



# THE CALGARY AIRPORT AUTHORITY MANAGEMENT'S DISCUSSION & ANALYSIS

For the three months ended March 31, 2023



## MANAGEMENT'S DISCUSSION & ANALYSIS

FOR THE THREE MONTHS ENDED MARCH 31, 2023

**Dated May 16, 2023**

### **FORWARD-LOOKING INFORMATION**

This MD&A contains certain forward-looking information. This forward-looking information is based on a variety of assumptions and is subject to risks and uncertainties. Please refer to the section titled "Caution Regarding Forward-Looking Information" contained at the end of this MD&A for a discussion of such risks and uncertainties and the material factors and assumptions related to the forward-looking information.

This Management's Discussion and Analysis ("MD&A") report discusses the financial and operating results of The Calgary Airport Authority (the "CAA" or the "Authority") for the three months ended March 31, 2023, and should be read in conjunction with the Authority's unaudited interim Financial Statements and note disclosures for the three months ended March 31, 2023. Additional information, including the Authority's most recent annual MD&A ("2022 MD&A") and audited Financial Statements for the year ended December 31, 2022, is available at [www.yyc.com](http://www.yyc.com). Information contained in the 2022 MD&A is not discussed in this MD&A if it remains substantially unchanged. As the Authority is a non-share capital, not-for-profit entity, the MD&A is prepared voluntarily and, although similar, should not be construed to have been prepared in accordance with National Instrument 51-102 - Continuous Disclosure Obligations. The Financial Statements have been prepared in accordance with CPA Canada Handbook – Accounting Part II - Accounting Standards for Private Enterprises (ASPE). All amounts in the MD&A are in Canadian dollars unless otherwise stated.

# MANAGEMENT'S DISCUSSION & ANALYSIS

## CORPORATE PROFILE

The Calgary Airport Authority was incorporated on July 26, 1990 under the Regional Airports Authorities Act (Alberta) (the "Act") as a non-share capital corporation. The mandate of the Authority, as defined in the Act, is to manage and operate the airports for which it is responsible in a safe, secure and efficient manner and to advance economic and community development by means that include promoting and encouraging improved airline and transportation service and an expanded aviation industry; for the general benefit of the public in its region. As a non-share, not-for-profit entity, the net earnings generated by the Authority are reinvested in the airports under its control so it can fulfill this mandate.

The Authority has been operating YYC Calgary International Airport (YYC) since July 1992 pursuant to the Agreement to Transfer which provided for the transfer of operational control of YYC Calgary International Airport from the Government of Canada to the Authority under a long-term lease agreement (the "Canada Lease"). The Canada Lease has an initial term of 60 years with a 20-year option to extend that was exercised in 2011. In October 1997, the Authority entered into a lease with the Government of Canada for the operation of Springbank Airport (the "Springbank Lease") for a term concurrent with the Canada Lease term.

## HIGHLIGHTS

The travel and aviation industry recovery from the COVID-19 pandemic accelerated in the second quarter of 2022, with YYC experiencing passenger activity stabilizing in the second half of 2022, at approximately 90% of pre-pandemic levels. This passenger activity improvement has continued in 2023, and is evident in the financial and operating results delivered during the first quarter of 2023.

During the first quarter of 2023:

- Enplaned & Deplaned ("E&D") Passengers increased by 65.3% to 3.8 million, compared to the first quarter of 2022, making YYC the fourth busiest airport in Canada.
- Locally enplaned passengers increased by 76.2% to 1.2 million, compared to the first quarter of 2022, driving AIF revenue to \$43.2 million, an 80.0% increase from the same period of 2022.
- YYC saw a 23.1% increase in aircraft landings compared to the first quarter of 2022, predominantly driven by a 32.5% increase in passenger aircraft landings. YYC also experienced a 40.3% increase in landed passenger seats compared to the first quarter of 2022.
- The above mentioned increase in passenger and flight activity resulted in total revenue increasing by 41.2% to \$102.8 million in the first quarter of 2023.
- The Authority generated \$37.6 million of EBITDA in the first quarter of 2023, an increase of \$15.3 million, or 68.6%, from the \$22.3 million EBITDA in the first quarter of 2022.

## RECENT DEVELOPMENT

- On May 15, 2023, WestJet Pilots issued a 72 hours strike notice. In response to this notice, WestJet issued a lockout notice. A work stoppage could occur as early as May 19, 2023, at 3 a.m. MT. While this labour dispute could impact future operations at YYC, the financial impact, if any, on the Authority is unknown at the stage.

## MANAGEMENT'S DISCUSSION & ANALYSIS

### SELECT KEY FINANCIAL AND OPERATIONAL INFORMATION

FINANCIAL INFORMATION (\$ millions)	For the three months ended Mar 31		
	2023	2022	2023/22
<b>Total Revenues</b>			\$ Change
Direct operating costs	<b>102.8</b>	72.8	30.0
Canada Lease	<b>52.9</b>	42.0	(10.9)
Airport improvement fee handling fees	<b>10.4</b>	7.1	(3.3)
	<b>1.9</b>	1.4	(0.5)
<b>EBITDA</b>	<b>37.6</b>	22.3	15.3
<b>Net Loss</b>	<b>(20.3)</b>	(40.2)	19.9
<i>See "Financial Performance" section for details See "Net Operating Results" section for reconciliation from net loss</i>			
<b>Free Cash Flow (\$ millions)</b>	<b>9.1</b>	(6.2)	15.3
<i>See "Liquidity and Capital Resources" section for details</i>			

*EBITDA and Free Cash Flow are non-GAAP financial measures. Refer to "Non-GAAP Financial Measures" section of this MD&A for additional information.*

OPERATIONAL INFORMATION	For the three months ended Mar 31		
	2023	2022	2023/22
Enplaned & Deplaned Passengers (thousands)	<b>3,808.7</b>	2,303.7	65.3
Local Enplanements (thousands)	<b>1,222.9</b>	693.9	76.2
Connecting Enplanements (%)	<b>35.9</b>	39.7	-3.8 pts
Aircraft landings (thousands)	<b>21.3</b>	17.3	23.1
Total MTOW (million kg)	<b>1,356.9</b>	1,047.1	29.6
Landed passenger seats (thousands)	<b>2,245.8</b>	1,600.5	40.3
Load factor (%)	<b>85.0</b>	72.0	13.0 pts
Non-Aeronautical Revenue per Enplanement	\$ <b>19.70</b>	\$ 21.71	(9.3)
Aeronautical Revenues per Landed Passenger Seat	\$ <b>9.80</b>	\$ 14.87	(34.1)
Direct Operating Cost per E&D Passenger	\$ <b>13.89</b>	\$ 18.23	23.8
EBITDA Margin (%)	<b>36.6</b>	30.6	6.0 pts
Free Cashflow per E&D Passenger	\$ <b>2.39</b>	\$ (2.69)	n/a
<i>See "Operating Activity" section for details</i>			

*The volatility in passenger activity caused by the COVID-19 pandemic in 2022, and the current industry recovery underway, will impact the comparability of key performance indicators in the table above.*

## MANAGEMENT'S DISCUSSION & ANALYSIS

### OPERATING ACTIVITY

The key activity drivers that have a direct impact on the Authority's financial results, are passenger levels and flight activity, which include aircraft movements, aircraft size and the number of seats per aircraft.

