uncertainty in ZEV adoption. The CIB provides concessionary financing to proponents that present an economically viable business case for large-scale deployments of public fast charging or hydrogen refuelling infrastructure that are revenue-generating and in the public interest. To date, CIB financing will enable the deployment of 5,402 charging and hydrogen refuelling stations.

Four projects are now under construction across Canada and making progress. HTEC Hydrogen Production and Refuelling Infrastructure, for example, opened its sixth retail light-duty hydrogen refuelling station in Vancouver, BC, their first hydrogen refuelling station financed by the CIB.

To support national ZEV targets, Canada will need to rapidly expand the number of public charging ports from the 33,000 currently built or in deployment to 679,000 by 2040 – a twentyfold increase. While the ZEV adoption rate in Canada reached 18.9% by the end of 2024, the ZEV transition faces various challenges including the potential rollback of supportive government policies as well as an expected slowdown in ZEV production and increase in prices resulting from U.S. tariffs. The CIB can use its financing to bear the risks associated with the uncertainties.

Benefits

- » Provides new 173 residential units in downtown Halifax
- » Expected to achieve a 65% reduction in annual GHG emissions
- » Reduces utility costs



The CIB and Bank of Montreal were critical to this project getting off the ground. Making sense of the budgets and numbers for these types of projects is one of the first things that that we look at, and knowing that we had the CIB program, allowed us to really adjust some of the construction and retrofit decisions towards a more efficient and GHG focused approach to how we renovate this building."

Joe Nickerson
Sidewalk's Vice President

PROJECT PROFILE

Benefits

JOLT EV Charging Network

Location

Across Canada

CIB investment commitment

\$194 million

Partners

JOLT

The CIB's investment will facilitate the expansion of JOLT's electric vehicle (EV) charging network across Canada through the installation of up to **1,500 new curbside fast EV chargers** in urban centres, ensuring Canadians have access to convenient charging options. Each station provides up to **7 kWh of free**, fast charging per user per day, equivalent to approximately **50 kilometres** of driving range.

- » Providing Canadians with access to convenient and reliable charging options
- » Alleviating consumer range anxiety, accelerating EV adoption and significantly reducing transportation sector emissions

“

Curbside fast charging is critical to the transition to electric vehicles, and providing fast, free charging to those who do not have access to off-street charging is JOLT's goal for its expansion in Canada. JOLT's partnership with the CIB is a testament to our shared commitment to innovation and sustainability.

Doug McNamee

Chief Executive Officer, JOLT

“

The JOLT EV Charging Network project speaks to the perseverance of all stakeholders, working through complex technical disciplines to realize our collective goals. Our partnership with JOLT demonstrates the adaptability of the CIB and how we 'Break new ground' to deploy a 'first of its kind' electric vehicle charging business model for the Canadian market."

Jordan Blum

Associate Director, Investments, CIB



Infrastructure for Housing Initiative

Communities across Canada will need new infrastructure to meet their housing goals and accommodate population growth. However, there is often a gap between the upfront funding to build enabling infrastructure and the revenues that will come later to pay for it. The gap leads municipalities and developers to delay or limit the size of projects.

Understanding this challenge, the CIB's knowledge and research function supported [research](#) by the Canadian Urban Institute to explore how leveraging private capital can be a sound financing option that can help municipalities to build the infrastructure needed for housing ahead of population growth.

Through its Infrastructure for Housing Initiative (IHI), the CIB invests in enabling infrastructure to support growth plans for water, wastewater, local civil works, local transit and connectivity. The CIB's participation enables municipalities and private developers to build infrastructure in advance of growth, while taking on risk if growth fails to materialize as or when expected.

There are now two projects under the IHI in Manitoba that have reached financial close, and the CIB is providing advisory services to the Hippodrome project in Montreal.

Continuous population growth in Canada has made housing a national priority, creating opportunities for the IHI. Complex municipal lending regulations, the need to coordinate with grant funding programs, and the weakening demand for condominium and purpose-built rental construction impacted the pace of IHI investments in 2024-25.



PROJECT PROFILE

Brandon and Red Seine Rat Water and Wastewater Infrastructure

Location

Southern Manitoba

CIB investment commitment

\$140 million

Partners

City of Brandon, Fusion Credit Union, Red-Seine-Rat Wastewater Cooperative, Access Credit Union, Province of Manitoba

Water and wastewater infrastructure including **rehabilitation** of a water treatment plant and construction of a wastewater treatment plant. The projects will provide the necessary enabling infrastructure capacity for over **19,000** new housing units.



Benefits

- » Supply communities, businesses, and industries with potable water, and collect, treat, and discharge wastewater to manage storm water runoff
- » Deliver cleaner water and better wastewater treatment for approximately 78,000 housing units



We are excited to partner with the Canada Infrastructure Bank, Infrastructure Canada, the Province of Manitoba, as well as our fellow municipal Red-Seine-Rat (RSR) partners on these critical water and wastewater infrastructure projects. This investment of \$140 million will not only modernize our water treatment facilities and wastewater systems, but also pave the way for sustainable growth in our communities for generations to come."

Jeff Fawcett
Mayor of the City of Brandon



It was a privilege to work on our first project with the City of Brandon to boost housing supply and tackle affordability issues. Creativity was key to getting the project to completion and is a testament to what we can do to find solutions that help our communities."

Nadir Pracha
Legal Counsel, CIB



Making a splash with Public Transit investments

Long-term investment target

\$5 billion

2024-25 results

\$1 billion

In CIB investment across 1 project, total value of \$2.4 billion in new infrastructure

Total results

\$4.3 billion

in CIB investment across 15 projects, total value of \$19 billion in new infrastructure

While there is a pressing need for new major transit projects, they face barriers including high capital costs, complex permitting and approvals and extensive local impacts. Due to their size, they often require multiple funding partners. All this makes progress challenging.

The CIB works with public transit owners and service providers across the country to improve the ways

that Canadians get where they are going. Investing in transit projects adds capacity to Canada’s public transit networks and helps transit fleet owners as they transition to zero-emission vehicles. In 2024-25 the CIB closed its second investment in electric ferries, providing up to \$1 billion in financing to help BC Ferries purchase five new vessels.

Eight transit projects are now under construction with one completed. In Montreal, the Réseau express métropolitain (REM) South Shore to Central Station phase is now in service. Phase 2 and Phase 3 are under construction, including testing in the Mont-Royal Tunnel, and interior design and finishing work in the McGill Station. Construction continues on the Montréal-Trudeau International Airport REM Station with more than 130 workers on site daily.

The CIB’s Zero Emission Bus (ZEBs) Initiative has provided financing that will facilitate the purchase of over 6,000 zero-emission school and transit buses, surpassing the CIB’s original target of 5,000 buses. More than 1,041 zero-emission buses are now serving Canadians on the road. Given that many of Canada’s larger systems have now considered or taken up CIB financing, we wound down our ZEB initiative in 2024-25. However, the CIB will continue to support transitions to cleaner fleets when an investment case warrants.

Noting the complexity of the sector, transit agencies/funders across Canada typically do not seek long-term private and institutional capital investment directly in new transit systems or expansions, so direct CIB investments in major transit projects are infrequent. As municipalities manage the combined challenges of funding transit and facilitating housing development, the CIB sees investment potential related to transit-oriented development and land value capture, where new growth can help pay for the transit infrastructure that catalyzes it.

PROJECT PROFILE

BC Ferries Major Vessels

Location

Coastal British Columbia

CIB investment commitment

Up to \$1 billion

Partner

BC Ferries

The CIB’s investment finances up to five zero-emission ferries plus terminal infrastructure **upgrades at three ferry** terminals to enable **all-electric operation** of the ferries, subject to approval by the regulatory body in phases.



Benefits

- » Reduce GHG emissions by ~173,633 tCo2e/year
- » Replace an aging fleet that serves major routes between Vancouver Island and the mainland for a more comfortable, modern and clean trip
- » Support approximately 12,850 direct and indirect jobs and generate ~\$1.7B in GDP during the construction phase

Broadband connectivity across the country

Long-term investment target

\$3 billion

2024-25 results

\$93 million

in CIB investment across 3 projects, total value of \$410 million in new infrastructure

Total results

\$2.2 billion

in CIB investment across 14 Projects, total value of \$5.6 billion in new infrastructure

Many Canadians living in rural, remote and Indigenous communities have lacked access to high-speed internet. As part of Budget 2019, the Government of Canada recognized the urgent need to bridge this digital divide for Canadians.

The CIB connects Indigenous, remote and rural regions to high-speed internet services which would otherwise not be commercially viable given the high cost of connection per household. Twelve CIB broadband projects are now under construction. For example, the CIB’s investment in the Arrow Technology Group is connecting the John D’Or Prairie First Nation Reserve through a fibre line to Fox Lake Cree Nation, one of ATG’s most remote locations typically accessed only by ice bridge or barge.

Since 2019, with support from the CIB, significant progress has been made in connecting underserved areas. Canada has seen connection grow from 79% of the population in 2014 to over 94% in 2022. The federal government

estimates that after completion of its already approved Universal Broadband Fund (UBF) projects (along with other federal and provincial programs), more than 99% of Canadian households will be connected to high-speed internet. While fewer projects remain, the CIB will continue to employ our low-cost, concessionary capital and innovative structures, in partnership with other government programs, to unlock further broadband expansion to underserved communities where commercially feasible.

PROJECT PROFILE

Northumberland UBF Broadband Project

Location

Northumberland County, Ontario

CIB investment commitment

\$33 million

Partners

Windsor Private Capital, Innovation, Science and Economic Development Canada, the Province of Ontario and Northumberland County

The deployment of new, **reliable broadband** services through more than **1,100 km** of new aerial and buried fibre in underserved Ontario communities.



Benefits

- » Provides new, high speed internet service access to 11,000 households, including 205 Indigenous households in the Alderville First Nation
- » Supports ~680 direct and indirect jobs and generates ~\$82M in GDP during the construction phase

Increasing progress in the Arctic

Infrastructure in Canada's Arctic is essential to facilitate economic development, elevate living standards and assert sovereignty. Over the course of the past year, changing geopolitical dynamics have highlighted the need to invest. Developing infrastructure in the North is challenging, owing to its sparse population, remote location, changing climate, and short construction season.

The CIB is working closely with Inuit and northern communities to deliver new infrastructure despite these challenges. In 2024-25, the CIB reached financial close on its first far north investment, the Inuvialuit Energy Security Project. The CIB also signed an MOU and is providing project acceleration funding to the Grays Bay Port and Road Project, which will create a vital trade and transportation link between Yellowknife, the Slave Geological Province and a new deep-water port on the Northwest Passage.

PROJECT PROFILE

Inuvialuit Energy Security Project

Location

Inuvialuit Settlement Region, NWT

CIB investment commitment

\$100 million

Partner

Inuvialuit Regional Corporation

The CIB's \$100 million loan will advance the **development and construction** of the M-18 well development to ensure more **reliable energy** in the Inuvialuit Settlement Region (ISR), currently reliant on truck transport of fuels from southern regions.

Benefits

- » Provide a stable energy supply of natural gas and synthetic diesel to meet the needs of the ISR for over 50 years
- » Reduce energy costs for households and businesses, which will improve living conditions and support community growth
- » Create long-term job opportunities and economic growth for the Inuvialuit and their businesses
- » Reduce up to 40,000 tonnes of emissions annually

“

Inuvialuit Regional Corporation is committed to securing a long-term, stable energy source for the region—strengthening energy security while delivering lasting benefits that will support Inuvialuit culture, education, wellness and healthy communities, all while investing in a bright future for our children.

Duane Smith

*Chair and Chief Executive Officer,
Inuvialuit Regional Corporation*

PROJECT PROFILE

Grays Bay Port and Road

Location

Grays Bay, Kitikmeot Region, Nunavut

CIB investment commitment

**Up to \$3 million of project
acceleration funding**

Partner

West Kitikmeot Resources Corp.



The proposed deep-water port and road infrastructure project seeks to unlock new opportunities for the Kitikmeot region and its Inuit beneficiaries, including **increased trade volumes**, sustainable **economic growth**, improved affordability and easier access to essential goods and services.

“

This nation-building initiative will bolster the terrestrial connection to the Arctic Ocean opening opportunities for mining of critical minerals needed for both Canada's economic and military needs. It will also be the only deep-water port in the western archipelago on or near the Northwest Passage, which will become more significant in coming years as the Arctic Ocean sees a longer ice-free season and associated increased shipping traffic."

P.J. Akeeagok

Premier of Nunavut

Benefits

- » Connects Nunavut to the national highway system in the Northwest Territories
- » Enables new trade opportunities between the Arctic and the rest of the world
- » Unlocks critical minerals
- » Increases presence on the Northwest Passage

➤ List of CIB financial closes (2024-25)

Project	Sector	Province / territory	CIB investment commitment
BC Ferries Major Vessels	Public transit	BC	\$ 1,000,000,000
Benjamins Mill Wind	Clean power	NS	\$ 45,754,478
Brandon Water and Wastewater	Green infrastructure	MB	\$ 42,835,250
Calgary International Airport Aviation Hub	Trade & transportation	AB	\$ 171,873,250
Dream Industrial Retrofits	Green infrastructure	AB; ON; QC	\$ 50,000,000
Duchess Solar	Clean power	AB	\$ 26,203,172
Enoch Cree Nation Northeast Development	Trade & transportation	AB	\$ 100,000,000
GDI Integrated Facility Services Retrofits	Green infrastructure	Nationwide	\$ 100,000,000
Goose Harbour Lake Wind	Clean power	NS	\$ 224,200,000
Inuvialuit Energy Security Project	Green infrastructure	NWT	\$ 100,000,000
JOLT EV Charging Network	Green infrastructure	Nationwide	\$ 194,442,000
Kwanlin Dün First Nation Enabling Infrastructure	Green infrastructure	YK	\$ 19,601,682
Malahat Nation Water & Wastewater	Green infrastructure	BC	\$ 57,604,252
Matawa Training and Wellness Centre Retrofit	Green infrastructure	ON	\$ 15,000,000
Northumberland UBF	Broadband and digital infrastructure	ON	\$ 33,041,310
quA-ymn Solar	Clean power	BC	\$ 35,721,962
Red-Seine-Rat Water and Wastewater	Green infrastructure	MB	\$ 92,928,202
South Kaien Logistics Park	Trade & transportation	BC	\$ 60,722,084
TELUS UBF	Broadband and digital infrastructure	AB; BC	\$ 42,000,000
Vitalus P500	Trade & transportation	BC	\$ 143,000,000
Wasoqonatl Transmission Line	Clean power	NB; NS	\$ 361,000,000
Weavers Mountain Wind	Clean power	NS	\$ 117,409,759
Xplore UBF Alberta	Broadband and digital infrastructure	AB	\$ 18,608,396
Total			\$ 3,051,945,797

Helping projects in early stage development

Large infrastructure projects are complex to plan and deliver, requiring extensive engineering and design, stakeholder alignment, significant consultation and adequate timelines for impact assessment and regulatory approvals.

The CIB plays an outsized role working with potential partners to advance projects aligned with CIB's mandate from early stage through to financial close. As a Crown corporation focused on impact, we can contribute our insight and expertise to help proponents develop their investments and navigate government programs. Our advice benefits projects whether they ultimately advance with the CIB's participation or not. Typical activities include:

- » **Early stage screening:** The CIB engages proponents from the earliest stages of a project, typically beginning with our assessment and appraisal of an investment. Our advice helps with the development of business cases, options, and financial models that can advance a project to an investable stage.
- » **Project structuring:** The CIB brings its advisory capabilities to conduct due diligence related to the structuring of an investment. This involves providing critical support to determine costs, benefits, risks, financial terms and mechanisms to support implementation and repayment. The CIB works alongside proponents to attract private and institutional capital to projects.
- » **Project acceleration:** The CIB provides acceleration investment, which can fund front-end engineering and design (FEED) studies, business cases or early works. We make these investments in cases where the CIB believes there is reasonable probability for future investment, following normal course analysis and decision-making processes. Last year, the CIB saw higher take-up of project acceleration funding.

PROJECT PROFILE

Malahat Water and Wastewater Treatment Plant

Location

Malahat Nation IR#11 reserve lands, 25km northwest of Victoria, BC

CIB investment commitment

\$57.8 million

Partner

Malahat Nation

The project will build new water and wastewater treatment plants to address the Malahat Nation's water and wastewater infrastructure gap. The CIB provided **\$900,000** in project acceleration financing for detailed design work to shorten the critical path of the project. With the CIB's continued participation, financial close was achieved, making it the first acceleration project to reach close, demonstrating the impact of CIB acceleration funds.

Benefits

- » Increase water and wastewater treatment capacity to meet future growth in residential and commercial demand. The Project is expected to provide water volume capacity of 1,866 m³ /day, equivalent to the water consumption of 2,600 households
- » Provide additional capacity that could support demand from ~350 planned new homes on reserve that provide affordable rental options and reduce overcrowding

Engagement & communications

The CIB's investment experts and leaders were active in engagement, conferences and other events, sharing information about the CIB and options to advance infrastructure in our priority sectors. Engaging directly with project partners and community members helps identify potential opportunities for collaboration, and helps the CIB understand priorities and challenges across the country. Through this outreach, the CIB briefed elected officials on projects in their communities, discussed local priorities and raised awareness of the CIB's ability to unlock infrastructure projects.