#### Passenger Activity

Total Enplaned & Deplaned ("E&D") passenger activity at YYC is categorized into one of three sectors: Domestic (passengers travelling within Canada), Transborder (passengers travelling to and from destinations between Canada and the United States of America (USA)) and International (passengers travelling to and from destinations outside Canada excluding the USA).

Prior to the COVID-19 pandemic, YYC was predominantly a domestic travel airport, serving as a hub for passengers connecting to more international travel-oriented airports, such as Toronto and Vancouver. The domestic travel focus of YYC helped to insulate the airport from the international travel restrictions that were put in place by the Canadian and foreign governments during the pandemic, with YYC growing from being Canada's fourth busiest airport for enplaned and deplaned traffic in 2019, to Canada's second busiest airport at times during the Pandemic, and was third busiest for most of 2020 and 2021. Additionally, being the Global airport hub for WestJet's flight activity helped maintain domestic traffic numbers, and increased connections, as WestJet consolidated its flight network to reflect the decrease in demand in smaller markets. As travel restrictions eased towards the end of the first quarter of 2022, Transborder and International travel demand and activity escalated rapidly at YYC, and throughout most Canadian airports, resulting in YYC returning to being the fourth busiest airport in Canada, as both Vancouver and Montreal are more heavily weighted towards Transborder and International Travel.

Total E&D passenger activity at YYC in the first quarter of 2023 was 3.8 million, an increase of 1.5 million passengers, or 65.3%, from the 2.3 million passengers in same period of 2022. During the first quarter of 2023, the largest percentage improvements were in the International sector, followed by Transborder, and then the Domestic sector, recording increases in passenger traffic of 100.9%, 88.2%, and 54.0%, respectively, when compared to the same period of 2022. The significant increase experienced in Transborder and International were mainly due to growth from increased flight activity, as well as higher demand for these seats as reflected in higher load factors.

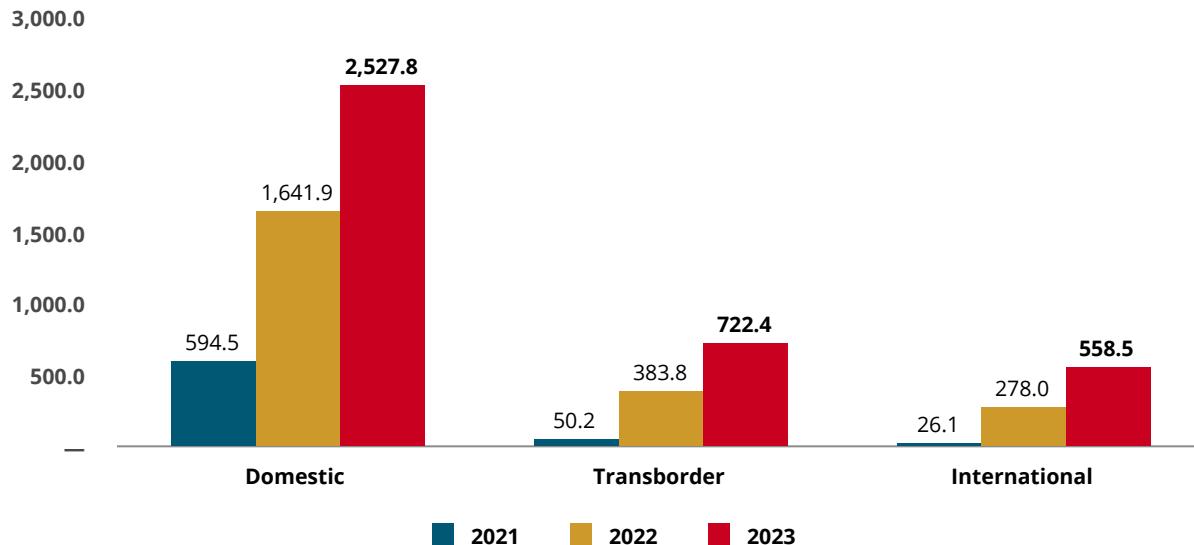
The following table summarizes passenger activity by sector for the three months ended March 31, 2023 and 2022:

PASSENGER ACTIVITY (thousands)	For the three months ended Mar 31		
	2023	2022	2023/22
Domestic	2,527.8	1,641.9	54.0
Transborder	722.4	383.8	88.2
International	558.5	278.0	100.9
<b>Total Enplaned &amp; Deplaned</b>	<b>3,808.7</b>	<b>2,303.7</b>	<b>65.3</b>
Local Enplanements	1,222.9	693.9	76.2
Connecting Enplanements	685.3	457.7	49.7
<b>Total Enplaned</b>	<b>1,908.2</b>	<b>1,151.6</b>	<b>65.7</b>
Local Enplanements (%)	64.1	60.3	3.8 pts
Connecting Enplanements (%)	35.9	39.7	-3.8 pts
<b>Total Enplaned (%)</b>	<b>100.0</b>	<b>100.0</b>	

## MANAGEMENT'S DISCUSSION & ANALYSIS

### TOTAL E&D PASSENGERS

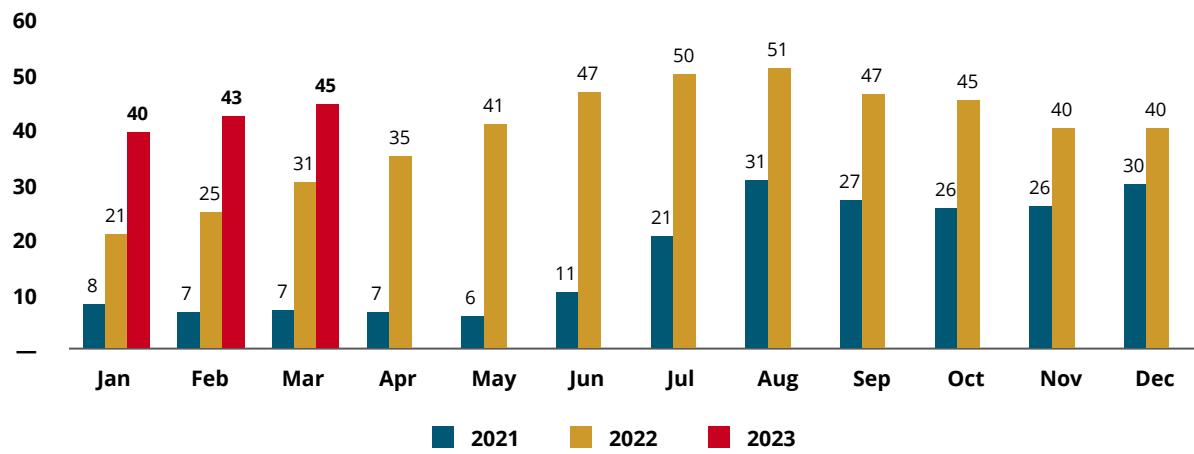
For the first three months of 2021, 2022 and 2023 (in thousands)



The above table shows E&D passenger activity by flight category for the first quarter of 2021, 2022, and 2023. The first quarter of 2021 shows the severity of the impact of the COVID-19 pandemic on passenger activity, and while demand started to return, the first quarter of 2022 was still hindered by travel restrictions and the Omicron variant. As travel restrictions were lifted, the recovery of travel demand accelerated throughout 2022, and the first quarter of 2023 saw passenger traffic approaching pre-pandemic levels.

### Average Daily Passenger Volumes by Month

For 2021, 2022 and 2023 (in thousands)



Daily passenger volumes at YYC for the first quarter of 2023 increased 65.2% to an average of 42,300 passengers per day, from an average of 25,600 per day for the same period of 2022. Passenger activity in Q1 2022 was impacted by international travel restrictions still in effect due to the spread of Omicron variant that emerged late in 2021. These restrictions had been lifted by the end of the first quarter of 2022.

The Authority monitors two principal types of passengers: local enplanements and connecting enplanements. A local enplanement is a passenger trip originating at YYC, while a connecting passenger changes aircraft at YYC en route to a final destination, characteristic of a hub airport.

## MANAGEMENT'S DISCUSSION & ANALYSIS

During the first quarter of 2023, the percentage split between local and connecting enplanements was 64.1% and 35.9%, respectively, compared to 60.3% and 39.7% in the same period of 2022, as YYC had seen additional connecting traffic from being a hub airport during the pandemic. As other airports gain back their share of connecting flights and with the commencement of new airlines from YYC such as Lynx, Porter and Canadian North, there has been a shift towards higher local enplanement passenger traffic as a percentage of overall activity at YYC.

### Flight Activity

Flight activity is measured by aircraft landings. Each aircraft has a maximum take-off weight ("MTOW"), as specified by the aircraft manufacturers, and total number of seats. MTOW and seats are used to calculate the majority of posted air carrier charges for each aircraft landing, driving Aircraft landing fee revenue. The load factor, the ratio of passengers to seats, is a measure of aircraft capacity utilization and is presented as a percentage of seats filled by passengers.

The following table summarizes aircraft landings, MTOW, seats, seats per passenger aircraft movement and load factor for the three months ended March 31, 2023 and 2022.

FLIGHT ACTIVITY	For the three months ended Mar 31		
	2023	2022	2023/22
(thousands)			
Aircraft landings	21.3	17.3	23.1
Passenger aircraft landings	16.3	12.3	32.5
Landed passenger seats	2,245.8	1,600.5	40.3
(millions)			
Total MTOW (kg)	1,356.9	1,047.1	29.6
Passenger MTOW (kg)	1,149.1	809.8	41.9
Seats per passenger aircraft movement	137.8	129.9	6.1
Load factor (%)	85.0%	72.0%	13.0 pts

Passenger aircraft landings increased 32.5% in the first three months of 2023, compared to the same period of 2022, due to the easing of COVID-19 air travel restrictions increasing passenger demand as the industry recovery continues. Total aircraft landings, which include both passenger and non-passenger movements, increased 23.1% in Q1 2023, compared to 2022. With the introduction of Lynx in April 2022, Porter and Canadian North Airlines in 2023, there were 15 airlines operating at YYC during the first three months of 2023, compared to 12 that were operating during the same period of 2022.

During the first three months of 2023, MTOW was 1,356.9 million kilograms, an increase of 29.6% from the same period of 2022. This change was driven mainly by the 41.9% increase in passenger MTOW due to the increase in landings and larger aircraft being utilized by carriers as the industry recovers from the COVID-19 pandemic.

Landed Passenger Seats in the first three months of 2023 was 2.2 million, an increase of 0.6 million, or 40.3%, compared to 1.6 million seats in the same period of 2022. The number of seats per passenger aircraft movement during the first quarter of 2023 was 137.8, an increase of 7.9 seats, or 6.1%, compared to 129.9 seats per passenger aircraft movement in the same period in 2022, due to carriers utilizing larger aircraft. Load factors increased 13.0 percentage points, from 72.0% in Q1 2022, to 85.0% in the first quarter of 2023, also surpassing Q1 2019 pre-pandemic load factor of 81.2%.

In the first three months of 2023, Cargo landings decreased 18.0% to 1,173, from 1,431 in the same period of 2022, while Cargo MTOW decreased 24.1% over the same period. As most municipalities have reduced, or removed entirely, COVID-19 restrictions, there has been a reduction in the need for cargo shipments for personal protective equipment, and a reduction in the level of online shopping, as people have returned to shopping in-person. Additionally, as passenger aircraft movements increase, more belly cargo is carried on commercial passenger flights, rather than using cargo freighters. Similar to the trend for passenger activity, cargo activity is returning to levels those seen pre-pandemic.

## MANAGEMENT'S DISCUSSION & ANALYSIS

### FINANCIAL PERFORMANCE

#### Net Operating Results

The following table summarizes the Authority's net operating results for the three months ended March 31, 2023 and 2022.

NET OPERATING RESULTS (\$ millions)	For the three months ended Mar 31		
	2023	2022	2023/22
<b>Net Loss</b>	<b>(20.3)</b>	(40.2)	19.9
Post-employment pension benefits gain	4.7	—	4.7
<b>Loss from Operations</b>	<b>(25.0)</b>	(40.2)	15.2
Add: Interest and financing costs	28.5	28.5	—
Depreciation and amortization	34.1	34.0	0.1
<b>EBITDA</b>	<b>37.6</b>	22.3	15.3
EBITDA Margin (%)	36.6%	30.6%	6.0 pts

In the first three months of 2023, the Authority incurred a loss from operations of \$25 million, compared to a loss from operations of \$40.2 million, for the same period of 2022. The main driver of the decreased loss in 2023 was due to higher revenues from the improvement in passenger and flight activity in 2023. These items were partially offset by higher expenses from the increased operational costs to meet the increased passenger activity, higher Canada Lease rent from increased airport revenues, and higher salaries and benefits due to the increased staffing levels required to meet the operational demand of the higher passenger and flight activity.

In first three months of 2023, EBITDA was \$37.6 million, an increase of \$15.3 million, compared to the same period of 2022. The EBITDA margin was 36.6% in 2023, an increase of 6.0 percentage points compared to the same period of 2022. The increase in EBITDA and EBITDA Margin was due to increased revenue from the higher flight and passenger activity experienced as the COVID-19 pandemic recovery continues.

#### Revenues

Revenues are derived from i) aeronautical revenue (which include general terminal charges, aircraft landing fees, and other aeronautical fees), ii) AIF revenue and iii) non-aeronautical revenues ("NAR") (which include concessions, rentals, car parking, ground transportation, and other sources).

Landing fees are based on the MTOW of arriving aircraft; general terminal charges are based on the number of seats and flight activity sector of an arriving aircraft; and other aeronautical fees are based on the usage of apron, aircraft gates and bridges, and fees per enplaned passenger. The AIF is charged on a per-local originating enplaned passenger basis.

NAR is earned from non-aeronautical commercial activities, such as concessions, real estate, parking, ground transportation, and other revenue. A significant portion of NAR is directly correlated with passenger activity.

## MANAGEMENT'S DISCUSSION & ANALYSIS

The following table summarizes the Authority's revenues for the three months ended March 31, 2023 and 2022.

REVENUES (\$ millions)	For the three months ended Mar 31		
	2023	2022	2023/22
			\$ Change
<b>Airport Improvement Fees</b>	<b>43.2</b>	24.0	19.2
Concessions	15.7	8.4	7.3
Car parking	11.2	6.0	5.2
Land rental	5.8	5.8	—
Terminal space rental	2.4	2.3	0.1
Interest income	2.0	0.2	1.8
Other revenue	0.5	2.3	(1.8)
<b>Non-Aeronautical Revenues</b>	<b>37.6</b>	25.0	12.6
General terminal fees	10.0	10.8	(0.8)
Aircraft landing fees	8.2	8.7	(0.5)
Other aeronautical fees	3.8	4.3	(0.5)
<b>Aeronautical Revenues</b>	<b>22.0</b>	23.8	(1.8)
<b>Total Revenues</b>	<b>102.8</b>	72.8	30.0
			% Change
Non-Aeronautical Revenue per Enplanement	\$ 19.70	\$ 21.71	(9.3)
Aeronautical Revenues per Landed Passenger Seat	\$ 9.80	\$ 14.87	(34.1)

In the first three months of 2023, AIF revenue was \$43.2 million, an increase of \$19.2 million, or 80.0%, compared to the same period of 2022, driven mainly by increased local enplanement passenger traffic.