Attended

145 events

across various regions in Canada

Conducted

37 webinars

Organized

online CIB Day

In June 2024

Met

545 times

with elected officials across all levels of government



SUSTAINABILITY AT THE CIB

Sustainable infrastructure is of critical importance for delivering benefits to Canadians today and building a cleaner future. To support sustainable outcomes, the CIB has established a sustainability framework organized around three distinct pillars that guide how we embed sustainability into our investments and operations.

Pillar 1: As a sustainable investor

The CIB integrates best practices on climate and other ESG considerations into the investment process through our due diligence and risk management practices and opportunities to use our investor role to promote sustainable outcomes.

ESG credit risk framework

The CIB has fully implemented its ESG Credit Risk Framework in our investment activities. The Framework was developed to analyze ESG credit factors that can materially influence the creditworthiness of the borrower in each project, including the assessment of climate-related transition and physical risks. This aligns with the Principles of Responsible Investment’s (PRI) definition of ESG integration as “the explicit and systematic inclusion of ESG issues in investment analysis and investment decisions.”¹²

Low-carbon construction practices

While the CIB drives significant reductions in projected average annual GHG emissions by investing in projects with lower emissions than their baseline scenarios, emissions from construction activities are also significant. Adopting low-carbon construction practices, such as using lower-carbon concrete and steel, or adopting sustainable design to use less material can reduce these emissions.

In 2024-25, the CIB made it a practice to engage with project proponents to identify opportunities for adoption of low-carbon construction practices in the projects in which we may invest.

Pillar 2: With impact as our bottom line

The CIB’s approach as an impact investor translates into sustainable returns. We focus on developing an impactful portfolio across our sectors and measuring the results.

Investment outcome quantification and targets

In 2024-25, we made significant progress in finalizing a measurement standard for each of our priority outcome measures. The CIB also updated the Impact Measurement Standard for Quantifying Project Greenhouse Gas Reductions. This refreshed standard provides a consistent method for conducting due diligence on CIB investments that aim to reduce GHG emissions, and has enhanced the accuracy of the estimations in the CIB’s due diligence process.

Climate impact scenario analysis

The CIB undertook its first qualitative climate scenario analysis in 2023-24 to better understand the impact of various scenarios on the portfolio and pipeline of future investments, and to identify climate-related risks and opportunities. The analysis used three scenarios in line with guidance from the Network for Greening the Financial System: Delayed Transition, Current Policies, and Net Zero 2050. The analysis showed that the CIB is well positioned to advance our investment objectives under all climate scenarios, while also facing elevated physical risks to CIB investments.

In the short term, there is significant opportunity for the CIB to invest in infrastructure that will play a role in helping Canada to manage climate transition and achieve GHG reduction objectives.

The analysis also showed that in all scenarios CIB assets are exposed to the physical risks of climate change. This exposure increases the importance of assessing the climate resiliency of assets in which the CIB invests.

12 Principles developed in 2006 under the auspices of the United Nations for investors strongly committed to integrating ESG criteria and reporting with respect to their investments.
Website: [PRI | Home \(unpri.org\)](https://unpri.org)

The results of the scenario analysis were assessed for 2024-25 and determined to remain relevant to the CIB's business activities – therefore, the analysis has not been updated for this fiscal year. Full descriptions of the scenarios and results are available in the [2023-24 Annual Report](#).

Assessing the oortfolio against climate goals

The CIB's varied portfolio strives to achieve a range of goals including GHG reduction, transit ridership, and GDP growth. In 2024-25, the CIB enhanced its understanding of the impact of our portfolio by evaluating its alignment with domestic and global climate goals. To do this, the CIB used the proposed green and transition investment taxonomy developed by the Sustainable Finance Action Council (SFAC).

Under the taxonomy, 66.2% of the CIB portfolio can be classified as green, while another 9.1% can be classified as transition, representing 75.2% of the CIB portfolio.

- » Green investments are projects with no or low carbon emissions, and with significant market opportunity in 1.5-degree pathways.¹³ Examples of CIB green projects include renewable power generation, transmission and storage, zero-emission transit fleets, and electric vehicle charging stations.
- » Transition investments are projects that decarbonize sectors that historically have high emissions with no material downstream emissions. Examples of CIB transition projects include building retrofits that decarbonize building operations.

The remaining 24.8% of CIB investments were assessed as ineligible under the taxonomy. It is important to note that the CIB projects classified as “ineligible” are not necessarily out of alignment to net-zero transition goals. We found that within this category 20.5% of the CIB portfolio were projects that are low-carbon in nature but do not have significant new opportunity in a 1.5-degree pathway, such as broadband and water/wastewater infrastructure. The remaining 4.3% of the portfolio are in high-emitting sectors and were undertaken to achieve other outcomes, such as economic or trade objectives. Examples of such projects would include marine ports and airports.

Noting the taxonomy is still in development, the CIB will monitor its portfolio to better understand its alignment to climate goals.

Canada's Green Bond Program

The Government of Canada recognizes that sustainable finance plays a key role in growing and attracting private investment towards a cleaner, more prosperous economy. Canada requires significant private investment, with estimates ranging from \$60 billion to \$140 billion per year. Canada's Green Bond Program allows investors to support Canadian investments in climate action and environmental protection, while fostering further development of the Canadian sustainable finance market.

In the 2022-23 allocation, the green bond program included the CIB's investments in the REM and our Zero Emission Bus Initiative, both of which will reduce GHGs and improve the transit experience for Canadians.

GBA+

Gender-Based Analysis Plus (GBA+) provides insights on the expected distribution of public impacts and benefits of investments across diverse groups of Canadians. The CIB first reported on its GBA+ assessment in the 2023-24 Annual Report.

That assessment found that infrastructure in CIB's priority sectors creates broad benefits for a wide range of Canadians, relatively balanced across income, gender, and age. Some impacts vary across categories, with public transit more likely to benefit younger and lower income Canadians, and CIB's broadband sector concentrated on underserved areas which often feature households in lower income and rural areas. Unlike the outcomes from the use and operations of the

.....
¹³ The 1.5°C pathway, as outlined in the Paris Agreement, aims to limit global warming to no more than 1.5 degrees Celsius above pre-industrial levels by rapidly reducing GHG emissions and transitioning to a low-carbon economy.

infrastructure, the benefits from the construction phase are more concentrated and likely to disproportionately benefit male workers. The CIB will continue to monitor the infrastructure areas in which we invest, and include the findings for consideration for portfolio construction and to ensure diverse populations can continue to benefit from CIB projects.

United Nations Sustainable Development Goals

The CIB's investments support all 17 UN Sustainable Development Goals (SDGs), with substantial contributions identified towards eight specific goals, aligning with the 2030 Agenda for Sustainable Development.

UNSDG	Example of CIB activities
5 GENDER EQUALITY 	» The CIB has a gender-diverse workforce – 45% of employees are female » The CIB conducts a GBA+ analysis of its investment portfolio
6 CLEAN WATER AND SANITATION 	» \$247 million invested in water and wastewater infrastructure to enable clean water across Canada
7 AFFORDABLE AND CLEAN ENERGY 	» \$4.9 billion invested in clean power infrastructure to provide reliable and affordable electricity to ratepayers

8 DECENT WORK AND ECONOMIC GROWTH



- » Through its investments, the CIB is supporting:
 - » **205,546** construction jobs and **\$27.8 billion** in construction GDP impact
 - » **\$1.4 billion** in annual GDP impact through trade and transportation investment
- » The CIB's Indigenous Equity Initiative (IEI) to enable Indigenous communities to obtain equity ownership stakes in infrastructure projects

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



- » By investing **\$15.8 billion** in new infrastructure, the CIB is leveraging **\$19.5 billion** in direct private and institutional capital towards **\$46.1 billion** in total project costs, and an additional **\$32.5 billion** in private investment in broader economic activity that will be enabled



11 SUSTAINABLE CITIES AND COMMUNITIES



- » Through public transit investment, supporting **175,372** in daily ridership and enabling the purchase of **6,062** zero-emission buses
- » Through charging and hydrogen refuelling infrastructure, enabling the deployment of **5,402** charging stations
- » Supporting Indigenous communities with **\$1.1 billion** committed to **28** Indigenous projects
- » Through the Infrastructure for Housing Initiative (IHI) enabling **20,415** units of new housing capacity
- » Financing retrofits will reduce GHG emissions by **3.8MtCO₂e** annually

13 CLIMATE ACTION



- » Through investments in clean power, green infrastructure and public transit, the CIB will generate **9.7Mt** of annual GHG reduction

17 PARTNERSHIPS FOR THE GOALS



- » Investing with federal, provincial, territorial, municipal, Indigenous and private sector partners on projects

Pillar 3: As a sustainable corporation

The CIB embeds sustainability into daily operations and discloses our emissions and efforts to the public.

The CIB's Operational Emissions

Operational emissions in 2024-25 were 429.6 tCO₂e. Increased emissions were driven by a larger headcount, an expanded office footprint, and ongoing engagement with partners across the country. A portion of the increase was also attributable to more activities being captured in the calculation, and updates to emissions factors used in the calculation.

» Operational emissions

	2024-25	2023-24	2022-23
Office operations – electricity (tCO ₂ e)	21.2	20.7	13.3
Office operations – heat (tCO ₂ e)	52.5	30.5	22.2
Business travel (tCO ₂ e)	355.9	130.9	81.7
Overall emissions (tCO ₂ e)	429.6	182.1 ¹⁴	117.2
tCO ₂ e per employee	2.9	1.3	1.0

14 In 2025, BMO Climate Smart, the platform used by CIB to produce its greenhouse gas inventory, carried out an annual update of its emission factors. As a result, emissions linked to electricity consumption and business travel by air relating to F2023-24 have changed. Overall, the CIB's operational emissions increased by 8% in the F2023-24 inventory (182.1 tCO₂e as opposed to 169.3 tCO₂e previously – an increase of 12.8 tCO₂e).

The increase in emissions from business travel was driven by more air travel and the addition this year of train and automobile travel to GHG reporting. Updates to emissions factors for air travel also resulted in increased reported emissions.

The CIB's move into a dedicated office in Montreal increased office-related emissions. We purchase renewable energy certificates equivalent to 100% of our office energy consumption amount.

The CIB's financed emissions

Financed emissions are the annual emissions associated with an organization's loans and investments. For the CIB, financed emissions come from the construction or operations of the projects in which we invest, proportionate to the CIB's share of investment. This calculation is for 2023-24 reflecting the most current year for which data was available.

Methodology

The CIB is a Partnership for Carbon Accounting Financials (PCAF) signatory and reports under its Global GHG Accounting and Reporting Standard. All CIB investments have defined use of proceeds and are accordingly reported under the project finance asset class, except for its zero emission fleets projects which are reported under the motor vehicle loans asset class.

The CIB requests reported emissions data from borrowers, and where such data is unavailable, adopts economic activity proxies to calculate emissions. While many financial institutions are not yet reporting financed emissions for project finance assets in construction, the CIB used available data to calculate emissions from all of its projects under construction.

In the 2023-24 Annual Report, the CIB disclosed financed emissions for a subset of CIB projects representing 93% of the CIB portfolio based on outstanding balance. This year, the CIB is disclosing the financed emissions of its entire portfolio, consisting of 95% in project finance and 5% in motor vehicle loans based on outstanding balance. The majority of the CIB's financed emissions are associated with projects in the construction phase. Separate reporting of projects in construction and operation reflect the very different emission profiles of these stages in a project lifecycle.

Results

In 2023-24, the CIB was responsible for 198,071.3 tCO₂e of financed emissions, an increase from total financed emissions of 45,477.1 tCO₂e in 2022-23. The increase is driven by significant growth in the number of projects being reported (34 vs. 4). This larger sample of projects has less reported emissions data and therefore relies more heavily on proxies to estimate intensity. CIB projects with reported emissions declined in emissions intensity – however a greater share of our construction was estimated by proxy. The CIB has begun requesting GHG measurement reports for all projects and expects its reported finance emissions to decrease as data quality improves.



Financed emissions results

		2023-24	2022-23
Number of projects	Projects in operation	6*	-
	Projects in construction	29*	4
	Total	34*	4
Outstanding balance (\$M)	Projects in operation	221.9*	-
	Projects in construction	2,789.0*	1,513.4
	Total	2,937.4*	1,513.4
CIB-funded construction cost (\$M)	Total	1,179.6	510.5
Total emissions (tCO ₂ e)	Projects in operation	131.8	-
	Projects in construction	197,939.5	45,477.1
	Total	198,071.3	45,477.1
Data quality score	Projects in operation	1.7	-
	Projects in construction	3.1	2.3
Emissions intensity per dollar invested (tCO ₂ e/\$M)	Projects in operation	0.6	-
Emissions intensity per CIB-funded construction cost (tCo ₂ e/\$M)	Projects with reported emissions	17.0	23.9
	Projects estimated by economic proxy	196.3	202.6
	Total – all projects	167.8	90.4
	% of construction cost with reported emissions data	39%	82%

* One project was in both construction and operation phase in FY 2023-24.

2022-23 financed emissions are restated to use consistent proxies.

Diversity, Equity and Inclusion

The CIB's approach to diversity, equity and inclusion (DEI) continues to evolve and has entered a more formalized phase complete with a governance structure comprising of executive sponsorship, a leadership committee, and an advisory committee. Membership across all these groups is representative of our different regions, functions, employee levels, and distinct lived experiences.

In 2024-25, multiple volunteer employee-led Employee Resource Groups (ERGs) were launched. These groups consist of employees within the CIB with similar backgrounds based on gender, race or other diversity dimensions, coming together to create solidarity, express their concerns, bring issues to the leadership, and use their collective power to drive inclusive thought leadership and providing insights into the needs of diverse employees and clients.

Additionally, we published our second annual Accessibility Progress Report, outlining key accomplishments in delivering on our three-year Accessibility Plan. The CIB remains committed to building a barrier-free workplace and continuously improving our efforts to support employees, stakeholders, and partners.

Sustainable procurement

The CIB has established principles, policies and procedures in respect of the procurement of goods and services through our Procurement Policy to ensure we receive the best value for the goods and services required for our operations and that these goods and services are purchased in a manner that is professional, fair, transparent, consistent, cost effective and cost-efficient.

As a federal Crown corporation, the CIB upholds the guiding principles of Fairness and Non-Discrimination, Best Value, Transparency and Openness, Accountability, Integrity, Sustainability, and Risk Management when conducting procurement activities.

The CIB is committed to sourcing goods and services from suppliers who respect human rights, the environment and have policies for responsible corporate behaviour.

The [Procurement Policy](#) was updated in February 2024 and approved by the Finance and Audit Committee of the Board. As part of the amendments to the Procurement Policy, the CIB adopted Principles for

Suppliers (the Principles) included in the schedule to the Procurement Policy. The Principles support ethical and socially responsible procurement practices, and align with the Government of Canada's requirements, including the Code of Conduct for Procurement. These Principles set expectations for all current and prospective suppliers related to ethical and responsible business conduct, human rights and labour standards, Indigenous rights and environmental stewardship. We expect suppliers to adhere to all environmental legislation, regulations, and standards applicable to their operations and employ management practices that monitor and proactively minimize any negative environmental impacts of their operations, including impacts that may be present within their supply chains. Suppliers are also expected to report any instances of non-compliance with the Principles and cooperate with any request by the CIB to monitor the supplier's performance under the Principles.

The CIB also publishes annual reports under the Fighting Against Forced Labour and Child Labour in Supply Chains Act to describe the steps taken to prevent and reduce the risk of forced labour or child labour at any step of the production of goods purchased by the CIB.

TCFD disclosure

Budget 2021 required Crown corporations with more than \$1 billion in assets to adopt the Task Force on Climate-related Financial Disclosures (TCFD) framework for disclosing climate-related risks and opportunities (or adopt a more rigorous, acceptable standard applicable to the public sector at time of disclosure). The TCFD framework is built around four pillars: Governance, Strategy, Risk, and Metrics and Targets.

In 2023, the TCFD framework was wound down and its activities transferred to the International Sustainability Standards Board (ISSB), which published new standards in 2023. The Canadian Sustainability Standards Board (CSSB), building on the ISSB approach, released final standards (CSDS-1 and CSDS-2) for use in Canada in December 2024.

These standards will apply for annual reporting periods beginning on or after January 1, 2025. As such, the CIB is continuing to use the original TCFD framework for this disclosure.

Recommended disclosure	Commentary	Where to find more information
Disclose the organization's governance around climate-related risks and opportunities.		
Describe the Board's oversight of climate-related risks and opportunities.	Oversight of climate-related risks and opportunities is managed through broader governance structures established for the CIB and embedded in the activities of the Board and Board Committees.	Pages 57, 61-64 Governance Canada Infrastructure Bank (CIB)
Describe management's role in assessing and managing climate-related risks and opportunities.	Management's role in assessing and managing climate-related risks and opportunities is carried out through the function of the executive and committees. Terms of reference are available on the CIB website.	Pages 64-65 Governance Canada Infrastructure Bank (CIB)
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.		
Describe the climate-related risks and opportunities that the organization has identified over the short, medium, and long term.		
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	The CIB has conducted a climate-related scenario analysis to assess the robustness of CIB business and strategy under three climate-related scenarios: current policies (CP), delayed transition (DT) and Net Zero 2050 (NZ).	Page 40-41 2023-24 Annual Report (Page 73-75)
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		
Disclose how the organization identifies, assesses, and manages climate-related risks.		
Describe the organization's processes for identifying and assessing climate-related risks.	Climate-related risks are identified and assessed as part of the investment due diligence phase in the CIB's integrated investment framework, assessing the ESG credit risk factors of each potential investment.	Pages 49-51
Describe the organization's processes for managing climate-related risks.	The CIB's Asset Management Team works with project proponents to assess, manage and mitigate material climate-related risks. Along with ad hoc reviews, each investment is subject to a sub-sector review by the asset management team occurring annually, at minimum.	Pages 49-51

Recommended disclosure	Commentary	Where to find more information
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Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Processes for identifying, assessing and managing climate-related risks are an integral part of the CIB's risk management approach.