In the first three months of 2023, NAR was \$37.6 million, an increase of \$12.6 million, or 50.4%, compared to the same period of 2022, mainly due to the increase in passenger activity, which drives most NAR streams.

Concessions revenue includes percentage rent revenues generated from in-terminal concessionaires, in-terminal hotels, ground transportation providers, car rental providers, and advertising. The main driver of these revenue sources is passenger activity, hence, with passenger activity showing significant improvement, the positive effects can be seen in the Concessions revenue results. Concession revenue was \$15.7 million in the first three months of 2023, an increase of \$7.3 million, or 86.9%, compared to the same period of 2022. In Q1 2023, YYC saw 15 additional food and beverage, retail, and service locations operating compared to Q1 2022. Additionally, an in-terminal hotel reopened December 2022, after being closed during the pandemic for renovations.

In the first three months of 2023, car parking revenue was \$11.2 million, an increase of \$5.2 million, or 86.7%, compared to the same period of 2022, predominantly driven by public parking from the increase in local enplanements of 76.2% in the year and from the positive response to YYC's online parking reservation system, which generated \$1.0 million additional revenue compared to the same period in 2022.

Land Rental revenue is generated by sub-leasing airport lands to companies that want to operate on YYC grounds. Most land lease agreements tend to be longer term and are usually at a fixed rate for the number of acres leased, some with escalation clauses, therefore, this revenue stream does not fluctuate with passenger activity. Land rental revenue of \$5.8 million in Q1 2023, was consistent with the comparable period of 2022, as most of the rent increases last year were offset by tenant attrition.

Terminal Space Rental revenue is generated by leasing physical space inside the terminal buildings to companies that want to operate in the terminal. These leases are usually on a rent-per-square-foot basis, and include customer service counters and office space, as such, this revenue stream is not directly impacted by passenger activity. Terminal Space Rental revenue was \$2.4 million in the first three months of 2023, an increase of \$0.1 million, or 4.3%, compared to the same period of 2022.

Other Revenue comprises revenue generated from activities such as Federal rent recovery fees, construction services, insurance proceeds, and pass office fees. In the first three months of 2023, Other Revenue was \$0.5 million, a decrease of \$1.8 million from 2022, mainly driven by a \$1.5 million insurance proceeds received in the comparative period.

## MANAGEMENT'S DISCUSSION & ANALYSIS

Total Aeronautical revenue in the first three months of 2023 decreased by \$1.8 million, or 7.6%, compared to the same period of 2022. The Authority has entered into long-term commercial agreements with airline partners which include rebates of Aeronautical Fees if certain growth thresholds are achieved. The allocation of these rebates in the first quarter of 2023 resulted in a decrease in Aeronautical revenue compared to the first quarter of 2022. General Terminal fees decreased by \$0.8 million, or 7.4%, Landing Fees decreased by \$0.5 million, or 5.7%, and Other aeronautical fees decreased by \$0.5 million, or 11.6%, due to the allocation of rebates to airline partners.

### Expenses

Expenses include the costs to operate and maintain the Airport, interest and financing costs, and amortization of property and equipment, and intangible assets.

The following table summarizes Authority's expenses for the three months ended March 31, 2023 and 2022.

EXPENSES (\$ millions)	For the three months ended Mar 31		
	2023	2022	2023/22
			\$ Change
Goods and services	<b>34.4</b>	27.4	(7.0)
Salaries and benefits	<b>13.6</b>	10.3	(3.3)
Property taxes	<b>4.9</b>	4.3	(0.6)
<b>Direct Operating Costs</b>	<b>52.9</b>	42.0	(10.9)
Canada Lease	<b>10.4</b>	7.1	(3.3)
Airport improvement fee handling fees	<b>1.9</b>	1.4	(0.5)
<b>Total Operating Expenses</b>	<b>65.2</b>	50.5	(14.7)
Depreciation and amortization	<b>34.1</b>	34.0	(0.1)
Interest and financing costs	<b>28.5</b>	28.5	—
Pension benefits remeasurement gain	<b>(4.7)</b>	—	4.7
<b>Total Expenses</b>	<b>123.1</b>	113.0	(10.1)
			% Change
Direct Operating Costs per E&D Passenger	\$ <b>13.89</b>	\$ 18.23	23.8

In the first three months of 2023, Goods and Services expense was \$34.4 million, an increase of \$7.0 million, or 25.5%, compared to the same period of 2022. In early 2022, some large operational service contracts were still operating at reduced levels and funding related to enforcement of pandemic travel restrictions was still offsetting a portion of costs. All contracts are now operating at pre-pandemic levels, resulting in increased costs, furthermore, a number of operational contracts have experienced significant cost increases due to inflationary pressure. New initiatives in several areas including technology modernization, software enhancements and process improvements have also driven a portion of the year-over-year increase. Utility costs have also increased due to higher carbon tax rates and rapidly increasing distribution related fees, which are largely based on market rates. The remainder of the increase was driven by several factors related to higher passenger activity at the Airport, including increased maintenance costs, supplies consumption, insurance premiums and credit card fees.

Salaries & Benefits costs in the first three months of 2023 increased \$3.3 million, or 32.0%, compared to the same period of 2022, driven mainly by direct salary costs due to the increase in staffing levels required to support the higher passenger traffic and larger operational footprint of the airport.

Canada Lease expense at YYC in the first three months of 2023 was \$10.4 million, an increase of \$3.3 million, or 46.5%, compared to the same period of 2022. The Canada Lease expense for 2023 and 2022 was recorded based on the contractual lease rate multiplied by the actual qualifying revenues for the entire period.

Airport improvement fee handling fees ("AIF Handling Fees") are correlated with total AIF revenue and calculated as a percentage of the Gross AIF collected by the airlines on behalf of the Authority. The AIF Handling Fee expense of \$1.9 million in the first three months of 2023 was \$0.5 million, or 35.7%, higher than the same period of 2022, due to higher AIF revenue.

In the first three months of 2023, interest and financing costs were \$28.5 million, which was consistent with the same period of 2022, as there has been no change in the Authority's long-term debt outstanding.

## MANAGEMENT'S DISCUSSION & ANALYSIS

Pension benefits remeasurement resulted in a gain of \$4.7 million in the first three months of 2023, primarily due to positive return on plan assets, partially offset by actuarial losses during the period.

### Summary of Quarterly Results

Select unaudited consolidated quarterly financial information for the quarters ended June 30, 2021, through March 31, 2023, is set out in the following table.

(\$ millions)	Quarter Ended							
	2023		2022			2021		
	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2
Revenues	102.8	111.2	129.5	102.4	72.8	74.5	72.9	36.1
Operating expenses	(65.2)	(60.1)	(59.1)	(53.5)	(50.5)	(48.1)	(38.2)	(31.9)
<b>EBITDA</b>	<b>37.6</b>	<b>51.1</b>	<b>70.4</b>	<b>48.9</b>	<b>22.3</b>	<b>26.4</b>	<b>34.7</b>	<b>4.2</b>
Post-employment pension benefits gain (loss)	4.7	(22.3)	—	—	—	9.6	—	—
Depreciation and amortization	(34.1)	(34.2)	(34.1)	(34.1)	(34.0)	(34.1)	(34.0)	(34.2)
Interest and financing costs	(28.5)	(27.2)	(29.0)	(28.7)	(28.5)	(172.4)	(25.9)	(26.0)
<b>Net (Loss) Income</b>	<b>(20.3)</b>	<b>(32.6)</b>	<b>7.3</b>	<b>(13.9)</b>	<b>(40.2)</b>	<b>(170.5)</b>	<b>(25.2)</b>	<b>(56.0)</b>

*EBITDA is a non-GAAP financial measure. Refer to section "Non-GAAP Financial Measures" of this MD&A for additional information.*

Quarterly results for the Authority are influenced by passenger activity and aircraft movements, which tend to be cyclical in nature and vary with travel demand, which is typically higher in Q3, with holiday periods and other seasonal factors. The quarterly EBITDA clearly shows the recovery experienced since Q3 2021.

### CAPITAL PROJECTS

The Authority focuses on capital programs and projects which improve passenger, baggage, and aircraft processing and flow, comply with regulatory requirements, and enhance the customer experience.

The following table provides information on the actual capital expenditures for the three months ended March 31, 2023 and 2022.

CAPITAL EXPENDITURES (\$ millions)	For the three months ended Mar 31		
	2023	2022	2023/22
			\$ Change
Improvement Projects	<b>3.9</b>	1.6	2.3
Restoration Capital	<b>1.7</b>	0.5	1.2
Revenue Projects	<b>0.2</b>	0.1	0.1
<b>Capital Expenditures</b>	<b>5.8</b>	2.2	3.6
Acreage Assessment	<b>4.5</b>	—	4.5
Capital Leases	<b>1.4</b>	—	1.4
<b>Total Capital</b>	<b>11.7</b>	2.2	9.5

Capital expenditures in the first quarter of 2023 were \$5.8 million, an increase of \$3.6 million compared to the same period of 2022, predominantly due to \$1.8 million of capital project work relating to security and passenger processing initiatives. The planned capital expenditures for 2023 is \$70.1 million.

## MANAGEMENT'S DISCUSSION & ANALYSIS

The most significant current capital projects, progress-to-date and capital funds expended by the Authority in millions are as follows:

Project Name	Description	Current Year Spend (\$ millions)	Spend to Date (\$ millions)	Approximate Total Planned (\$ millions)	Expected Completion
West Runway Reconstruction*	Full removal & replacement to modernize elements of the West Runway	\$0.7	\$11.3	\$200.0	2025
Airside Pavement Restoration Program**	Remove & replace aging concrete apron panels	\$—	N/A	N/A	N/A
Fire Sprinkler System Restoration	Modernize Fire Sprinkler System in the Domestic Terminal Building	\$—	\$5.6	\$50.0	2034
Parkade Restoration	Upgrade aging infrastructure in the P1 parkade	\$0.1	\$3.7	\$30.0	2030
Concourse B Transformer Upgrades	Upgrade the electrical distribution system in Concourse B	\$0.4	\$1.2	\$7.8	2024

\* The Authority was approved for grant funding of \$57.5 million under the Airport Critical Infrastructure Program (ACIP) for the West Runway Reconstruction project. To date the Authority has received \$5.9M and has currently accrued \$2.5 million for claims submitted.

\*\* The Airside Pavement Restoration Program is an ongoing annual effort at a current expected cost of \$10.0 million per annum.

## ASSETS AND LIABILITIES

Total consolidated assets, liabilities and net deficit as at March 31, 2023 and December 31, 2022 are set out in the following table:

Net Assets (\$ millions)	As at Mar 31, 2023	As at Dec 31, 2022	2023/22 \$ Change
Total assets	<b>3,180.7</b>	3,186.3	(5.6)
Total liabilities	<b>3,433.2</b>	3,418.5	(14.7)
<b>Net deficit</b>	<b>(252.5)</b>	(232.2)	(20.3)

At March 31, 2023, when compared to December 31, 2022, the Authority's Total assets decreased by \$5.6 million, primarily due to a \$22.4 million decrease in Capital and Intangible Assets as a result of the reduced capital program not fully offsetting depreciation expense in the period, and a decrease in Accounts receivable of \$8.5 million, partially offset by a \$19.6 million increase in cash due to improved EBITDA performance. The Authority's Total liabilities increased by \$14.7 million, primarily due to a \$27.7 million increase in Interest payable on long-term debt, partially offset by a \$15.5 million decrease in Accounts payable and accrued liabilities.

The Authority has a Net deficit position of \$252.5 million as at March 31, 2023, mainly due to the impact of COVID-19 since 2020 and the \$146.0 million penalty paid on prepayment of long-term debt as a result of the debt restructuring on October 7, 2021. The Net deficit has increased by \$20.3 million, compared to December 31, 2022, due to the Loss from Operations generated in the period.

## MANAGEMENT'S DISCUSSION & ANALYSIS

### LIQUIDITY AND CAPITAL RESOURCES

The following table provides cash flow information for the three months ended March 31, 2023:

CASHFLOW (\$ millions)	For the three months ended Mar 31		
	2023	2022	2023/22
Cash generated by operating activities	<b>38.2</b>	25.7	12.5
Cash used in investing activities	(18.5)	(2.2)	(16.3)
Repayment of lease liabilities	(0.1)	(0.1)	—
<b>Increase in cash and cash equivalents</b>	<b>19.6</b>	23.4	(3.8)

Cash and cash equivalents increased \$19.6 million for the first quarter ended March 31, 2023, \$3.8 million less than the same period of 2022 due to higher cash generated by operating activities, offset by increased cash used by investing activities, and the same cash from financing activities.

The following table provides information on the Authority's Free Cash Flow for the three months ended March 31, 2023:

CASHFLOW (\$ millions)	For the three months ended Mar 31		
	2023	2022	2023/22
<b>Net Loss</b>			\$ Change
Add: Depreciation and amortization	<b>34.1</b>	34.0	0.1
Interest and financing costs	<b>28.5</b>	28.5	—
Pension benefits remeasurement gain	(4.7)	—	(4.7)
<b>EBITDA</b>	<b>37.6</b>	22.3	15.3
Less: Interest and financing costs, net of prepayment penalty and deferrals	(28.5)	(28.5)	—
<b>Free Cash Flow</b>	<b>9.1</b>	(6.2)	15.3
Free Cash Flow per E&D Passenger	\$ <b>2.39</b>	\$ (2.69)	n/a

Free Cash Flow is the Authority's measure of the net result generated by operations, less debt service costs, excluding working capital changes, in the year. Free Cash Flow can be used at management's discretion to fund non-operation spending, such as capital expenditures or principal repayment of debt. Free Cash Flow is a non-GAAP financial measure. Refer to section "Non-GAAP Financial Measures" of this MD&A for additional information.