Pages 49-51

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

The CIB's corporate targets include annual average GHG reduction to be achieved through investment.

The CIB assesses a credit rating for each investment, drawing upon ESG risk factors.

Pages 16, 51

Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

The CIB discloses its operational and financed emissions and related considerations.

Pages 43-45

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

The CIB's corporate targets include annual average GHG reduction to be achieved through investment, and documents results to date.

Page 16

RISK MANAGEMENT

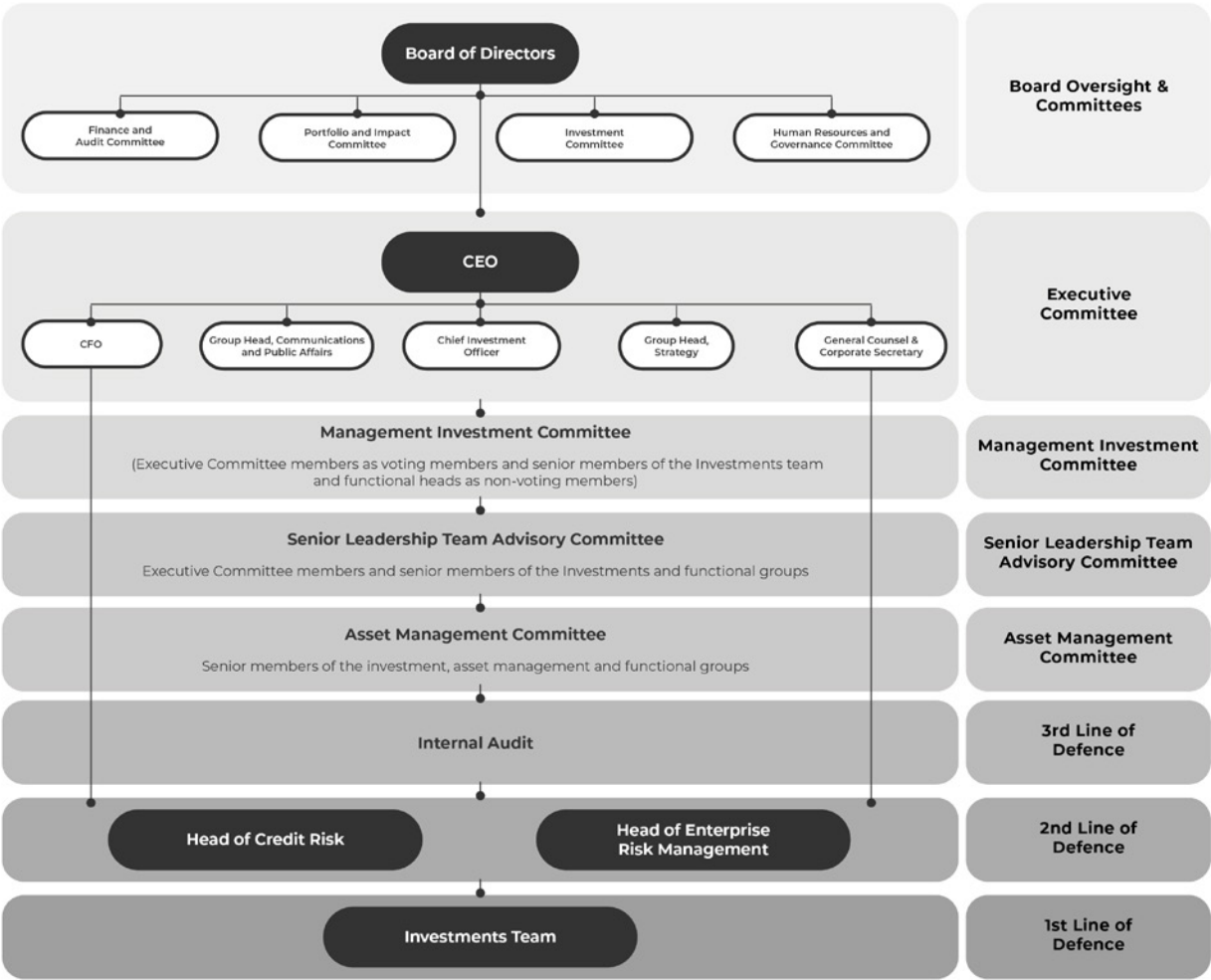
Assuming risk is an essential part of the CIB's business, given our mandate and business model, which differ materially from those of traditional financial institutions.

Risk governance model

The CIB risk governance model aligns with our four-pronged risk management approach focusing on enterprise risk, investment risk, credit risk, and

operational risk management. This approach provides a disciplined way to determine the best course of action under uncertainty. This occurs by identifying, assessing, mitigating, and monitoring risks which may represent both threats to and opportunities for the CIB's ability to meet its objectives and deliver on its mandate. We have built and promoted a strong risk culture organization-wide through employee training.

We use the three lines of risk governance model:



A quarterly operational risk management dashboard is provided to the executive team to identify, assess and mitigate risks that may impact the daily operations of the CIB. The executive team uses this dashboard to invoke discussion on areas trending negatively and beyond the CIB's risk appetite. The dashboard

is updated quarterly through active discussions with executive leadership on risk exposure and mitigation status. It also serves as a foundation to engage with the Finance and Audit Committee (FAC) and Board of Directors on the CIB's operational risk profile.

Enterprise Risk Management

Decision making and Enterprise Risk Management

Enterprise Risk Management (ERM) is a continuous and active process at the CIB that aids the identification, understanding and management of the key risks that can have the greatest impact on the achievement of its objectives.

In 2024-25, the CIB's enhanced the Enterprise Risk Management Policy and Framework to address both enterprise and operational risk in a single document. The update recognizes the important interplay between enterprise and operational risk management, including maturing the CIB's approach to monitoring and reporting operational risk incidents and events.

Our approach focuses on risk analysis and management as a decision-making tool. Risk management is not fundamentally about risk control and compliance but rather on how the CIB makes decisions and ensuring that we consider the potential impacts of those decisions. In practical terms, this ensures that risk analysis will be integrated into all levels of planning and decision making. Specifically, the CIB strives to:

- » continuously pursue a holistic and integrated approach to risk management;
- » integrate enterprise risk management with the CIB's strategic, investment, advisory, knowledge and research, operational, special initiatives, public policy and legal compliance activities;
- » use risk management to help the CIB develop innovative investment, advisory and knowledge and research approaches to continuously improve the CIB's services to Canadians; and,
- » actively pursue "risk as opportunity" to grow and improve overall public impact outcomes, advisory services, knowledge and research, personnel well-being, operational performance, stakeholder relations and resiliency.

Key enterprise risks

There are 15 key enterprise risks that may impact the objectives of the CIB, concentrated within the strategic, investment, operational and reputational risk categories.

Examples include:

- » a change in government policy may result in a strategic shift in the CIB's mandate, sector focus and investment appropriation;
- » the unique nature of the CIB and its size may make it challenging to attract and retain the right people to fulfil its mandate;
- » that the CIB is playing in a crowded infrastructure funding and financing space including federal and provincial grant programs and investment agencies;
- » cyber security; and
- » reputation threats and opportunities as a result of actions taken by CIB project partners and other key stakeholder groups.

These risks are monitored and reported upon with Management and the Board of Directors on an ongoing basis, where mitigation plans are discussed. This process also identifies emerging risks which may impact the CIB.

Operational risk

The CIB identifies and assesses threats that may impact critical people, process and technology that support our objectives. Operational risk management is supported by robust internal controls to manage, mitigate and report on such threats. The CIB periodically reviews internal processes, procedures, key documentation requirements (e.g. technical, process or regulatory), data processing systems, contingency plans, and other operating practices to mitigate operational risk exposures.

The CIB tracks operational risk incidents and events. An Operational Risk Incident (ORI) is risk exposure that does not lead to financial loss but may have reputational impact caused by internal control failure(s). An Operational Risk Event (ORE) is an unintended outcome (financial loss) resulting from a control failure. It includes actual and expected operational losses, as well as near misses (i.e., where an ORE occurs but the funds are fully recovered within a short period of time). ORIs and OREs are reported to the executive team and Board of Directors on a quarterly basis.

Investment risk

As a public investor, the CIB is exposed to a range of risks inherent to infrastructure and real estate investment. These include:

- » **Credit risk:** particularly in projects with emerging counterparties or where repayment is tied to performance-based contracts;
- » **Climate and regulatory risk:** where evolving carbon pricing and permitting processes can materially impact project economics and timelines;
- » **Macroeconomic risk:** including inflation, interest rate volatility and capital availability;
- » **Execution and delivery risk:** especially in complex, multi-stakeholder projects like retrofits, transit-oriented developments, or public real estate initiatives; and,
- » **Partnership risk:** such as commercial disputes, misalignment of objectives, or challenges in securing co-investment from private or institutional partners;

To partially diversify risk, we have established target capital allocation ranges by priority sector, not by geography or fiscal year. Given the nature of the CIB mandate, we will always have a more concentrated set of risk exposures than would be typical for an infrastructure investment portfolio of similar size. Sectoral and industry concentration risks are an unavoidable consequence of our strategic focus on priority sectors, and our role in the marketplace.

Since 2021-22, the CIB's Investment Framework has governed our investment decisions. It provides the evaluation criteria and thresholds for our investment decisions and focuses on the relationship between investment risk and public impact outcomes to be achieved. The CIB's [Investment Policy](#) provides systematic and disciplined approach to project origination and evaluation, with appropriate risk management.

To strengthen oversight and support informed decision-making, the CIB has established an Asset Management Committee. This cross-functional forum brings together the asset management and credit risk teams to regularly flag current and emerging

issues, engage in open dialogue with senior leadership, including the investment team, and assess potential impacts on project delivery. The committee also provides a venue to explore how the CIB can influence the structuring of new investments when appropriate. These discussions help ensure timely responses to challenges and reinforce the CIB's commitment to achieving long-term project outcomes.

Credit Risk Management is governed by principles that enable the identification, monitoring, measurement and reporting on credit risks applicable to the portfolio. We assess credit risk using internal ratings similar to public credit rating agencies, supported by industry data and expert judgment. For each transaction, we evaluate the likelihood of default and loss, considering factors like security and structure, and review these assumptions on an annual basis. A value-at-risk (VaR) model further estimates loss volatility and potential impact on fiscal expense. See note 9 of the Financial Statements for further information on Credit Risk.

Identifying, managing and assessing climate-related risks

Climate-related risks, specifically physical and transition risk, are identified during the due diligence phase of our integrated investment framework. Efforts are ongoing to more thoroughly integrate climate risk into our investment process through formal mechanisms such as our ESG Credit Risk Framework. We also identify, monitor and assess exposure to climate risk on an ongoing basis as part of our annual review function.

The identification of climate risks and opportunities through the climate scenario analysis uses the impact and likelihood criteria within the CIB's ERM Framework to develop risk and opportunity heatmaps based on the relative impact and likelihood of occurrence.

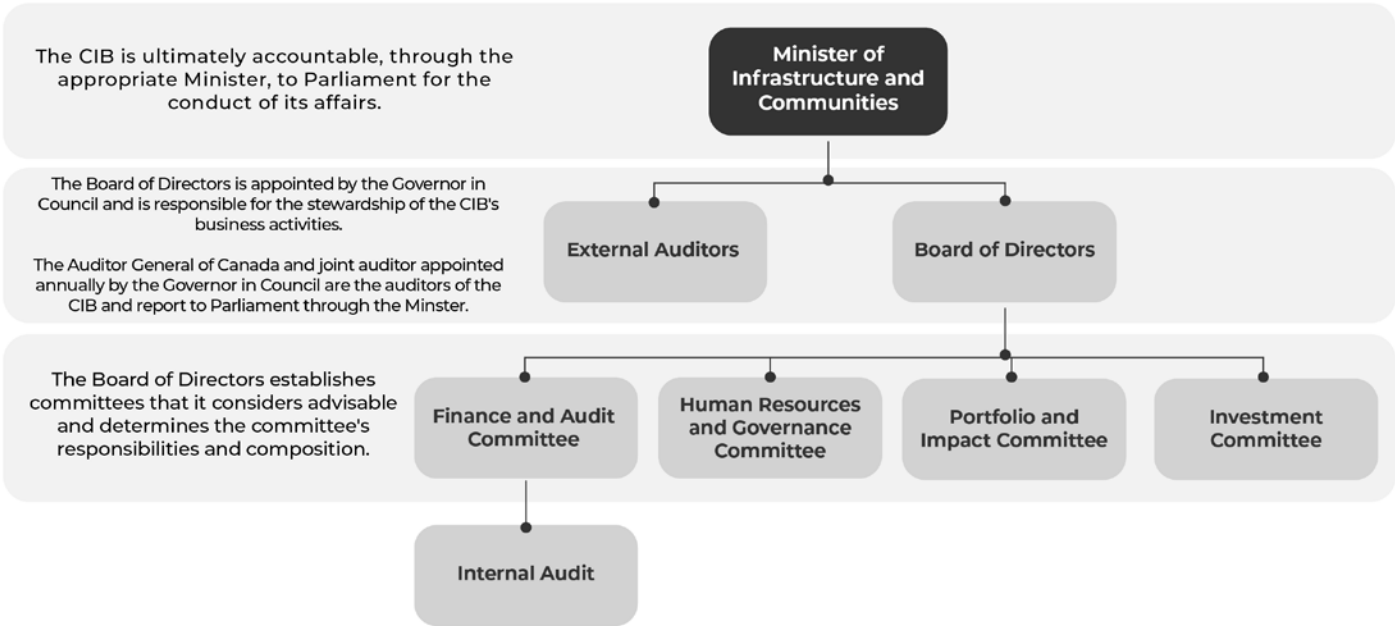
Climate-related risks including the impact of physical risk on the CIB's portfolio of assets are one of the fifteen key enterprise risks identified which may impact the objectives of the CIB. These risks are monitored and reported on through discussions with Management and the Board of Directors on an ongoing basis, including through developing mitigation plans.

GOVERNANCE

The CIB is a federal Crown corporation established under the *Canada Infrastructure Bank Act* and subject to federal legislation and policies that apply generally to Crown corporations. The CIB is accountable to Parliament through the Minister of Infrastructure and Communities (the designated Minister).

We report to Parliament and Canadians on our operations through our annual report, corporate plan summary and quarterly financial reports.

The chart below provides an overview of our governance structure:



Board of Directors

The *Canada Infrastructure Bank Act* sets out CIB's purpose, powers and mandate. The *Financial Administration Act* sets out the control regime for Crown corporations, including strategic planning and financial accountability. The CIB's by-laws prescribe the rules that govern the functioning of the CIB. The CIB regularly benchmarks its corporate governance practices against best practices adopted in both the public and private sectors.

In accordance with the *Canada Infrastructure Bank Act*, the Board of Directors is composed of the Chairperson and not fewer than eight, but not more than 11, other directors. The Chairperson is appointed by the Governor in Council on the advice of the Minister for a term that the Governor in Council considers appropriate. Each director is appointed by the Governor in Council for terms not to exceed four years.

All directors are eligible for reappointment when their term expires.

As of March 31, 2025, the Board was composed of ten directors. On June 26, 2024, the Minister announced the appointment of Janis Byrne, Elisabeth Hivon, Vince Gasparro, and Hari Subramaniam to fill vacancies and replace David Bronconnier and Poonam Puri, whose terms had expired. Vince Gasparro resigned from the Board, effective October 15, 2024. On January 29, 2025, the Minister announced the reappointment of Bruno Guilmette for a term of two years. On March 7, 2025, the Minister announced the appointment of Macky Tall as Chairperson for a four-year term.

The table below sets out the board members, their appointment dates, and terms, as of March 31, 2025. Director biographies are available on the CIB's website under [Governance | Canada Infrastructure Bank \(CIB\) \(cib-bic.ca\)](#).

Director	Location	Appointment date	Term	End of term
Macky Tall <i>Chairperson</i>	Montréal, Québec	March 7, 2025	4 years	March 7, 2029
Kimberley Baird	Delta, British Columbia	October 20, 2023*	2 years	October 20, 2025
Michael Bernstein	Toronto, Ontario	December 2, 2022	4 years	December 2, 2026
Jane Bird	Vancouver, British Columbia	October 20, 2023**	3 years	October 20, 2026
Janis Byrne	St. John's, Newfoundland and Labrador	June 27, 2024	4 years	June 27, 2028
Michèle Colpron	Saint-Lambert, Québec	October 20, 2023*	2 years	October 20, 2025
Bruno Guilmette	Montréal, Québec	December 17, 2024***	2 years	December 17, 2026
Elisabeth Hivon	Montréal, Québec	June 27, 2024	4 years	June 27, 2028
Hari Subramaniam	Toronto, Ontario	June 21, 2024	3 years	June 21, 2027
Patricia Youzwa	Regina, Saskatchewan	October 20, 2023*	3 years	October 20, 2026

*Mses. Baird, Bird, Colpron and Youzwa, were reappointed for a second term of office on October 20, 2023, having previously joined the CIB's inaugural Board of Directors on November 16, 2017.