The following table provides information on Authority's debt position at March 31, 2023 and December 31, 2022:

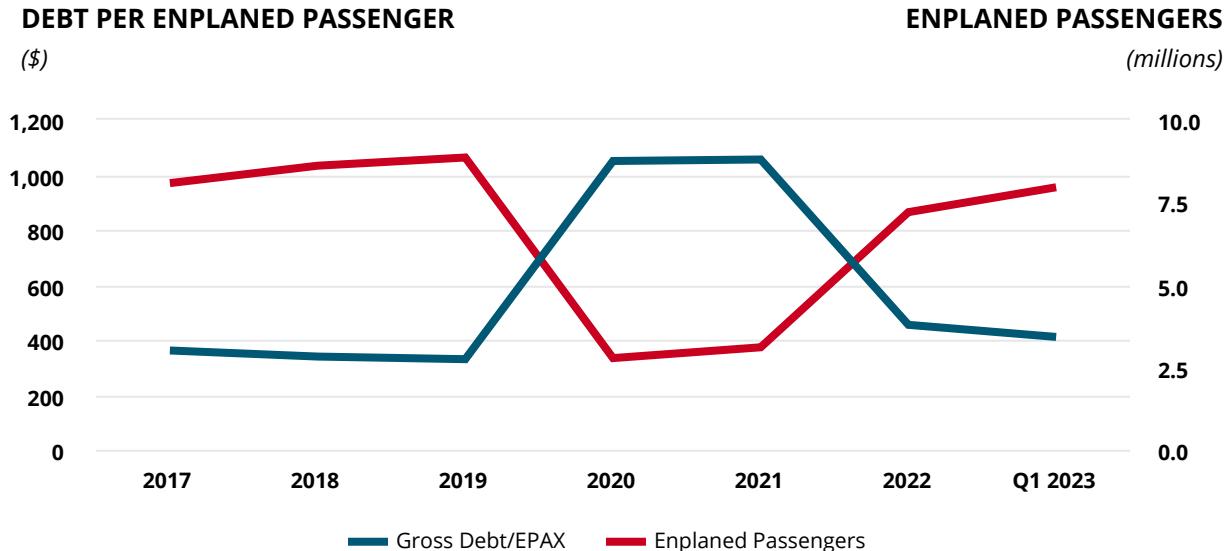
LONG TERM DEBT (\$ millions)	As at Mar 31, 2023	As at Dec 31, 2022	2023/22
			\$ Change
Long Term Debt, including current portion	<b>3,270.0</b>	3,269.8	(0.2)
Cash	<b>193.2</b>	173.6	19.6
<b>Net Debt</b>	<b>3,076.8</b>	3,096.2	19.4
<b>Key Credit Metrics</b>			% Change
Debt Service Coverage Ratio	<b>1.77</b>	1.65	
Gross Debt Service Coverage Ratio	<b>5.42</b>	5.01	
Gross Debt/Enplaned Passenger (\$)	\$ <b>411.12</b>	\$ 454.32	9.5
Net Debt/Enplaned Passenger (\$)	\$ <b>386.83</b>	\$ 430.20	10.1

*Key Credit Metrics in the above table have been calculated based on operating results for the twelve months ended March 31, 2023, for the purpose of providing an annualized metric.*

## MANAGEMENT'S DISCUSSION & ANALYSIS

As at March 31, 2023, long-term debt remained at \$3.3 billion, while net debt decreased by \$19.4 million to \$3.1 billion mainly due to the increase in cash. Net Debt is a non-GAAP financial measure. Refer to section "Non-GAAP Financial Measures" of this MD&A for additional information.

The MTI Agreement contains certain financial covenants to be calculated on a yearly basis at the year-end balance sheet date. Based on a trailing twelve-month calculation, the Authority exceeded the required covenant threshold as per the MTI Agreement, as at March 31, 2023.



Gross debt per enplaned passenger is one of the airport industry's key financial metrics. As at March 31, 2023, gross debt per enplaned passenger decreased to \$411.12, while net debt per enplaned passenger decreased to \$386.83, both as a result of the increase in passenger activity experienced in the first quarter of 2023. The Authority's debt per enplaned passenger was on a downward trajectory over the last several years; however, it increased significantly in 2020 due to higher debt and lower passenger volumes from the impacts of the COVID-19 pandemic, and with increases in passenger traffic as the recovery continues is now trending towards historical levels, as illustrated in the above chart. Net debt per enplaned passenger is a non-GAAP financial measure. Refer to section "Non-GAAP Financial Measures" for additional information.

The following table provides information on Authority's debt position at March 31, 2023 and December 31, 2022:

LIQUIDITY & CREDIT FACILITIES (\$ millions)	As at Mar 31, 2023	As at Dec 31, 2022	2023/22 \$ Change
<b>1) Cash and cash equivalents</b>	<b>193.2</b>	173.6	19.6
<b>Credit facilities:</b>			
2) Available Operating Credit Facility	<b>332.5</b>	332.5	—
Less: Letters issued	(59.7)	(49.3)	(10.4)
Operating Credit Facility	<b>272.8</b>	283.2	(10.4)
<b>Total net liquidity (including cash and cash equivalents)</b>	<b>466.0</b>	456.8	9.2
3) Available Letter of Credit Facility	<b>70.0</b>	70.0	—
Less: Letters issued	(58.5)	(60.0)	1.5
<b>Letter of Credit Facility</b>	<b>11.5</b>	10.0	1.5

As at March 31, 2023, the Authority's total net liquidity was \$466.0 million, an increase of \$9.2 million, or 2.0%, from December 31, 2022. The increase in 2023 was due to an extra \$19.6 million available cash and cash equivalents due to \$38.2 million cash generated from operating activities partially offset by investing activities in the period.

# MANAGEMENT'S DISCUSSION & ANALYSIS

## NON-GAAP FINANCIAL MEASURES

Throughout this MD&A, there are references to the following performance measures which in Management's view are valuable in assessing the economic performance of the Authority. While these financial measures are not defined by the Canadian Accounting Standard for Private Enterprises ("ASPE"), and they are referred to as non-GAAP measures which may not have any standardized meaning, they are common benchmarks in the industry, and are used by the Authority in assessing its operating results, including operating profitability, cash flow and investment program.

### **EBITDA and EBITDA Margin**

EBITDA is earnings before interest and financing costs and amortization, and EBITDA margin is EBITDA divided by total revenues. EBITDA is a commonly used measure of a company's operating performance. This is used to evaluate the Authority's performance without having to factor in financing and accounting decisions.

### **Free Cash Flow**

Free Cash Flow is the Authority's measure of the net result generated by operations less debt service cost paid, excluding working capital changes, in the year.

### **Free Cash Flow per E&D Passenger**

Free Cashflow per E&D Passenger is defined as Free Cash Flow over total Enplaned and Deplaned (E&D) passengers. Free Cashflow per E&D Passenger is used to evaluate how effective the business is at turning volume into residual cashflow to invest in the facility.

### **Gross Debt**

Gross Debt is Long Term Debt, including current portion, from the Authority's Balance Sheet.

### **Gross Debt per Enplaned Passenger**

Gross Debt per Enplaned Passenger is defined as Gross Debt over total enplaned passengers. Gross debt per Enplaned Passenger is commonly used by airports and other users to assess an appropriate debt burden for an airport.

### **Net Debt**

Net Debt is defined as Gross Debt (Long Term Debt, including current portion) less Cash and Cash Equivalents.

### **Net Debt per Enplaned Passenger**

Net Debt per Enplaned Passenger is defined as net debt over total enplaned passengers. Net debt per Enplaned Passenger is commonly used by airports and other users to assess an appropriate debt burden for an airport.

### **Non-Aeronautical Revenue per Enplanement**

Non-Aeronautical Revenue per Enplanement is defined as total NAR including concessions, land rental, car parking, terminal space rental, interest income and other revenue not associated with airport improvement fees or aeronautical fees, over total enplaned passengers. Non-Aeronautical Revenue per Enplanement is commonly used by airports and other users to assess how well commercial revenue is being generated from the users of the airport.

### **Aeronautical Revenue per Landed Passenger Seat**

Aeronautical Revenue per Landed Passenger Seat is defined as Aeronautical revenues including general terminal fees, aircraft landing fees, and other aeronautical fees, over Landed Passenger Seats. Aeronautical Revenue per Landed Passenger Seat is commonly used by airports to represent the approximate incremental cost incurred by airline partners to add additional flights and capacity.

## MANAGEMENT'S DISCUSSION & ANALYSIS

### Direct Operating Cost per E&D Passenger

Direct Operating Cost per E&D Passenger is defined as Direct Operating Costs, consisting of salaries and benefits, goods and services, and property taxes, over total E&D passenger. Direct Operating Cost per E&D Passenger is used to assess how efficiently the airport is being operated from a cost efficiency perspective relative to the volume of users of the airport.

## GLOSSARY

### Enplaned and Deplaned (E&D) passengers:

E&D Passengers are defined as the total number of passengers boarding an aircraft at YYC plus the total number of passengers disembarking from an aircraft at YYC as reported by air carriers on a regular basis.

### Enplaned passengers:

Enplaned passengers are defined as the total number of passengers boarding an aircraft at YYC as reported by air carriers on a regular basis.

### Landed Passenger Seats:

Landed Passenger Seats is defined as the total seating capacity in aggregate of all passenger aircraft arriving at the terminal buildings.

### MTOW:

MTOW is an aviation abbreviation used to describe the maximum take-off weight of an aircraft.

## CAUTION REGARDING FORWARD-LOOKING INFORMATION

This MD&A contains certain forward-looking statements or forward-looking information about the Authority. This forward-looking information is based on a variety of expectations, estimates, projections, judgements and assumptions and is subject to risks and uncertainties. Words such as "believe", "expect", "plan", "intend", "estimate", "anticipate", "trend" and similar expressions, as well as future or conditional verbs such as "will", "should", "would" and "could" often identify forward-looking information.

Specific forward-looking information in this document includes, among others, statements regarding the following: the ongoing impact of COVID-19 including on the long-term financial sustainability of the Authority; expected domestic and international passenger traffic and cargo; expected return to pre-COVID-19 passenger and flight levels; future demand or activity; the Authority's borrowing requirements and its ability to access the capital markets, including in respect of the ability of the Authority to refinance maturing debt as and when needed; the Authority's ability to comply with its contractual covenants, including those related to its outstanding debt; debt levels and service costs; expected revenues, cash flows, working capital and liquidity; capital projects and other developments at YYC and the timing, budgets and funding of such projects and developments; forecasted capital expenditures for certain capital projects; and the funding of outstanding capital commitments.

There is inherently more uncertainty associated with the material factors and assumptions underlying the forward-looking information contained in this document compared to prior periods due to the COVID-19 pandemic. Travel demand is volatile and may be significantly impacted by changing government restrictions in Canada and around the world, the emergence of new variants of COVID-19 and public concerns about travel due to COVID-19 and other public health emergencies. While conditions improved significantly in 2022 and continued to improve in the first quarter of 2023, there can be no assurance that future developments or responses to the COVID-19 pandemic or other public health emergencies will not materially impact demand for air travel and the Authority's business.

Other material factors and assumptions include: the continued impact of the COVID-19 pandemic and expected duration thereof; government and passenger actions; the post-pandemic economic recovery, including the continued recovery of flight and passenger activity to pre-pandemic levels; the YYC's population base and diversified economy will provide the basis for strong aviation demand in the future; air carrier capacity will meet future demand for air travel in the Calgary; Calgary will continue to attract domestic and international travelers;

## MANAGEMENT'S DISCUSSION & ANALYSIS

no other significant event such as a natural disaster or other calamity will occur that has an impact on the ordinary course of business or the macroeconomic environment; the Authority will be able to access the capital markets at competitive terms and rates; the Authority will be able to repay or refinance its existing debt as it becomes due; and no significant cost overruns relating to capital projects will occur. These assumptions are based on information currently available to the Authority, including information obtained by the Authority from third-party experts and analysts.

There is significant risk that predictions, forecasts, conclusions and projections, which constitute forward-looking information, will not prove to be accurate, that the assumptions may not be correct and that actual results may vary from the forward-looking information. Risk factors that could cause actual results to differ materially from the results expressed or implied by forward-looking information include, but are not limited to: risks related to the impact of the COVID-19 pandemic or other public health emergencies on the Authority's business; air carrier instability; passenger volumes; inability to meet business objectives; non-payment by customers and the Authority's ability to comply with covenants under its MTI and existing and future credit facilities; reliance on third parties, including airlines, to successfully operate and maintain their operations; continuing volatility in current and future economic activity including shocks to the macroeconomic environment (changes in fuel prices, inflation, interest rates, currencies, employment and spending); potential recessions in Canada, North America and worldwide; changes in supply and demand trends; capital market conditions and credit rating risk; competition from other airports; extended interruptions or disruptions in operations at YYC; outbreaks of war, riots or political action, including the conflict between Russia and Ukraine; labour disruptions; disruptions caused by extreme weather, natural disasters or other events which impact air industry networks; geopolitical unrest; acts of terrorism or cyber-security threats; disruptions to information technology infrastructure; the loss of key personnel; changes in laws or regulations including rate regulation; adverse amendments to the Canada Lease and the Springbank Lease with the Government of Canada that govern the Airport lands; the use of telecommunications and ground transportation as alternatives to air travel; loss of commercial revenues; carbon emission costs and restrictions; adverse regulatory developments or proceedings; environmental factors and climate change; changing attitudes towards air travel; the availability of aviation liability and other insurance; the timing of recovery and receipt of insurance proceeds; construction risk; legal proceedings and litigation; and other risks detailed from time to time in the Authority's other published documents.

The forward-looking information contained in this document represents expectations as of the date of this report and is subject to change. The Authority disclaims any intention or obligation to update or revise any forward-looking information whether as a result of new information or future events or for any other reason except as required by law.