**On April 18, 2024, the Governor in Council authorized Ms. Bird to act as Interim Chair for a term of one year or until such time as a new Chairperson is appointed, whichever occurs first. Ms. Bird's term as Interim Chair ended upon the appointment of Macky Tall on March 7, 2025.

***Bruno Guilmette was reappointed for a third term of office on December 17, 2024, having previously joined the CIB's inaugural Board of Directors on November 16, 2017, and being reappointed for a 1-year term on October 20, 2023.

Board diversity and competency profile

Collectively, the directors bring a wealth of experience to the Board, including infrastructure expertise and investment experience, and reflect gender, linguistic, cultural and regional diversity to effectively carry out the Board’s duties and oversee the management of the CIB’s business and affairs.

The Board has developed and maintains a Board Competency Profile that outlines the necessary areas of expertise, core competencies, gender diversity, and geographical representation for the Board to carry out its responsibilities effectively. The Board Competency Profile articulates to the Minister the desired mix of institutional experience, skills and other attributes from its members, and identifies any gaps in the skills and competencies considered most relevant to inform upcoming director appointments and reappointments. Additionally, the Board uses the Director Competency Profile to assess Board and committee composition, and plan for the succession of committee chair positions.

Each director completes a self-assessment of their respective skills and experience across each of the key competencies. The table below reflects the diverse skill set requirements of the Board and identifies the specific skills and experience that is possessed by each director.

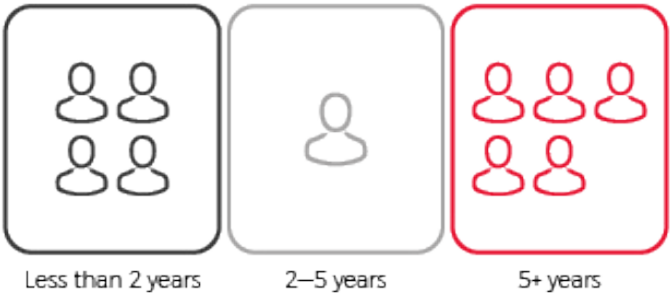


Gender diversity: Women directors make up 60% of the Board.

Cultural diversity: 30% of directors self-identify as a member of a “designated group” as defined in the *Employment Equity Act*, including visible minorities and Indigenous peoples.

Bilingualism: 50% of the directors use French as their first official language spoken or are fluently bilingual in both of Canada’s official languages.

Tenure



Competency	Macky Tall	Kimberley Baird	Michael Bernstein	Jane Bird	Janis Byrne	Michèle Colpron	Bruno Guilmette	Elisabeth Hivon	Hari Subramaniam	Patricia Youzwa
Senior leadership – Experience as a senior executive of a public company, Crown corporation or other major organization; experience in developing and implementing a strategic plan within a major organization.	■	■	■	■	■	■	■	■	■	■
Accounting/financial literacy – Experience in financial leadership roles within public companies, Crown corporations, or major organizations, including proficiency in financial accounting, reporting, and corporate finance (knowledge of internal financial controls, Canadian GAAP, and/or Public Sector Accounting Standards).	■	■	■	■	■	■	■	■	■	■
Risk management – Experience or strong understanding of enterprise risk management systems, procedures and practices, including internal risk controls, risk assessments and reporting.	■	■	■	■	■	■	■	■	■	■
Talent management / compensation – Experience in, or strong understanding of, executive compensation programs and benefits, talent management, leadership development, diversity and inclusion, and succession planning.	■	■	■	■	■	■	■	■	■	■
Government / public sector – Experience in, or strong understanding of, the workings of federal, provincial, territorial, municipal and/or Indigenous governments; knowledge of public policy and the regulatory environment in Canada in the context of highly regulated industries.	■	■	■	■	■	■	■	■	■	■

Legend:

- = director has basic understanding or limited experience
- = director has a good understanding and advanced experience
- = director has significant understanding and experience (known as an expert)

Competency

	Macky Tall	Kimberley Baird	Michael Bernstein	Jane Bird	Janis Byrne	Michèle Colpron	Bruno Guilmette	Elisabeth Hivon	Hari Subramaniam	Patricia Youzwa
Governance – Experience as a board member of a public company, Crown corporation or other major organization; experience with leading corporate governance practices and overseeing a culture of accountability and transparency.	■	■	■	■	■	■	■	■	■	■
Relationships with Indigenous communities – Experience in, or strong understanding of, community relations and building partnerships and positive relationships with Indigenous groups to enhance economic and social development.	■	■	■	■	■	■	■	■	■	■
Project finance and investments – Experience in structuring and executing public private partnerships, project financing and complex transactions with private sector and institutional investors, and other entities in both the private and public sectors.	■	■	■	■	■	■	■	■	■	■
Project development – Experience in a major organization in the power/utilities, transportation or infrastructure sectors with responsibility for large-scale, long-term project development.	■	■	■	■	■	■	■	■	■	■
Project management – Experience in managing and executing large-scale infrastructure projects through to operations; strong understanding of construction and construction-related risks, mitigation and overall management.	■	■	■	■	■	■	■	■	■	■
Environment / Climate Change – Strong understanding of strategy, execution and compliance with sustainable development practices, including as it pertains to environmental practices, climate change and sustainability reporting.	■	■	■	■	■	■	■	■	■	■

Legend:

- = director has basic understanding or limited experience
- = director has a good understanding and advanced experience
- = director has significant understanding and experience (known as an expert)

Board responsibilities

In accordance with the *Financial Administration Act* and the CIB's by-laws, the Board is responsible for the supervision of the management of the businesses, activities and other affairs of the corporation. The Board has adopted a charter to delineate its duties and responsibilities and promote its effectiveness. Charters for the Board, each of the committees, as well as position descriptions for the Chair and directors can be found on the CIB's website under [Governance | Canada Infrastructure Bank \(CIB\) \(cib-bic.ca\)](https://cib-bic.ca/governance).

Among its principal duties, the Board:

- » Appoints the Chief Executive Officer (CEO), subject to the approval of the Governor in Council
- » Sets strategic objectives and related performance targets and monitors progress
- » Approves the corporate plans and budgets that set out the corporation's strategic direction and expected results in alignment with the Government of Canada's priorities and expectations communicated in the Minister's Statement of Priorities and Accountabilities
- » Annually reviews and evaluates the CEO's performance and approves the performance rating based on achieving results that will be recommended to the Minister for incentive awards
- » Approves the recommendation to the Minister with respect to the appointment and reappointment of the joint external auditor
- » Approves the corporation's annual reports and quarterly financial reports
- » Approves the enterprise risk management (ERM) framework and risk appetite statements, and ensure that the principal risks of the corporation's business are identified and well managed
- » Approves the investment policy governing the decision-making with respect to the corporation's investment activities
- » Reviews and approves investment strategies, programs and initiatives against the investment framework, including targeted public impact outcomes, risks and expected results
- » Oversees the culture of integrity or "tone at the top" established by the CEO and senior management, including the adoption of the desired values and accountability throughout the organization
- » Establishes and monitor corporate governance practices, including by-laws and policies, that are informed by best practices in both the public and private sectors
- » Adopts policies regarding values and ethics as well as procedures to identify and manage conflicts of interest

Each meeting includes a scheduled time for *in-camera* sessions without management to enable open and candid discussion among the directors. The Board may waive these sessions based on the business discussed at the meeting.

Board organization and meeting attendance

The Board and Committee members are generally organized as follows:

- » Six regularly scheduled Board meetings each year, including three in-person meetings. In 2024-25, in-person meetings were held in Toronto, Ontario (April and August 2024); and Saskatoon, Saskatchewan (November 2024);
- » Four regularly scheduled Finance and Audit Committee meetings per year;
- » Five regularly scheduled Human Resources and Governance Committee meetings per year, including one meeting held jointly with the Portfolio and Impact Committee (formerly Impact and Risk Committee);

- » Six regularly scheduled Portfolio and Impact Committee meetings each year, including one meeting held jointly with the Human Resources and Governance Committee; and
- » monthly regularly scheduled meetings of the Investment Committee.

Special meetings of the Board or Committees are held as required. The Board and the Committees have established annual work plans that outline items for discussion and decision, ensuring that all matters reserved to the Board and delegated to the Committees, including other key issues, are addressed.

The table below presents the total attendance of directors at regular and special meetings of the Board and each committee in 2024-25.

	Board	Investment committee	Finance and Audit committee	Portfolio and Impact committee	Human Resources and Governance Committee
Macky Tall	1/1	1/1	-	-	-
Kimberley Baird	12/12	12/13	-	6/6	6/6
Michael Bernstein	12/12	13/13	-	-	6/6
Jane Bird	11/12	12/13	4/4	6/6	6/6
Janis Byrne	8/8	9/10	-	-	3/4
Dave Bronconnier	4/4	3/3	1/1	-	-
Michèle Colpron	10/12	12/13	4/4	-	-
Vince Gasparro	3/3	3/3	-	-	-
Bruno Guilmette	8/12	9/13	2/4	-	-
Elisabeth Hivon	8/8	10/10	-	3/3	-
Poonam Puri	4/4	1/3	-	-	1/1
Hari Subramaniam	6/8	7/10	1/2	-	-
Patricia Youzwa	11/12	12/13	-	6/6	-
Total	12	13	4	6	6

Notes:

- » David Bronconnier and Poonam Puri ceased to be members of the Board following the announcement of the appointments of Janis Byrne, Vince Gasparro, Elisabeth Hivon and Hari Subramaniam on June 26, 2024.
- » Vince Gasparro resigned from the Board, effective October 15, 2024.
- » Pursuant to subsection 8(9) of the CIB Act, Jane Bird was appointed as Interim Chair and served as an ex-officio member of all the Committees until the appointment of Macky Tall on March 7, 2025.

Orientation and continuing development

The Human Resources and Governance Committee is responsible for overseeing the orientation of new directors appointed to the Board and the development of directors. Upon joining the Board, new directors are provided with a reference manual containing corporate and other information to familiarize themselves with the CIB's mandate, priorities, and operations. In addition, one-on-one meetings are scheduled with each executive officer to provide an overview of their areas of responsibility.

The Board also ensures that ongoing development opportunities are made available to directors. Current development opportunities include regular presentations by management, such as focused presentations on specific regions or sectors, and opportunities to interact with project partners on the CIB's role to help critical infrastructure projects get unstuck and project impacts to communities. Board working lunches and dinners are held during each regularly scheduled in-person meetings to strengthen the directors' collegial working relationship, to meet with stakeholders, and to meet with the CEO and other senior leaders.

During 2024-25, the Board participated in the following presentations and events:

- » Site Visit: Building Retrofit Project for the Royal York Hotel
- » Site Visit: Grasswoods Urban Reserve Wastewater Treatment Facility
- » Site Visit: Kahkewistahaw Landing Infrastructure Project
- » Meeting with the President of the Canadian Chamber of Commerce
- » Meeting with the Minister Sean Fraser
- » Board oversight duties related to respectful workplaces (external legal counsel)
- » Climate adaptation risks and opportunities (external consultant)
- » Anti-money laundering (AML) and know-your-client compliance program (external consultant)

- » Investment Partners and Key Stakeholder Association Research (external consultant)

The CIB also maintains corporate memberships with the Institute of Corporate Directors and the Global Risk Institute and directors may voluntarily participate in any of the continuing education seminars offered by these institutions.

Ethical conduct and managing conflicts of interest

The Board is responsible for promoting the highest ethical standards of professional conduct. This responsibility includes the development and oversight of policies and practices for the CIB that are beyond reproach regarding values and ethics. Furthermore, the Board diligently strives to prevent and manage conflicts of interest to ensure independent decision-making.

As public office holders, directors are expected to carry out their roles in accordance with the highest standards of behaviour in the public sector, including the Terms and Conditions Applying to Governor in Council Appointees and the *Values and Ethics Code in the Public Sector*. The Board has adopted the Code of Conduct for Directors, which outlines the behaviours directors are expected to follow in the exercise of their duties and incorporates provisions from the *Conflict of Interest Act* and the requirements in the *Financial Administration Act* regarding conflicts of interest. Annually, directors must provide written confirmation that they have read and complied with the Code of Conduct for Directors.

The Board has delegated to the Human Resources and Governance Committee the responsibility to monitor the Board's procedures for identifying and managing conflict of interest situations. Each director must complete an annual questionnaire to disclose their current principal occupation and business relationships, including other board memberships. They also have a continuous obligation to inform the Corporate Secretary of any project or decision where they may have an interest that could conflict with their duties to the CIB, in order to determine the appropriate course of action. In addition to these measures, the Board

has implemented the following process to manage conflicts of interest.

Disclosure:

- » Before each Investment Committee meeting the Corporate Secretary shares a draft meeting agenda and list of active projects for the directors' review.
- » Directors are required to inform the Corporate Secretary if they have an interest in any matter brought before the meeting.

Screening:

- » Board documents are screened to flag counterparties listed in the standing declarations of directors, or interests disclosed in advance of the meeting, so that transaction and reporting documents are withheld from the director who has declared an interest in a party related to that project.

Verification:

- » The Corporate Secretary verifies at the outset of the meeting whether any conflicts of interest related to the agenda and matters under consideration have been disclosed and outlines the process to manage the conflict.

Recusal:

- » The director recuses themselves from the meeting (i.e., leaves the meeting room) regarding the project where a conflict of interest has been declared, and does not participate in the decision or vote on the matter.

The Board's expectations for ethical conduct throughout the organization are described in the CIB's Code of Conduct for Personnel, which is grounded in our core values and incorporates the *Values and Ethics Code for the Public Sector*. The CIB's practices to identify and manage conflict of interest situations that arise during and after employment with the CIB are described in the Conflict of Interest Policy for Personnel. Employees receive training on the expectations outlined in the Code of Conduct and must annually confirm compliance with the Code of Conduct and supporting corporate policies. Compliance activities are reported quarterly to the Finance and Audit Committee and annually to the Human Resources and Governance Committee.

Board assessment

The Human Resources and Governance Committee is responsible for overseeing the process adopted to evaluate the Board's performance. This process includes evaluating the performance of the Chairperson, Board committees, and the contributions of individual directors. Assessments are conducted through surveys, and director interviews conducted by the Chairperson. The outcomes and principal themes from the last Board assessment process were reported in the 2023-24 Annual Report. With several directors having joined the Board in June 2024, and the appointment of the new Chairperson, the Board determined to schedule the next Board assessment during the 2025-26 financial year.

Board remuneration

Pursuant to the CIB Act, the rate of any remuneration paid to the Chair and the other directors is fixed by the Governor in Council.

For the year ending March 31, 2025, the remuneration rates are as follows:

- » Directors: \$40,000 – 50,000 per annum
- » Chair: \$85,000 – 100,000 per annum

The Chair and other directors are not entitled to any performance-based bonuses or other incentives.

As permitted in subsection 13(1) of the CIB Act, each director is reimbursed for reasonable out-of-pocket expenses while performing their duties related to the CIB, including travel, accommodation, and meals. Monthly travel and hospitality expenses reimbursed to directors are posted on the CIB’s website under [Reports and Transparency](#).

Board committees

The Board is supported by four standing committees. All directors serve on at least one Board committee and the Chairperson is an ex-officio member of all committees.

The table below describes the key activities of each of the Board Committees in 2024-25. The Board also reviewed and updated the membership of the Board Committees following the appointment of the new directors. Effective January 1, 2025, Michael Bernstein assumed the role of Chair of the Investment Committee, succeeding Bruno Guilmette who had held this position since 2018, and Janis Byrne assumed the role of Chair of the Human Resources and Governance Committee. Board Committee memberships are reported as of March 31, 2025.

Board committee	Key activities
Finance and Audit committee <i>Michèle Colpron (Chair), Bruno Guilmette, Hari Subramaniam, Macky Tall.</i> <i>All members are financially literate, and the chair is a financial expert.</i>	» Financial reporting and internal controls: Oversaw the CIB's annual and quarterly financial reporting process, reviewed significant accounting judgments, and updated disclosure controls. » External audit: Discussed audit responsibilities and risks with external auditors, approved the annual audit plan and fees for BDO Canada LLP (as joint external auditor), and confirmed auditor independence. » Internal audit: Approved the annual internal audit plan, monitored execution, and assessed performance. » Legal and compliance: Received updates on legal matters and compliance, reviewed significant compliance policies, and update to enhance know-your-client due diligence program. » Oversight of finance function: Received updates on operational activities, including asset management, credit risk functions, and IT strategy. » Other: Reviewed sustainability reporting requirements, director and executive expenses, and held in-camera sessions with external auditors, internal auditors and the Chief Financial Officer (CFO).

Board committee	Key activities
Human Resources and Governance committee Janis Byrne (Chair), Kimberley Baird, Michael Bernstein, Jane Bird, Macky Tall.	» HR strategy and policies: Reviewed HR initiatives, including compensation and total rewards, talent management and professional development, performance management, and accessibility progress; monitored organizational structure, recruitment activities, and employee turnover; discussed employee engagement survey results. » CEO compensation and performance: Assessed CEO's performance against objectives for 2023-24 and recommended performance rating to the Board; held joint meeting with Portfolio and Impact Committee to review performance scorecards and measures for 2025-26 to 2029-30 planning period. » Executive and employee compensation and succession planning: Approved adjustments to compensation policies, base salary reviews for executive officers, total bonus pool for employees, and incentive compensation; reviewed executive management team's performance and succession planning. » Corporate governance: Updated Board's corporate governance policies, committee charters, and Code of Conduct for Directors; reviewed committee memberships and Board leadership roles; monitored Board and committee operations, including director orientation process. » Board succession planning: Reviewed Board Competency Profile and provided advice to the Minister regarding the Chairperson selection process and director vacancies. » Oversight of corporate policies: Approved updates to key corporate policies, including Corporate Governance and Compliance Policy Framework, Code of Conduct for Personnel, Conflict of Interest Policy for Personnel; approved Transparency Framework and Policy, and received updates on annual reporting under various Acts.

Board committee	Key activities
Portfolio and Impact committee Patricia Youzwa (Chair), Kimberley Baird, Michael Bernstein, Jane Bird, Elisabeth Hivon, Macky Tall	» Portfolio allocation and impact objectives: Held a joint meeting with the Human Resources and Governance Committee to review and recommend portfolio allocation and long-term impact objectives for the 2025-26 to 2029-30 planning period; reviewed management’s approach for measuring net fiscal impact and private capital enabled to infrastructure projects. » Portfolio reporting: Reviewed quarterly portfolio reports describing the performance of the CIB’s investments towards corporate objectives and long-term public impact outcomes. » Public impact and measurement standards: Reviewed and approved minor amendments to the Public Impact Management Policy; approved impact measurement standards for economic growth, broadband connectivity, public transit ridership, Indigenous community outcomes, GHG reductions, and infrastructure capacity for housing. » Asset management: Received quarterly reports from the CFO on the management of investments in Stage 5 of the Investment Process, including project status reports, construction milestones, and capital deployed to projects; received annual review reports on infrastructure projects financed by the CIB in various sectors. » Sustainability and research activities: Provided advice on management’s approach for using CIB’s influence to lower carbon emissions in construction and improve public impact outcomes; received reports on knowledge and research activities published to advance the CIB’s mandate in priority sectors. » Risk management: Received reports on enterprise risk management activities, including key risks, trends, exposures, and action plans; reviewed the risk register and engaged in discussions with management regarding the management of key strategic, reputational, operational, and financial risks.

Board committee	Key activities
Investment committee Michael Bernstein (Chair) <i>The Investment committee is comprised of all directors and operates as a “Committee of the whole Board”.</i>	» Investment activities: Reviewed and approved 30 infrastructure projects recommended for investment, including proposals to proceed to financial close, backstop investment commitments for clean power project procurements, and material changes for previously approved projects; received reports from the Chief Investment Officer on investments approved under the delegated authorities. » Investment policy: Reviewed and recommended amendments to the Investment Policy. » Project development and monitoring: Received updates on project milestones and deliverables for advisory mandates and project acceleration requests; received regular updates on the status of projects under assessment, including those on the edge of the CIB’s mandate and those expected to reach major milestones. » Annual reviews of closed investments: Received quarterly reports from the CFO on the management of investments in Stage 5 of the Investment Process, including project status reports, construction milestones, and capital deployed to projects; received annual review reports on infrastructure projects financed by the CIB in various sectors.

Executive and management Committees

The Board has delegated to the Chief Executive Officer (CEO) the authority to manage the day-to-day business and affairs of the CIB. The CIB has established four management committees to assist the CEO with the management of the CIB’s activities: the Executive Committee, Senior Leadership Team Advisory Committee, Management Investment Committee and Asset Management Committee. Terms of reference for each of the committees, describing the committee’s purpose, composition, and activities, are available on the CIB’s website under [Governance | Canada Infrastructure Bank \(CIB\) \(cib-bic.ca\)](#).

Under the direction of the CEO, the **Executive committee** leads the CIB’s operations and activities to execute corporate strategy and objectives, implements organizational policies and procedures, and executes direction from the Board of Directors. In addition to the CEO, the Executive Committee is comprised of:

- » Chief Investment Officer, who is responsible for advisory and investment strategy and activities, and capital deployment.
- » Chief Financial Officer, who is responsible for corporate finance, asset management, credit risk, information technology and administration.
- » Group Head, Communications and Public Affairs, who is responsible for government relations, communications, and media and stakeholder relations.
- » General Counsel & Corporate Secretary, who is responsible for legal affairs, the corporate secretariat, enterprise risk, compliance and regulatory affairs.
- » Group Head, Strategy, who is responsible for sector and portfolio allocations and strategy (including sustainability), public outcomes and impacts, corporate outcomes and reporting, and knowledge and research.

The CEO has also established three management committees to provide advice and support corporate decision-making.

The **Management Investment committee (MIC)** is comprised of members of the Executive Committee and is responsible for managing the CIB's investment activities within the authorities of the CIB Act, the permitted activities in the CIB's approved corporate plans and the parameters established by the Board of Directors. The MIC reviews infrastructure projects at various stages and recommends investment proposals that achieve the CIB's targeted public impact outcomes and fiscal impact to the Board Investment Committee. The MIC may also approve investment proposals within the parameters, conditions and authorities delegated by the Board of Directors.

The **Senior Leadership Team (SLT) advisory committee** is comprised of senior leaders and serves as a cross-functional advisory body that provides advice to the Executive Committee about matters related to the CIB's strategy and expected results, investment focus areas, corporate targets and performance indicators, people and culture, and organizational development initiatives, including sustainability initiatives¹⁵. The SLT also acts as an advisory body about the CIB's progress against its corporate objectives and priority management improvement initiatives.

The **Asset Management committee** is comprised of senior leaders in the Investments, Asset Management, Credit Risk, Finance and Legal teams to provide diverse perspectives on the management of the CIB's investment portfolio. Its purpose is to oversee the management of investments in Stage 5 of the Investment Process (Funding, Monitoring and Exit) to ensure that investments are managed efficiently, investments achieve the CIB's targeted public impact outcomes, credit risks are appropriately measured and monitored, and infrastructure projects comply with legal and contractual requirements.

Statement of compensation practices

The CIB has adopted a market-competitive compensation program which reflects the best practices of Crown corporations and other comparable organizations.

This section provides information on the CIB's compensation philosophy and the key elements of its compensation program. The disclosure is informed by the following guiding principles:

- » Align, where applicable, with disclosure practices adopted in the private and public sectors
- » Provide readers with a clear, concise and understandable description of the CIB's compensation practices
- » Maintain a balance between transparency regarding the CIB's policies and decision-making processes, and safeguarding personal information in accordance with the *Privacy Act*.

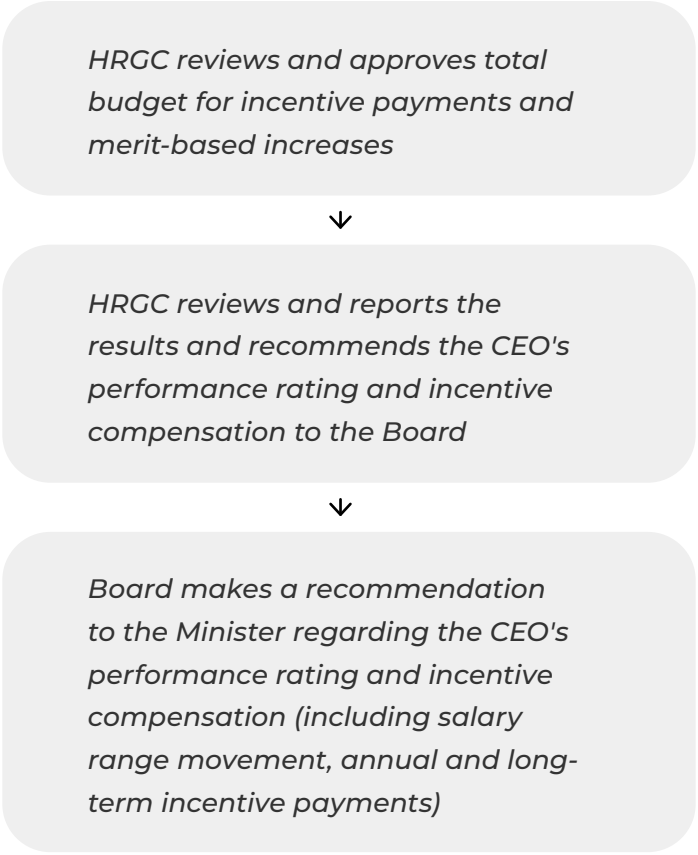
Compensation governance

The Human Resources and Governance Committee (HRGC) is responsible for reviewing and recommending to the Board for approval the CIB's compensation strategy and policies established to promote the achievement of the CIB's mandate and expected results. With the Chair, the HRGC also leads the evaluation of the CEO's performance, taking into account the corporate objectives and expected results previously approved by the Board and any other relevant factors, including the Privy Council Office's Performance Management Program Guidelines for Chief Executive Officers of Crown corporations. All directors serving on the HRGC are independent and have experience in executive compensation programs and performance management at other organizations or board of director positions.

The CEO assesses the performance of each executive officer and decides on their base salary and individual performance for the short-term incentive award, which is reviewed and discussed with the HRGC. The committee also reviews and approves the total annual budget for annual and long-term incentive payments

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15 A "Sustainability Working Group" comprised of members from each of the business and functional groups acts as the hub for discussion and review of sustainability-related initiatives across the organization and reports into the SLT.

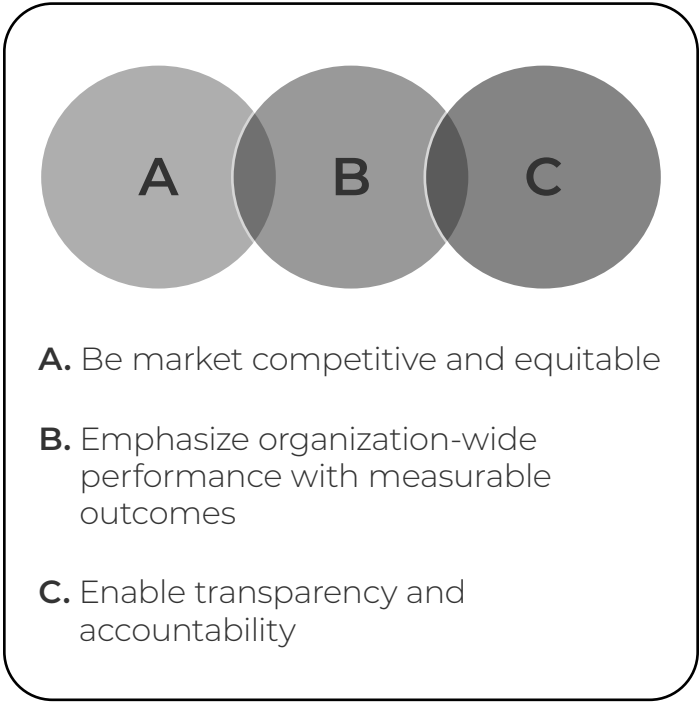
and merit-based increases to be paid to employees, considering the CIB’s corporate performance results. The following diagram sets out the approval process for the review and approval of performance-based compensation:



Compensation philosophy

The CIB’s compensation program is a key factor in attracting, motivating and retaining the talent needed to deliver our mandate and strategy. In searching for qualified employees with expertise in infrastructure project development and investment, as well as supporting roles in risk management, finance, legal and asset management, we compete with other large investment managers and financial institutions in Canada.

To recruit and develop the right talent in a competitive marketplace and ensure that the CIB’s compensation practices are fair and appropriate, the compensation program is based on the following principles:



Benchmarking

We conduct and periodically update a benchmarking review of roles across the organization. This review ensures that the total compensation package remains competitive and aligned with the CIB’s market for talent. Due to the CIB’s unique mandate, there are no direct industry peers in the Canadian market based on similar investment mandates and operations. To assist with the review of competitive pay information, we review annual total compensation surveys from compensation consulting firms. The benchmark group includes organizations in the financial services industry and the broader public sector including: Alberta Investment Management Corporation; ATB Financial; Business Development Bank of Canada; Caisse de dépôt et placement du Québec; Export Development Canada; Hydro-Québec; Insurance Corporation of British Columbia; PSP Investments.

The CIB targets total compensation at the 50th percentile of the benchmark group. We have established a job evaluation methodology and compensation bands for each level of seniority to provide management the flexibility to set total direct compensation for each employee, relative to the median, based on the employee’s skills and experience.

The CIB's approach is to place greater emphasis of total compensation in the form of base salary (and, therefore, provide a lower incentive target percentage for incentive-based awards) relative to the market, with correspondingly lower levels of incentive upside for outperformance. Financial organizations in the benchmark group place significant weight on short-term investment returns in measuring total incentive awards, whereas the CIB's objective is to deploy capital to infrastructure projects that deliver positive long-term economic and social outcomes for Canadians and their communities.

Components of the CIB's total rewards program

The table below provides an overview of each component of the CIB's total rewards program.

Component	Description
Base salary	» Employees receive a base salary established at the time of hiring, which may be adjusted based on competitive market analysis and/or performance (merit) on an annual basis (See section 1 for more details).
Annual performance-based incentive award	» Employees are eligible to receive a cash incentive award to reward the achievement of corporate and individual performance objectives (See section 2 for more details).
Deferred long-term incentive payment	» The CEO is subject to a grant and a long-term incentive payment based on the progress achieved against long-term public outcomes (See section 3a for more details). » Other executives and senior-level employees are required to defer a portion of their annual incentive award over three years based on the progress achieved against long-term public outcomes (See section 3b for more details).
Retirement savings plan	» Employees are eligible to participate in the CIB's group registered retirement savings plan and group non-registered savings plan to assist them in building retirement income during their working years (See section 4 for more details).
Health and wellness benefits:	» Employees have access to market-standard benefits, including health and dental care, disability, critical illness, and life insurance. They also have access to a health care spending account, an employee and family assistance program and other programs and tools to optimize health and well-being.
Paid time off	» Employees receive a minimum of four weeks paid vacation with incremental increases based on tenure; five paid personal days and three paid education days.
Learning and growth opportunities	» Budget is available for the pursuit of professional certifications, language training, and professional development to help employees acquire new skills and enhance their qualifications. » Employees are eligible for reimbursement for professional membership in up to two professional associations to stay connected to their profession or industry.

With regards to perquisites, the CEO is entitled to monthly parking at the CIB's head office. The CIB does not provide any other perquisite allowances, including with respect to vacation allowances, car allowances, club memberships and financial assistance.

1) Base salary

The CEO's rate of remuneration and conditions of employment are fixed by the Governor in Council on the recommendation of the Board. In making its recommendation, the Board is to consider the skills required for the position and the remuneration paid to persons in comparable positions. The base salary for the CEO is within the range of \$553,400 – \$651,000 per annum as established by the Governor in Council. Any increase to the base salary of the CEO requires the approval of the Governor in Council.

Employees (other than the CEO) receive a base salary for carrying out their day-to-day responsibilities. Salaries reflect each employee's level of responsibility, skills, experience and market competitiveness. The HRGC oversees periodic salary reviews, informed by a market review of the benchmark group and other relevant comparable organizations.

2) Annual performance-based incentive award

All employees are eligible to participate in the CIB's annual performance-based incentive compensation program. The annual incentive award is based on the achievement of annual objectives of the CIB documented in the corporate plan and individual performance.

The CEO's annual incentive award is set at 50% of base salary for performance that meets objectives (based on a mix of corporate and individual objectives). The recommended performance rating and short-term incentive award paid to the CEO is approved by the Governor in Council, having regard to the recommendation made by the Board to the Minister.

The incentive award target for each employee is determined based on a percentage of the employee's base salary earned during the preceding financial year in alignment with market practices for comparable positions. For executive officers other than the CEO, incentive plan award targets range from 40% to 110% of the executive's base salary.

Due to the strategic nature of their roles, a significant portion of the short-term incentive award paid to the CEO and senior-level employees is tied to the achievement of corporate objectives documented in the corporate plan and the achievement of individual objectives. Individual performance objectives are jointly established annually based on the role of the individual and organizational priorities.

At year-end, the employee's performance is evaluated in relation to the achievement of the CIB's corporate objectives and the employee's personal objectives and actions in contributing to the CIB's values and culture. Target performance will result in a payment of 100% of the employee's individual performance measure. The CEO reports on the results of the review and performance rating awarded for each executive officer to the HRGC. This evaluation also informs the recommendations made to the HRGC for approval regarding the total budget for incentive compensation awards (including salary range movement and annual and long-term incentive payments) available for employees.

3) Deferred long-term incentive payment

a) CEO

The CEO's long-term incentive award consists of an annual granting of potential amounts, based upon an evaluation of the achievement of annual long-term objectives (the Grant) and an evaluation to determine the final award at the end of a three-year performance period (the Payout), as further described in the table below:

Grant

- » Ranges from 0% to 50% of base salary in effect on the last day (March 31) of the financial year the Grant is awarded
- » Board submits the recommended Grant award to the Minister for recommendation to the Privy Council Office
- » No cash award is earned and provided until the Payout is approved by the Governor in Council



Payout

- » At the end of the performance cycle, the Board evaluates the CEO's performance against a set of pre-approved corporate objectives measuring the CIB's delivery of public outcomes
- » Performance target is set at 100% of the Grant amount (i.e., maximum of 50% of base salary) for achieving objectives with maximum of up to 150% of the Grant amount (i.e., maximum of 75% of base salary) for outstanding performance
- » Board submits the recommended Payout amount to the Minister for recommendation to the Privy Council Office
- » CEO receives Payout once approved by the Governor in Council

At the end of the performance period, the CEO's performance is measured against a set of measurable long-term objectives outlined in the corporate plan. These measures are focused on the successful delivery of the CIB's mandate over the long-term, including measures focused on the achievement of project milestones and delivery of public outcomes for sustainable economic growth, connected communities, clean and reliable energy and closing infrastructure gaps in Indigenous communities.

b) Other senior-level employees

Senior-level employees, including all executive officers, are required to defer a portion of their annual incentive award which vests after three years. At the end of the three-year performance period, performance is evaluated against the same set of pre-approved

corporate objectives outlined in the corporate plan. Payouts can range from 0 to 1.5x the amount of the incentive award deferred for the three-year performance period. The table below describes the breakdown of the incentive award deferred for each executive officer (other than the CEO).

	Annual incentive award	Mandatory deferral
Chief Investment Officer; Chief Financial Officer	60%	40%
Group Head, Communications and Public Affairs; Group Head, Strategy	80%	20%
General Counsel & Corporate Secretary	90%	10%

4) Retirement savings plan

The CIB offers a voluntary group registered retirement savings plan, and a group non-registered savings plan where the CIB matches employee contributions up to a limit. The CIB does not offer a defined contribution or defined benefit pension plan. All employees, including the CEO, are eligible to participate in the retirement savings plans. Employees who participate in the plans direct their own investments within the plans.

5) Termination benefits

Where circumstances warrant a termination of employment without cause, the CIB will pay a severance that is calculated in accordance with the *Canada Labour Code*, the individual's employment contract and what is deemed reasonable and appropriate by the CIB.

Summary compensation table for executives

Position	Base salary range	Short-term incentive	Deferred long-term payment
Chief Executive Officer	\$553,400 – \$651,000	Award is set at 50% of base salary for performance that meets objectives	Grant amount is 0% to 50% of base salary. Payout ranges from 0 to up to 150% of the Grant amount (i.e., maximum of 75% of base salary) for outstanding performance.
Other Executive Officers*	\$250,000 – \$590,000 As of March 31, 2025, the median base salary for executive officers (other than the CEO) was \$293,550.	Award range is set between 40% to 110% of the executive's base salary for performance that meets objectives.	Mandatory deferral between 10% and 40% of the award based on seniority. Payout ranges between 0 to 1.5x of the amount deferred based on performance.

*Includes the Chief Investment Officer, Chief Financial Officer, Group Head, Strategy, Group Head, Communications and Public Affairs and General Counsel & Corporate Secretary.

For the fiscal year ended March 31, 2025, the CIB's corporate performance was assessed at 106% due to the performance exceeding corporate objectives in several areas. The table that summarizes the performance results for 2024-25 in the portfolio results section of the MD&A section details the results achieved for the annual incentive award.

Consistent with the requirements and governance standards adopted by the Treasury Board of Canada Secretariat and the practices followed by other Crown corporations, the CIB does not disclose individual compensation received by employees. An individual's specific compensation is personal information and protected in accordance with provisions of the *Access to Information Act* and the *Privacy Act*.

Total compensation 2022-23 to 2024-25

As at	March 31, 2025	March 31, 2024	March 31, 2023
Number of employees	149	146	122
Base salary	\$23,881	\$21,613	\$17,620
Annual incentive award	\$9,258	\$10,084	\$7,847
Deferred long-term payment*	\$812	\$1,695	\$1,419
Total#	\$33,951	\$33,392	\$26,886

* The deferred long-term payment covers senior-level employees who are required to defer a portion of their annual incentive award over a three-year performance period.

Balances are on an accrual basis, consistent with the presentation within the Statement of Operations and Accumulated Surplus. Timing of cash payments may vary from the period accrued.

FINANCIAL HIGHLIGHTS

SELF-FINANCING

INVESTMENT RETURNS

FISCAL TRANSFORMATION

As a Crown corporation entrusted with investing public funds, the CIB adopts best practices for financial management and is an effective steward of its financial resources.

The financial statements are prepared in accordance with the Public Sector Accounting Standards (PSAS) as issued by the Public Sector Accounting Board (PSAB) which align the CIB’s reporting framework with its business objectives, to take risk and/or provide concessionary pricing to investments as outlined in the investment approach.

The statements are jointly audited by the Auditor General of Canada and an external independent auditor appointed by the Governor in Council. BDO Canada LLP was appointed as the CIB’s external auditor for 2024-25.

Highlights

In 2024-25:

- » Financial closes totalled \$3.1 billion, net of \$80.6 million in reductions post financial close (\$16.3 billion and \$518.9 million life-to-date, respectively).
- » \$2.1 billion of capital was funded to CIB investments (\$5.0 billion life-to-date).
 - » Capital funded was 65% greater than that funded during the prior fiscal year (\$1.3 billion).
- » \$131.1 million of interest income was realized, a 121% increase over the prior fiscal year.
- » Operating expenses represented just 44% of the interest income as compared to 93% during the prior fiscal year.
- » Annual surplus before non-operating expenses and government appropriations totalled \$73.6 million, a \$69.7 million or 1,787% increase over the prior fiscal year.
- » During the second half of the fiscal year, the CIB did not request government appropriations to finance its operating activities, as it collected sufficient payments of principal, interest and other income (“Project Cash Flows”) to finance its operating activities. Refer to “Capital Management” section below for further details.

For the year ended March 31,	2025		2024
(in millions of Canadian dollars)	Budget	Actual	Actual
Interest income	\$ 61.1	\$ 131.1	\$ 59.2
Operating expenses			
Compensation	45.3	38.7	37.5
General and administration			
Professional fees	15.6	10.9	11.2
Administration	12.0	7.2	6.0
Amortization of tangible capital assets	0.5	0.8	0.6
	73.4	57.6	55.3
Annual (deficit) / surplus before non-operating expenses and government appropriations	(12.3)	73.5	3.9
Non-operating expenses			
Project development	4.0	4.0	2.2
Concessionary costs	69.7	27.1	-
Loan valuation allowance	95.7	204.4	5.4
	169.4	235.5	7.6
Annual deficit before government appropriations	(181.7)	(162.0)	(3.7)
Government appropriations	3,559.2	2,983.7	3,510.6
Annual surplus	\$ 3,377.5	\$ 2,821.7	\$ 3,506.9

Versus prior year

Interest Income

Interest income was \$131.1 million, an increase of \$71.9 million from the prior fiscal year. \$96.5 million (2023-24, \$34.3 million) of income was from financing activity and \$34.6 million (2023-24, \$24.9 million) was earned on cash and short-term investments from appropriations. The increase was driven by an additional \$2.1 billion of capital funded during 2024-25, a 71% increase in the amount of capital deployed since March 31, 2024.

Operating expenses

Operating expenses of \$57.6 million were \$2.3 million greater than the prior fiscal year due to:

- » \$1.2 million incremental compensation expenses due to the continued build out of staffing across the organization required to meet demands stemming from increased deal activity and portfolio growth; and
- » \$1.1 million of incremental general and administration expenses primarily driven by increases to costs associated with office space and information technology commensurate with increased headcount and investment activity.

Refer to “*Vendor Management*” section below for further information on the CIB’s operating expenses.

Non-operating expenses

Non-operating expenses of \$235.5 million were \$227.9 million greater than the prior fiscal year primarily due to:

- » \$199.0 million of additional loan valuation allowance provisions. The amount consists of:
 - » \$37.6 million of incremental general provisions. The general valuation allowance is an estimate of short-term credit risk on the CIB’s portfolio of assets. The provision increases as capital is deployed, proportionate to the underlying risk associated with such capital. For example, charging and hydrogen refuelling initiative investments, where the CIB is sharing in demand risk of the rate of electric vehicle adoption, have much higher expected credit losses compared to the portfolio average, and result in a higher ratio of loan valuation allowance to loans receivable, as compared to the portfolio; and
 - » \$161.4 million of incremental specific loan provisions. A specific valuation allowance is established in instances of known borrower credit deterioration on the expected non-recoverable portion of a loan receivable. Refer to note 4 of the Financial Statements for further information.
- » \$27.1 million of incremental concessionary costs recognized. During the year ended March 31, 2025, the CIB deployed \$85.8 million of capital to investments with significant concessionary terms as compared to \$nil in the prior fiscal year. For financial reporting purposes, concessionary costs are recognized when a loan or portfolio investment is deemed to be significantly concessionary (exceeding 25%) relative to its face value, discounting using the Government of Canada average cost of borrowing. The measure is not a complete reflection of the concessionary lending provided by the CIB; and

- » \$1.8 million of incremental project development expenses from the continued success of the CIB’s project acceleration initiative – investments in due diligence and early construction to accelerate high impact projects in which the CIB expects to make a long-term investment.

Government appropriations

The CIB recognized \$2,949.1 million of government appropriations investment income (2023-24, \$3,444.4 million). The variance to the prior period is primarily due to a lower number of investments reaching financial close in 2024-25 (23 investments totalling \$3,051.9 million), as compared to 2023-24 (29 investments totalling \$3,716.4 million).

The CIB recognized \$34.5 million of government appropriations operations income during 2024-25 (2023-24, \$66.2 million). During the second half of the fiscal year, the CIB received more than enough payments of principal, interest and other income from its investment activity to finance its operating activities vs. \$25.7 million appropriated in the second half of 2023-24. Payments received in excess of the CIB’s operating requirements were used to reduce investment appropriations. Refer to “*Capital Management*” section below for further details.

Subject to the timing of drawdowns, government appropriations for investments contribute to an increase in the loans receivable and portfolio investments balance. The CIB remains disciplined in its approach to capital deployed. Projects are funded as milestones are achieved, and the CIB actively monitors them to ensure risks in construction, operation, maintenance, lifecycle, and financial performance are mitigated prior to advancing capital.

Versus budget

Interest income

Interest income was \$70.0 million greater than budget. Despite lower capital deployed than budget, capital deployed during the first half of the fiscal year exceeded forecast and was deployed at a greater weighted average effective interest rate than budgeted. Further, interest earned on cash and short-term investments exceeded budget. The difference is attributable to timing and amounts not deployed to CIB investments as of March 31, 2025, which are expected to be utilized during Q1 of 2025-26.

Operating expenses

Operating expenses were \$15.8 million lower than budget, mainly driven by compensation (\$6.6 million below budget) and administration expenses (\$9.2 million below budget). Both variances were driven by the CIB realizing operating efficiencies, reducing reliance on external consultants and delaying the timing of employee hiring.

Non-operating expenses

Non-operating expenses of \$235.5 million were \$66.1 million greater than budget primarily due to:

- » Loan valuation allowance being \$108.7 million greater than budget. This includes both general and specific loan valuation provisions. While the general provision increases as capital is deployed, proportionate to the underlying risk associated with such capital, the timing and amount of specific provisions are unknown and difficult to predict. Only when such losses are considered probable, is the loan receivable adjusted to the lower of its cost and its estimated net recoverable value through a specific valuation allowance. During 2024-25, the CIB recognized a specific provision of \$161.4 million, \$125.8 million more than budget, reflecting the result of estimation uncertainty associated with the account. Refer to note 4, of the Financial Statements for further information;

- » Concessionary costs were \$42.6 million below budget due to both a delay in funding to investments with significant concessionary terms, as well as a change in the mix of projects with/ without concessionary terms as compared to budget, largely driven by changes in the government of Canada borrowing rate.

Government appropriations

Government appropriations – investments during 2024-25 were \$2,949.1 million, with \$3,051.9 million of financial closes recognized. While the balance was partially offset by \$80.6 million in reductions post financial close and \$22.2 million from cash payments received from the repayment of principal, as well as interest and other income received, financial closes of \$3.1 billion were within the expected range of approximately \$3.0 billion to \$5.0 billion per year, recognizing the potential for the timing of large and complex projects to vary. The CIB achieved financial close on 23 investments (2023-24, 29), and the average commitment per financial close was \$132.7 million (2023-24, \$128.0 million).

Government appropriations – operations revenue was \$34.5 million, \$49.7 million below budget. As outlined above, the CIB received more than enough payments of principal, interest and other income from its investments to finance its operating activities during the second half of 2024-25. The budgeted balance did not fully contemplate capital recycling. Refer to “*Capital Management*” section below for further details.

Capital management

During the year-ended March 31, 2025, the CIB received government appropriations of \$2,363.4 million and had an annual deficit before government appropriations of \$162.0 million. Since inception, the CIB has received \$5,812.9 million of government appropriations and had an annual deficit before government appropriation of \$272.2 million. \$29,187.1 million of government appropriations remain available under the CIB's current authority to invest in infrastructure transactions.

Where the CIB receives cash payments of principal, interest and other income, the amounts are recycled to finance the CIB's operations and investments,

in place of government appropriations. The CIB monitors the funds available to cover its cash flow requirements and uses these funds prior to submitting drawdown requests to central agencies. Recycling provides the CIB with access to an additional pool of financial resources it can leverage to maximize new infrastructure investments across the country. The effect of this is that the CIB will fund \$35 billion in

investments to our partners before exhausting the \$35 billion appropriation as set forth in the *Canada Infrastructure Bank Act*. This is transforming the CIB into an institution that can self-finance its operations and given the time horizon of principal repayments, a portion of its investments, such that projects are supported with minimal additional burden on the fiscal resources of the government or taxpayers.

Operating efficiency

As at, and for the year ended, March 31,	2025	2024	Variance
<i>(in millions of Canadian dollars)</i>			
Operating expenses	\$ 57.6	\$ 55.3	\$ 2.3
Interest income	131.1	59.2	71.9
Total financial closes ^{1,2}	15,776.6 ¹	12,805.3 ²	2,971.3
Loans receivable and portfolio investments	4,928.3	3,042.6	1,885.7
Operating expenses as a % of			
Interest income	43.94%	93.41%	(49.47%)
Total financial closes	0.37%	0.43%	(0.06%)
Loans receivable and portfolio investments	1.17%	1.82%	(0.65%)

1 Net of \$518.9 million of net reductions, post financial close.

2 Net of \$438.3 million of net reductions, post financial close.

Since March 31, 2024, the CIB has funded an additional \$2.1 billion of capital (71% increase to the total capital funded since March 31, 2024) and achieved financial close on an additional \$3.1 billion in projects (23% increase to the total financial close amount). The capital activity has resulted in significant increases to the interest income recognized (121% increase during

2024-25 as compared to 2023-24). Despite the increases, operating expenses increased by only \$2.3 million or 4% during 2024-25 as compared to 2023-24. The CIB continues to manage its operating expenses prudently, realizing efficiencies as it continues to grow and evolve.

Vendor management

During the year ended March 31, 2025, the CIB incurred \$17.3 million of professional service fees before adjusting for the impact of capitalization and other adjustments. Of the fees incurred, \$13.5 million or 78% were directly

attributed to CIB's investment activity. The remainder are incurred in support of corporate initiatives, or tasks that indirectly support CIB investment activity. The table below summarizes the vendors for consulting and legal services, whose total expenditures exceeded \$100,000 during 2024-25.

For the year ended March 31,

(in thousands of Canadian dollars)

	2025 ¹
Consulting	\$ 5,302
KPMG LLP	544
GHD Limited	333
FVB Energy Inc.	314
WSP Canada Inc.	275
PricewaterhouseCoopers LLP	269
Level5 Inc.	221
Dunsky Energy + Climate Advisors (6893449 Canada Inc.)	211
In Tech Risk Management GmbH	203
Sargent & Lundy Canada Company	188
ARUP Canada Inc.	162
Black & Veatch Management Consulting LLC	133
Altus Group Limited	127
Grey Owl Engineering	125
Clifton Engineering Group Inc.	118
Haskoning DHV Nederland B.V.	114
Midgard Consulting Inc.	112
Wood Canada Limited	111
Other consulting vendors	1,742
Legal	\$ 10,833
Gowling WLG (Canada) LLP	3,322
Stikeman Elliot LLP	979
Osler, Hoskin & Harcourt LLP	885
McCarthy Tetrault LLP	860
Borden Ladner Gervais LLP	849
Davies Ward Phillips & Vineberg LLP	796
Tory's LLP	733
McMillan LLP	696
Norton Rose Fulbright Canada LLP	447
Dentons Canada LLP	435

For the year ended March 31,	2025 ¹
Legal cont.	
McInnes Cooper	365
Blake, Cassels & Graydon LLP	281
DLA Piper (Canada) LLP	145
Fasken Martineau DuMoulin LLP	124
Other legal vendors	(84)
Knowledge and research	459
Internal and external audit	488
Other	211
Professional fees before capitalization and other adjustments	17,293
Capitalized transaction costs	(7,591)
Other adjustments ²	1,225
Total professional fees	\$ 10,927

¹ Amounts may include an accrual for services incurred as of March 31, 2025, based on management's best estimate. The amounts provided may deviate from actual.

² Includes expenses incurred outside the usual scope of the activities covered under the CIB Procurement Policy in furtherance of the CIB's mandate.

As part of its investment due diligence, the CIB, like most asset management organizations, engages various financial, legal and technical advisors to provide advice in support of its investment decisions. Increased investment activity or entry into new or specialized sectors or investment structures creates a need for additional expertise and specialized resources to support due diligence on potential investments. This need varies with deal activity and may be eligible for capitalization upon financial close. The CIB applies industry best practices and exercises sound financial management of public resources in procuring professional services, consistent with the CIB Procurement Policy.

The remaining professional services fees primarily pertain to non-investment related legal and consulting services, as well as knowledge and research expenditures. Non-investment related legal and consulting services are mainly concerned with corporate legal matters, technical accounting advisory, special project work, and human resources and compensation-related matters. Knowledge and research expenditures involve specialized work that supports the development of projects and can lead to better informed policy and investment choices.

The CIB continuously monitors and manages long-term staffing requirements to effectively deliver on its mandate. The focus for non-investment activity remains on predominantly resourcing the CIB with full-time employees, thereby enhancing internal capabilities. Contractors and professional service firms are used to supplement resources when the CIB faces short-term increases in activity levels or requires unique, specialized knowledge.

FINANCIAL STATEMENTS

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL INFORMATION

Management is responsible for the preparation of the statement of financial position, statement of operations and accumulated surplus, statement of change in net financial assets, statement of cash flows and related notes (collectively the “Financial Statements”) of the Canada Infrastructure Bank (“CIB” or the “Corporation”) in accordance with the Public Sector Accounting Standards; and for ensuring compliance with applicable authorities. The information contained therein normally includes amounts requiring estimations that have been made based upon informed judgment as to the expected results of current transactions and events. Management is responsible for ensuring consistency of the financial information presented elsewhere in this Annual Report, with the Financial Statements. In discharging its responsibility for the integrity, fairness and quality of the Financial Statements and for the accounting systems from which they are derived, management maintains a system of internal controls designed to provide reasonable assurance that transactions are authorized, assets are safeguarded, proper records are maintained, and compliance with applicable authorities. The external auditors have full and free access to the Finance and Audit Committee of the Board of Directors, which is responsible for overseeing and reviewing management’s internal control and reporting responsibilities. The Board of Directors, through the Finance and Audit Committee, which is entirely composed of independent directors, is responsible for reviewing and approving the audited Financial Statements. The CIB’s independent auditors, BDO Canada LLP, Chartered Professional Accountants, and the Auditor General of Canada have audited the CIB’s Financial Statements and their report indicates the scope of their audit and their opinion on the Financial Statements.



Ehren Cory

Chief Executive Officer

June 19, 2025



Evelyn Joerg

Chief Financial Officer



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada



INDEPENDENT AUDITORS' REPORT

To the Minister of Infrastructure and Communities

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Canada Infrastructure Bank (the Corporation), which comprise the statement of financial position as at March 31, 2025, and the statement of operations and accumulated surplus, statement of change in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2025, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the 2024-25 Annual Report, but does not include the financial statements and our auditors' report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. We obtained the 2024-25 Annual Report prior to the date of this auditors' report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditors' report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our

conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Qualified Opinion

In conjunction with the audit of the financial statements, we have audited transactions of Canada Infrastructure Bank coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *Canada Infrastructure Bank Act* and the by-laws of Canada Infrastructure Bank.

In our opinion, except for the matter of non-compliance described in the *Basis for Qualified Opinion* paragraph of our Report on Compliance with Specified Authorities, the transactions of Canada Infrastructure Bank that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Basis for Qualified Opinion

Subsection 122(1) of the *Financial Administration Act* and Section 16 of the *Canada Infrastructure Bank Act* require Canada Infrastructure Bank to annually submit its corporate plan to the appropriate Minister. Canada Infrastructure Bank had not submitted for approval its corporate plan for 2025-26 to 2029-30 as of the date of this auditors' report.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for Canada Infrastructure Bank's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable Canada Infrastructure Bank to comply with the specified authorities.

Auditors' Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Mathieu Le Sage, CPA
Principal
for the Auditor General of Canada

Ottawa, Canada
June 19, 2025

BDO Canada LLP

Chartered Professional Accountants,
Licensed Public Accountants

Toronto, Canada
June 19, 2025

Statement of financial position

As at March 31,	Note	2025	2024
<i>(in thousands of Canadian dollars)</i>			
Financial assets			
Cash and restricted cash	3	\$ 606,863	\$ 310,160
Government funding receivable	5	10,199,415	9,579,180
Loans receivable	4	4,908,889	3,042,649
Portfolio investments		19,446	-
Interest receivable and other assets		26,204	5,079
		15,760,817	12,937,068
Liabilities			
Accounts payable and accrued liabilities		17,648	15,389
Deferred liabilities		6,496	6,250
		24,144	21,639
Net financial assets		15,736,673	12,915,429
Non-financial assets			
Tangible capital assets		2,748	2,508
Prepaid expenses and advances		712	534
		3,460	3,042
Accumulated surplus		\$ 15,740,133	\$ 12,918,471

Commitments (note 10)

The accompanying notes are an integral part of these Financial Statements.

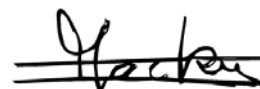
On behalf of the Board:



Michèle Colpron

Chair, Finance and Audit Committee

June 19, 2025



Macky Tall

Chair, Board of Directors

Statement of operations and accumulated surplus

For the year ended March 31,	Note	2025		2024
(in thousands of Canadian dollars)		Budget	Actual	Actual
Revenue				
Interest income		\$ 61,067	\$ 131,073	\$ 59,184
		61,067	131,073	59,184
Expenses				
Compensation		45,258	38,729	37,483
General and administration	6	28,109	18,856	17,816
Project development		4,000	3,990	2,232
Concessionary costs		69,745	27,131	-
Loan valuation allowance	4	95,725	204,369	5,414
		242,837	293,075	62,945
Annual deficit before government appropriations		(181,770)	(162,002)	(3,761)
Government appropriations	7	3,559,221	2,983,664	3,510,644
Annual surplus		3,377,451	2,821,662	3,506,883
Accumulated surplus, beginning of year		12,918,471	12,918,471	9,411,588
Accumulated surplus, end of year		\$ 16,295,922	\$ 15,740,133	\$ 12,918,471

The accompanying notes are an integral part of these financial statements.

Statement of change in net financial assets

For the year ended March 31,	2025		2024
(in thousands of Canadian dollars)	Budget	Actual	Actual
Annual surplus	\$ 3,377,451	\$ 2,821,662	\$ 3,506,883
Change in tangible capital assets – acquisitions	(468)	(1,087)	(1,111)
Change in tangible capital assets – amortization	616	847	621
Change in prepaid expenses and advances	(25)	(178)	(257)
Net change in net financial assets	3,377,574	2,821,244	3,506,136
Net financial assets, beginning of year	12,915,429	12,915,429	9,409,293
Net financial assets, end of year	\$ 16,293,003	\$ 15,736,673	\$ 12,915,429

The accompanying notes are an integral part of these financial statements.

Statement of cash flows

For the year ended March 31,	Note	2025	2024
<i>(in thousands of Canadian dollars)</i>			
Cash and restricted cash provided by / (used in):			
Operating activities:			
Annual surplus		\$ 2,821,662	\$ 3,506,883
Items not involving cash:			
Capitalized interest income	4	(48,499)	(25,235)
Amortization of tangible capital assets		847	621
Loan valuation allowance	4	204,369	5,414
Concessionary costs		26,762	(13)
Changes in non-cash working capital			
Government funding receivable	5	(620,235)	(2,032,882)
Interest receivable and other assets		(21,125)	2,759
Prepaid expenses and advances		(178)	(257)
Accounts payable and accrued liabilities		2,259	(2,621)
Deferred liabilities		246	2,353
Net cash flow used for portfolio investments		(26,691)	-
Net cash flow used for loans receivable	4	(2,041,627)	(1,267,104)
Total cash provided by operating activities		297,790	189,918
Capital activities:			
Acquisition of tangible capital assets		(1,087)	(1,111)
Total cash used in capital activities		(1,087)	(1,111)
Net increase in cash and restricted cash during the year		296,703	188,807
Cash and restricted cash, beginning of year	3	310,160	121,353
Cash and restricted cash, end of year	3	\$ 606,863	\$ 310,160

The accompanying notes are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. Act of incorporation, objective and operations of the corporation:

The Canada Infrastructure Bank ("CIB" or the "Corporation") is a Crown corporation established by an Act of Parliament (the *Canada Infrastructure Bank Act* (the "CIB Act") on June 22, 2017. The CIB is incorporated in Canada and wholly owned by the Government of Canada. The CIB was nominally capitalized with 10 shares issued at a par value of \$10 per share (actual dollars), or total share capital of \$100 (actual dollars).

The CIB's purpose is to invest and seek to attract investment from private sector investors and institutional investors, in infrastructure projects in Canada or partly in Canada that will generate revenue and that will be in the public interest by, for example, supporting conditions that foster economic growth or by contributing to the sustainability of infrastructure in Canada.

The CIB receives appropriations from the Government of Canada. Parliament has authorized funding of not more than \$35 billion in aggregate (or any greater aggregate amount that may be authorized from time to time under an appropriation Act) to the CIB and the authority to invest in infrastructure transactions. Of the \$35 billion, the Government of Canada will allow up to \$15 billion against the fiscal framework which aims to catalyze projects that benefit Canadians and will provide the flexibility and scope for the CIB to use its capital to innovate and take more risk than the market will take.

In partnership with federal, provincial, territorial, municipal, indigenous and private sponsors, the CIB will execute a wide breadth of financial instruments, including loans, equity investments, and where appropriate, loan guarantees to projects that will mobilize private investment where otherwise no investment would occur. The CIB is expected to make investments in projects that are in the public interest in the priority areas of public transit, clean power, green infrastructure, broadband, and trade and transportation. In addition, the CIB (i) engages in project development, with the objective to expedite studies, technical reports and analysis required to shorten critical paths to investment, (ii) provides advice to all levels of governments with regard to infrastructure projects and (iii) acts as a centre of expertise on infrastructure projects in which private sector investors or institutional investors are making a significant investment.

The CIB is not an agent of His Majesty, the King in Right of Canada, except when, (i) giving advice about investments in infrastructure projects to ministers of His Majesty in right of Canada, to departments, boards, commissions and agencies of the Government of Canada and to Crown corporations as defined in subsection 83(1) of the *Financial Administration Act* (Canada) (the "FAA"); (ii) collecting and disseminating data in accordance with the CIB Act; (iii) acting on behalf of the Government of Canada in the provision of services or programs, and the delivery of financial assistance, as provided under the CIB Act; and (iv) carrying out any Canada Infrastructure activity conducive to the carrying out of its purpose that the Governor in Council may, by order, specify. The CIB is also named in Part I of Schedule III to the FAA.

The CIB is exempt from Federal Income Tax under Section 149(1)(d) of the *Income Tax Act*.

The CIB is accountable for its affairs to Parliament through the Minister of Infrastructure and Communities

2. Summary of significant accounting policies:

a) Basis of preparation:

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards ("PSAS") established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada.

The Financial Statements and notes are presented in thousands of Canadian dollars unless otherwise stated.

b) Budget figures:

Budget information is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Change in Net Financial Assets. Budget data presented for F2024-25 is sourced from the projections and estimates of year one of the F2024-25 to F2028-29 approved Corporate Plan, as amended on March 7, 2025 (without changing the budget figures), through an Order in Council.

c) Cash and restricted cash:

Cash and restricted cash include funds deposited in bank accounts on a short-term basis with financial institutions that are chartered banks in Canada and cash that is externally restricted based on agreements entered into between the CIB and external parties that stipulate the purpose for which cash must be used.

As per the CIB Act, the Minister of Finance may pay to the Corporation not more than \$35 billion (or any greater aggregate amount that may be authorized from time to time under an appropriation Act). Periodically, the CIB makes appropriation requests from the Department of Finance, which are in line with the CIB's approved Corporate Plan, based on forecasts for anticipated needs. Actual cash disbursements may deviate from forecast, which in addition to restricted cash, contributes to the cash and restricted cash balance.

d) Government funding:

Government appropriations are recognized in the period the transfer is authorized and all eligibility criteria have been met.

A government receivable is recognized when the CIB gains control of the resources that meet the definition of an asset and when it is expected that the inflow of resources will occur, and their value can be reliably measured. This occurs at the time an investment achieves financial close (i.e., binding agreements with counterparties have been entered into) and the CIB demonstrates a need for financial assistance from the Government of Canada within its existing \$35.0 billion capital allocation (refer to note 1 above), commensurate with the recognition of investment appropriation revenue. The government receivable may change following financial close of an investment subject to (i) each investment's unique terms and conditions and (ii) the timing and amount of cash payments received from the return of capital, repayment of principal, as well as interest and other revenue received.

Operating appropriation revenue is recognized when cash is received.

Where the CIB receives cash payments from the return of capital, repayment of principal, as well as interest and other income received, the amounts are recycled to finance CIB's operating and investment requirements, in place of government appropriations. The CIB monitors the funds available to

cover its cash flow requirements and uses these funds prior to submitting drawdown requests to central agencies.

e) Financial instruments:

Loans receivable and portfolio investments

Loans receivable and portfolio investments are initially recorded at cost, which is when cash is disbursed, and subsequently measured at amortized cost less valuation allowances and write-offs. Where a loan receivable or portfolio investment is deemed to be significantly concessionary relative to the face value by discounting using the Government of Canada average cost of borrowing, it is recognized at a cost equivalent to the face value less the discount on a prorated basis as funds are advanced. The recorded value of the loan receivable or portfolio investment at the date of issue is its face value offset by the discount which is subsequently amortized to revenue over the term of the loan using the effective interest rate method. The discount would initially be expensed and then subsequently amortized by increasing the loan receivable or portfolio investment balance and crediting revenue.

Portfolio investments are investments in organizations that do not form part of the government reporting entity. Loans receivable are financial assets represented by a promise by a borrower to repay a specific amount, at a specified time or times, or on demand, usually with interest.

Eligible transaction costs are included as part of the initial carrying value of the loan receivable or portfolio investment and amortized to income, based on the effective interest rate method.

Other financial assets/liabilities

The CIB's cash and restricted cash, accounts payable and accrued liabilities are measured at amortized cost.

Impairment of financial assets

At each reporting date, the CIB assesses all financial assets or groups of financial assets to determine whether there is any objective evidence of impairment.

i. *Loss in value of portfolio investments*

A write-down is recognized in the Statement of Operations and Accumulated Surplus when there has been a loss in the value of the investment considered as an 'other than temporary' loss. A loss is considered 'other than temporary' when the carrying value of the investment exceeds its anticipated value for a prolonged period. If the anticipated value of the portfolio investment subsequently increases, the write-down to the Statement of Operations is not reversed.

ii. *Loans receivable impairment*

A valuation allowance is established to reflect collectability and the risk of loss based on past events, current circumstances, and all available information at the date of the preparation of the Financial Statements. The general valuation allowance is based on a short-term estimate of portfolio credit risk that is monitored on an ongoing basis and adjusted with changes in credit risk. A specific valuation allowance is established in instances of known borrower credit deterioration on the expected non-recoverable portions of the loan receivable. A reduction to either the general or specific valuation allowance would lead to a recovery.

When the amount of a loss is known with sufficient precision and there is no realistic prospect of recovery, the loan receivable would be written down or written off to reflect the amount of that loss.

f) Measurement uncertainty:

In preparing the Financial Statements in accordance with PSAS, management is required to make subjective judgments, estimates and assumptions that affect the carrying amounts of certain assets and liabilities, and the reported amounts of revenues and expenses recorded during the period. Significant changes in the underlying assumptions could result in significant changes to these judgments and estimates. Consequently, management reviews these assumptions regularly. Revisions to accounting judgments and estimates are recognized prospectively – i.e., in the period in which the judgments and estimates are revised and in any future period affected.

Management uses assumptions in determining the CIB's loan valuation allowance such as the CIB's internal credit rating methodology and other primary factors as described in note 9 and estimates the timing of expected drawdowns and repayments which impact the effective interest rate on its portfolio investments and loans receivables. Where actual results differ from estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

g) Tangible capital assets:

Tangible capital assets are carried at cost less accumulated amortization, and accumulated impairment losses, if any.

The cost of a tangible capital asset includes its purchase price and any costs directly attributable to acquisition, construction, development, or betterment of the tangible capital asset, including installing the asset at the location and in the condition necessary for its intended use.

The cost of tangible capital assets in use is amortized over their estimated useful lives, as follows:

Assets	Amortization method	Rate
Leasehold improvements	Straight-line	Lesser of lease term & useful life
Computer software	Straight-line	5 years
Computer hardware	Declining balance	55%
Furniture and equipment	Declining balance	20%

The residual values, useful lives and amortization methods are reviewed, and adjusted if appropriate, at least at each financial reporting date.

When conditions indicate that a tangible capital asset no longer contributes to the CIB's ability to provide goods and services, or that the value of the future economic benefits associated with the tangible capital asset is less than its net book value, the cost of the tangible capital asset is reduced to reflect the decline in the asset's value. The net write-down is then accounted for as an expense in the Statement of Operations and Accumulated Surplus.

h) Deferred liabilities:

Deferred liabilities consist of accrued long-term performance incentives which are time-based deferrals of incentive compensation earned, unearned revenue, accrued rent or leasehold improvements related to the lease for office space amortized over the term of the lease.

i) Interest income:

Interest income includes interest on portfolio investments and loans receivable recognized when earned and is based on the carrying value of the loan or portfolio investment using the effective interest rate method as well as interest derived from cash balances in the year it is earned. The interest earned and recognized as revenue may differ from the interest receipt. Refer to note 2(e) for the impact to interest income from portfolio investments and loans receivable with significantly concessionary terms.

The effective interest rate method calculates the amortized cost of a financial asset and allocates the interest income over the relevant period in interest income in the Statement of Operations and Accumulated Surplus. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period, to the net carrying amount of the financial asset. When calculating the effective interest rate, the CIB estimates cash flows considering all contractual terms of the financial instrument (for example, prepayment options) but does not consider future credit losses. The calculation includes all costs paid or received that are an integral part of the effective interest rate, such as transaction costs and other premiums or discounts

j) Leases:

The CIB enters into operating leases for its office accommodation and storage space which are recorded on a straight-line basis over the term of the lease.

k) Inter-entity transactions and related party transactions:

Inter-entity transactions are transactions between commonly controlled entities of the Government of Canada and are recorded at the carrying amount unless they are undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, which requires inter-entity transactions to be recorded at the exchange amount.

Related party transactions, other than inter-entity transactions, are recorded at the exchange amount.

3. Cash and restricted cash:

As at March 31,	2025	2024
Cash	\$ 600,613	\$ 298,035
Restricted cash	6,250	12,125
Cash and restricted cash	\$ 606,863	\$ 310,160

4. Loans receivable:

The portfolio of loans may be subject to a number of terms and conditions including restrictive covenants and be subordinate to senior debt or rank pari passu with other lenders.

The following table sets out the amounts related to the loans receivable and their associated loan valuation allowance ("LVA") by sector:

As at March 31,	2025			2024 ²		
	Carrying amount	LVA ¹	Loans receivable (net)	Carrying amount	LVA	Loans receivable (net)
Public transit	\$ 1,600,301	\$ (15,084)	\$ 1,585,217	\$ 1,539,647	\$ (11,590)	\$ 1,528,057
Clean power	2,126,192	(9,528)	2,116,664	993,985	(2,328)	991,657
Green infrastructure ³	607,101	(192,352)	414,749	246,473	(691)	245,782
Broadband	313,890	(1,399)	312,491	133,911	(494)	133,417
Trade & transportation	481,386	(1,618)	479,768	144,245	(509)	143,736
Total	\$ 5,128,870	\$ (219,981)	\$ 4,908,889	\$ 3,058,261	\$ (15,612)	\$ 3,042,649

1 Consists of \$58.6 million for general loan valuation allowance and \$161.4 million for specific loan valuation allowance (March 31, 2024 - \$15.6 million for general loan valuation allowance and \$nil for specific loan valuation allowance).

2 Includes the impact of \$246.0 million of loans receivable (net) (\$246.9 million carrying value) reclassified from the Green Infrastructure sector to the Clean Power. The reclassification had no effect on the CIB's accumulated surplus, annual surplus, or net financial assets of the current or comparative periods.

3 Includes \$4.4 million attributable to capitalized project acceleration funding. Refer to note 10, commitments, for further details.

The weighted average effective interest rate and term based on the carrying value of projects the CIB has funded to date is summarized below.

As at March 31,	2025		2024	
	Effective interest rate	Term	Effective interest rate	Term
Public transit	1.7%	10	1.7%	11
Clean power	2.8%	22	2.7%	23
Green infrastructure ¹	3.1%	17	2.2%	22
Broadband	1.2%	21	1.0%	18
Trade & transportation	2.5%	26	1.5%	30
Portfolio¹	2.3%	18	2.0%	17

¹ Excludes loans with specific valuation allowances.

The carrying value of loans receivable includes \$15.5 million related to municipalities (March 31, 2024 – \$15.5 million) and \$26.7 million related to Indigenous governments (March 31, 2024 – \$7.5 million).

The following table presents the changes in the CIB loans receivable amount:

As at March 31,	2025	2024
Opening balance	\$ 3,042,649	\$ 1,755,711
Drawdowns	2,056,063	1,263,987
Capitalized interest income ¹	48,477	25,235
Transaction costs (net of amortization)	4,931	6,941
Concessionary costs	(19,495)	13
Principal repayment	(19,367)	(3,824)
Loan valuation allowance	(204,369)	(5,414)
Loans receivable	\$ 4,908,889	\$ 3,042,649

¹ Includes capitalized interest paid in kind and income recognized in accordance with the effective interest rate method.

As at March 31, 2025, one loan with a carrying value of \$181.3 million is in default under the terms of the credit agreement. The CIB is engaged in discussions with the counterparty and all relevant stakeholders to determine a resolution, which may include a restructuring of the loan or other recovery actions. Based on estimated future cash flows and collateral value, the CIB assessed the recoverable amount of the loan to be \$19.9 million. As a result, a specific loan valuation of \$161.4 million was recognized in the statement of Operations and Accumulated Surplus during the fiscal year ended March 31, 2025. The loan remains subject to ongoing monitoring, and the CIB will reassess the recoverable amount as new information becomes available.

As outlined in note 9, collateral is used to minimize losses that would otherwise be incurred in the event of a default. Collateral can take various forms depending on the type of borrower or counterparty, the assets available, and the structure and terms of the credit obligations.

Examples of collateral currently held by the CIB, without consideration to priority, include, but are not limited to:

- » Assignments of material contracts
- » Mortgages on project sites
- » Pledges of shares of the borrowers and general partners
- » Present and future assets, property and undertaking of the borrowers (including zero-emission buses)
- » Project bank accounts (i.e., debt service reserves)

Depending on the loan, the CIB can rank senior, pari passu or subordinate to other lenders. If subordinated, the collateral will be subject to prioritization on a liquidation event, making collection difficult to predict. Irrespective of rank, collateral is also often subject to significant fluctuations in value depending on the advancement of the underlying infrastructure projects.

Due to the difficult nature of valuing the collateral in place, management considers the maximum exposure to credit risk equal to the loan receivable balance.

The following table illustrates the outstanding loan receivable principal and capitalized interest repayments expected for the next five years and thereafter, not including transaction costs (net of amortization), accretion of concessionary loan provision or concessionary loan provision:

For the year ended March 31,	2025
2026	\$ 202,079
2027	55,433
2028	123,894
2029	96,237
2030 and thereafter	4,646,440
Outstanding loans receivable principal repayments	\$ 5,124,083

5. Government funding receivable:

Consistent with the original funding process established with the Government of Canada, the CIB receives funding through government appropriations for operating expenditures, capital, including tangible capital assets that are subject to amortization, and to fund investments once financial closes have occurred.

The details of the government funding receivable are as follows:

As at March 31,	2025	2024
Opening balance	\$ 9,579,180	\$ 7,546,298
New investment contractual agreements	3,051,904	3,721,954
Government appropriations received – investments	(2,328,887)	(1,411,561)
Capital recycling ¹	(22,172)	(41,346)
Net reductions, post financial close ²	(80,610)	(236,165)
Government funding receivable	\$ 10,199,415	\$ 9,579,180

¹ Includes cash payments from the return of capital, repayment of principal, as well as interest and other income received.

² Government receivable may change following financial close, subject to the events and circumstances surrounding each investment, including those related to their unique terms and conditions. Refer to note 10, commitments for further details.

6. General and administration expenses:

For the year ended March 31,	2025	2024
Professional fees	\$ 10,927	\$ 11,224
Administration fees	7,082	5,971
Amortization of tangible capital assets	847	621
General and administration expenses	\$ 18,856	\$ 17,816

7. Government appropriations:

For the year ended March 31,	2025	2024
Government appropriations – investments	\$ 2,949,122	\$ 3,444,444
Government appropriations – operations	34,542	66,200
Government appropriations	\$ 2,983,664	\$ 3,510,644

Government appropriations - investments include \$3,051.9 million from new investment contractual agreements which was offset by \$80.6 million in net reductions, post financial close, and \$22.2 million from cash payments received from the return of capital, repayment of principal, as well as interest and other income received. Cash payments received are in addition to amounts utilized to finance a portion of the CIB's operating activities.

8. Inter-entity transactions and related party transactions:

The Corporation is wholly owned by the Government of Canada and is related in terms of common ownership to all Government of Canada departments, agencies, and Crown corporations. Key management personnel are defined as officers having authority and responsibility for planning, directing and controlling the activities of the CIB and their close family members, including members of the Board of Directors.

a) Transactions with the government of Canada departments, agencies, and Crown corporations:

The Corporation enters transactions with these entities in the normal course of business, including government funding (Note 2(d)), which is approved in the form of a statutory authority, as well as the CIB's annual Corporate Plan.

b) Transactions involving key management personnel:

In the normal course of business, the CIB may transact with entities in which key management personnel of the CIB owns an interest in, or is a director or officer of, an entity that receives financing from the CIB in respect of an infrastructure project. These transactions occur on similar terms and conditions to those adopted if the entities were dealing at arm's length and are recorded at the exchange amount. Affected key management personnel are required to recuse themselves from all discussions and decisions relating to such transactions.

During the year ended March 31, 2025, the CIB deployed capital to two entities (year ended March 31, 2024 – one) in which a director or key management personnel of the CIB also serves as a director of such entity. The table below summarizes the impact of the transactions on the financial statements of the CIB.

As at March 31,	2025	2024
Financial closes	\$ 961,000	\$ 600,000
Portfolio Investments ¹	(25,000)	-
Loans receivable ¹	(143,454)	(61,371)
Total commitment related to financial closes	\$ 792,546	\$ 538,629

¹ Excludes transaction costs, valuation allowances and significant concessionary terms

Of the financial close amounts (i) \$600.0 million (one entity) was committed prior to the existence of a related party relationship and (ii) \$361.0 million (one entity) was the result of a CIB investment – a key management personnel of the CIB was appointed to the Board of the investee to provide governance oversight and safeguard its investment. There was no pre-existing relationship between the key management personnel and the investee.

9. Financial instruments and risk management:

The CIB is exposed to a variety of financial risks: market risk, liquidity risk and credit risk. The CIB's overall risk management program focuses on the unpredictability of financial and economic markets and seeks to minimize potential effects on the Corporation's financial performance.

The CIB's Board of Directors has overall responsibility for the establishment and oversight of the Corporation's risk management framework and approves the Corporation's risk management policies. The Corporation's enterprise risk management framework is established to identify the risks faced by the Corporation.

The Corporation's Portfolio and Impact Committee oversees how management monitors compliance with the Corporation's enterprise risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Corporation.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. These include currency risk, interest rate risk and other price risks, including those that may potentially arise from commodity price and tariff risk. The key market risk relates to interest rates, which is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The interest rates on the CIB's loans receivable are fixed

at the time of financial close, or in some cases, variable with some having limited correlation to the Government of Canada borrowing rate at a future date. For the year ended March 31, 2025, there were no funds advanced to projects that had a variable interest rate (March 31, 2024 – \$nil). The majority of CIB investments are recognized at amortized cost and are not directly subject to changes in fair value from market risks such as commodity prices, tariffs and currency. However, these risks are transverse and may impact the creditworthiness of borrowers and, in turn, the recoverability of such investments. Refer to “Credit Risk” section below for further details.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities that are to be settled by delivering cash or another financial asset. Liquidity risk is low since the CIB does not have debt instruments to service, receives regular funding from the Government of Canada, and is able to recycle cash payments received to finance its operations and investments. The CIB manages its liquidity risk by preparing and monitoring forecasts of cash flows for anticipated operating, capital, and investing activities. Also, the Board of Directors reviews and approves the CIB’s operating, capital, and investment budgets.

The following table sets out the contractual maturities (representing undiscounted contractual cash flows) of financial liabilities.

	Carrying amount	Contractual cash flow	F2025-26	F2026-27	F2027-28	F2028-29
Accounts payable and accrued liabilities	\$ 17,648	\$ 17,648	\$ 17,648	\$ -	\$ -	\$ -
Long-term performance incentives	5,054	5,054	1,453	1,215	1,276	1,110
Total	\$ 22,702	\$ 22,702	\$ 19,101	\$ 1,215	\$ 1,276	\$ 1,110

Credit risk

Credit risk is the risk that a counterparty will default on its contractual obligations resulting in financial loss to the CIB. The CIB invests in a variety of infrastructure projects from more standard project finance structures – i.e. wind farms, to obligations where borrowers are corporate entities. Investment structures are designed to mitigate credit risk following extensive due diligence including in-depth fundamental credit analysis. This initial diligence is further supported by ongoing transaction monitoring and reporting.

Credit risks are attributed to all phases of a project/transaction, from initial design to construction and through operations until term maturity. Each relevant risk is reviewed and assessed both quantitatively and qualitatively as appropriate. This analysis is undertaken by experienced credit professionals who work closely with other CIB functions areas to fully understand the risk profile of the transaction and to recommend appropriate and relevant mitigants.

The types of risks inherent in the current CIB portfolio include the following:

Risks	Risk exposure	Mitigating factors
Construction risk / deployment risk	Schedule and cost overruns, design and technology, engineering, procurement, and construction (EPC) contractor and suppliers	Security from the contactor, and suppliers, schedule buffer, construction contingencies
Operating risk	Revenue estimation/ volatility, operation and lifecycle cost escalation, Operations and Maintenance contractor, changes in regulation	Covenants, budget contingencies, reserves (such as debt service and maintenance reserve accounts), security from the O&M provider
Financial structure risk	High debt, subordination, low recovery	Bankruptcy remote structures, step-in rights, equity interest
Corporate counterparty risk	Industry trends, competition landscape, and financial leverage	Covenants, warranties, etc.

As described in note 2(e), the CIB uses a general valuation and specific valuation allowance to recognize credit risk on its portfolio of loans. The general valuation allowance is calculated on a short-term basis and represents a general reserve of uncollectible amounts against the loan portfolio as at the reporting date. The allowance is estimated based on an internal credit rating for each loan receivable that considers an assessment of risk factors outlined in the table above, along with the mitigating terms and conditions included in each loan agreement. In addition, the general valuation allowance incorporates short-term economic uncertainty and historical losses from loans with similar credit risk.

For specific valuation allowances, the CIB assesses whether a specific loan is credit impaired at each reporting date. The CIB considers a financial asset to be credit impaired when objective evidence of impairment exists and the borrower is unlikely to pay its credit obligations to the CIB in full, without recourse by the CIB to actions such as realizing collateral (if any is held). Refer to note 4 for a breakdown of the allowance by sector.

After closing a transaction, the CIB regularly monitors credit exposures by assessing the above-mentioned factors. Monitoring is event driven during construction (Lenders Technical Advisor reports, etc.) and compliance is monitored regularly. Full reviews are done annually via the credit review process with more regular monitoring warranted in the event of covenant breaches or any other issues or impairment events impacting the transaction. As at March 31, 2025, there were \$nil amounts past due (March 31, 2024 – \$nil), but the CIB continues to monitor the loan in default as outlined in note 4. The CIB is exposed to credit risk as two borrowers individually account for more than 10% of the amounts advanced. In aggregate, these borrowers account for 41% of total amounts advanced as of March 31, 2025 (March 31, 2024 – 2 borrowers, 57%). However, these borrowers represent only 13% of total financial closes (March 31, 2024 – 17%).

10. Commitments:

a) Leasing commitments:

The CIB currently maintains leases for offices located in Toronto, Montreal, and Calgary. The Toronto location is the primary office of the CIB, with additional staff located in Montreal and Calgary to build relationships and support our activities across the country.

On August 31, 2017, the CIB entered into a long-term lease agreement for both office and storage space at the Toronto location. The term of both leases is 10 years and commenced on June 1, 2018. The CIB has the option to extend the office lease for two further consecutive terms of five years each. Since then, the CIB has entered two additional lease expansion and amending agreements for additional premises to the original rentable area. Terms and conditions of the expansions are on similar terms to the original agreement. A portion of the expansion premises was subsequently subleased for a term of 18 months.

The CIB does not receive substantially all of the benefits and risks incident to ownership, and therefore the offices and storage spaces meet the classification of an operating lease. The CIB recognizes these lease expenses straight-lined over the lease terms.

As of March 31, 2025, the CIB has \$7.0 million of outstanding lease commitments, 55% of which are related to periods beginning on or after April 1, 2029.

b) Financial closes:

Financial close occurs when the CIB and investment partners complete all due diligence and have entered into binding agreements with its counterparties. On the financial close date, the CIB has a commitment to lend or invest a specific amount of funding towards the respective infrastructure project. The CIB commitment is reduced by:

- » Net reductions, post financial close to the CIB commitment: The terms of the CIB's investments are structured consistent with our objectives of providing the minimal amount of financial support necessary to allow the infrastructure project to proceed. As a result, committed capital may increase or decrease following financial close, subject to the events and circumstances surrounding each investment, including those related to their unique terms and conditions; and
- » amounts advanced (cash basis) to the respective infrastructure project: The expected timing and amount of future drawdown requests are variable as they are generally based on the reimbursement of eligible project costs incurred. Amounts advanced do not factor in interest being capitalized as payment in kind or loan valuation allowances.

As at March 31,	2025		2024	
Public transit	\$	4,332,840	\$	3,332,840
Clean power		5,111,793		4,301,504
Green infrastructure		3,367,151		2,694,781
Broadband		2,169,200		2,075,550
Trade & transportation		1,314,545		838,949
Total financial closes		16,295,529		13,243,624
Amounts advanced (cash basis)		(5,011,170)		(2,930,107)
Net reductions, post financial close		(518,885)		(438,275)
Total commitment related to financial closes	\$	10,765,474	\$	9,875,242

In addition to the table above, the CIB has an outstanding commitment of \$4.0 million (March 31, 2024 – \$4.0 million) to project acceleration investments which meets the criteria for capitalization.

11. Reclassification of prior period figures:

During the fiscal year ended March 31, 2025, the CIB reviewed the presentation

of certain items within the Financial Statements to enhance the clarity and usefulness of financial information. As a result, certain comparative figures have been reclassified to conform with the current year presentation. These changes did not affect the CIB's accumulated surplus, annual surplus, or net financial assets of the comparative period.

Annual Report

2024-2025

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