# ADMINISTRATION AÉROPORTUAIRE DE CALGARY

# ÉTATS FINANCIERS INTERMÉDIAIRES

Pour le trimestre clos le 31 mars 2023

# ÉTAT DE LA SITUATION FINANCIÈRE (*non audité*)

Aux 31 mars 2023 et 31 décembre 2022

(en millions de dollars)	Note	31 mars 2023	31 décembre 2022
<b>ACTIF</b>			
<b>Actifs courants</b>			
Trésorerie et équivalents de trésorerie		<b>193,2</b>	\$ 173,6
Créances		<b>26,9</b>	35,4
Stocks		<b>7,1</b>	7,4
Charges payées d'avance		<b>4,1</b>	3,3
		<b>231,3</b>	219,7
<b>Incitatifs à la location</b>		<b>4,3</b>	4,4
<b>Autres actifs à long terme et charges payées d'avance</b>		<b>2,9</b>	2,7
<b>Immobilisations corporelles</b>	3	<b>2 924,4</b>	2 946,8
<b>Immobilisations incorporelles</b>	4	<b>1,0</b>	1,0
<b>Actif au titre des régimes de retraite</b>		<b>16,8</b>	11,7
		<b>3 180,7</b>	\$ 3 186,3
<b>PASSIF ET ACTIF NET</b>			
<b>Passifs courants</b>			
Dettes d'exploitation et charges à payer		<b>42,4</b>	57,9
Intérêts à payer sur la dette à long terme	5	<b>54,2</b>	26,5
Produits différés		<b>0,5</b>	0,5
Partie courante des autres passifs à long terme		<b>10,2</b>	11,2
Partie courante de la dette à long terme	5, 9	<b>7,5</b>	7,5
		<b>114,8</b>	103,6
<b>Autres passifs à long terme</b>		<b>42,3</b>	39,4
<b>Passif au titre des prestations constituées</b>		<b>13,6</b>	13,2
<b>Dette à long terme</b>	5, 9	<b>3 262,5</b>	3 262,3
		<b>3 433,2</b>	\$ 3 418,5
<b>Déficit net</b>		<b>(252,5)</b>	(232,2)
		<b>3 180,7</b>	\$ 3 186,3

Se reporter aux notes annexes.

# ÉTAT DU RÉSULTAT NET ET DU DÉFICIT NET (*non audité*)

## Pour le trimestre clos le 31 mars 2023

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<i>(en millions de dollars)</i>	<i>Note</i>	Trimestres clos les 31 mars	
		2023	2022
<b>PRODUITS DES ACTIVITÉS ORDINAIRES</b>			
Frais d'améliorations aéroportuaires		<b>43,2</b>	24,0
Produits autres qu'aéronautiques			
Concessions		<b>15,7</b>	8,4
Parc de stationnement		<b>11,2</b>	6,0
Location de terrains		<b>5,8</b>	5,8
Location d'aérogares		<b>2,4</b>	2,3
Produit d'intérêts		<b>2,0</b>	0,2
Autres produits des activités ordinaires		<b>0,5</b>	2,3
		<b>37,6</b>	25,0
Produits aéronautiques			
Frais généraux liés aux aérogares		<b>10,0</b>	10,8
Droits d'atterrissement		<b>8,2</b>	8,7
Autres frais aéronautiques		<b>3,8</b>	4,3
		<b>22,0</b>	23,8
		<b>102,8</b>	72,8
<b>CHARGES</b>			
Biens et services		<b>34,4</b>	27,4
Salaires et avantages du personnel		<b>13,6</b>	10,3
Bail avec le Canada		<b>10,4</b>	7,1
Impôts fonciers		<b>4,9</b>	4,3
Frais de manutention liés aux frais d'améliorations aéroportuaires		<b>1,9</b>	1,4
		<b>65,2</b>	50,5
<b>Bénéfice avant les charges d'intérêts et coûts de financement et la dotation à l'amortissement</b>			
		<b>37,6</b>	22,3
Dotation aux amortissements	3, 4	<b>34,1</b>	34,0
Charges d'intérêts et coûts de financement	10	<b>28,5</b>	28,5
<b>Perte d'exploitation</b>		<b>(25,0) \$</b>	(40,2) \$
<b>Autres produits (charges)</b>			
Profit de réévaluation des avantages postérieurs à l'emploi liés à des régimes de retraite		<b>4,7</b>	—
<b>Perte nette</b>		<b>(20,3) \$</b>	(40,2) \$
<b>Déficit net à l'ouverture de la période</b>		<b>(232,2) \$</b>	(152,8) \$
<b>Déficit net à la clôture de la période</b>		<b>(252,5) \$</b>	(193,0) \$

Se reporter aux notes annexes.

## TABLEAU DES FLUX DE TRÉSORERIE (*non audités*)

Pour le trimestre clos le 31 mars 2023

(en millions de dollars)	Note	Trimestres clos les 31 mars	
		2023	2022
<b>ACTIVITÉS D'EXPLOITATION</b>			
Perte nette		(20,3) \$	(40,2) \$
Ajustements :			
Dotation aux amortissements	3, 4	34,1	34,0
Dotation à l'amortissement des coûts de financement différés	10	0,2	0,3
Avantages postérieurs à l'emploi liés à des régimes de retraite	8	(4,7)	—
		9,3	(5,9)
Variation des éléments hors trésorerie du fonds de roulement :			
Créances		8,5	(5,5)
Stocks		0,3	(0,8)
Charges payées d'avance		(0,8)	1,8
Incitatifs à la location		0,1	3,7
Autres actifs à long terme et charges payées d'avance		(0,2)	(0,9)
Dettes d'exploitation et charges à payer		(8,6)	5,0
Intérêts à payer sur la dette à long terme		27,7	27,8
Autres passifs		1,9	0,5
		28,9	31,6
Flux de trésorerie liés aux activités d'exploitation		38,2	25,7
<b>ACTIVITÉS DE FINANCEMENT</b>			
Remboursement des obligations locatives		(0,1)	(0,1)
Flux de trésorerie liés aux activités de financement		(0,1)	(0,1)
<b>ACTIVITÉS D'INVESTISSEMENT</b>			
Investissement dans des immobilisations corporelles et incorporelles	3, 4	(11,7)	(2,2)
Variation des dettes d'exploitation et charges à payer liées aux immobilisations corporelles et incorporelles		(6,8)	—
Flux de trésorerie liés aux activités d'investissement		(18,5)	(2,2)
<b>Augmentation de la trésorerie et des équivalents de trésorerie</b>		<b>19,6 \$</b>	<b>23,4 \$</b>
<b>Trésorerie et équivalents de trésorerie à l'ouverture de la période</b>		<b>173,6 \$</b>	<b>120,9 \$</b>
<b>Trésorerie et équivalents de trésorerie à la clôture de la période</b>		<b>193,2 \$</b>	<b>144,3 \$</b>
Composition de la trésorerie et des équivalents de trésorerie :			
Fonds en banque		133,2 \$	144,3 \$
Placements à court terme		60,0 \$	— \$
		<b>193,2 \$</b>	<b>144,3 \$</b>

Se reporter aux notes annexes.

# Notes annexes

## Au 31 mars 2023 et pour le trimestre clos à cette date

(Les montants dans les tableaux et les notes afférentes aux tableaux sont en millions de dollars canadiens, sauf indication contraire)

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### 1 DESCRIPTION DES ACTIVITÉS

L'Administration aéroportuaire de Calgary (l'« Administration ») a été constituée en tant que société sans capital-actions le 26 juillet 1990 en vertu de la loi de l'Alberta intitulée *Regional Airports Authorities Act* (la « Loi »). L'Administration a pour mandat, tel qu'il est défini dans la Loi, d'assurer la gestion et le fonctionnement sécuritaire et efficace des aéroports dont la responsabilité lui incombe, ainsi que de favoriser le développement économique et communautaire, notamment par la promotion et le soutien de l'amélioration des services aériens et de transport et de l'expansion de l'industrie aéronautique, dans l'intérêt général de la population de sa région.

L'Administration exploite l'aéroport international de Calgary (YYC) depuis juillet 1992 en vertu de la convention de cession qui prévoyait le transfert du contrôle opérationnel de l'aéroport international de Calgary (YYC) du gouvernement du Canada à l'Administration en vertu d'un bail de longue durée (le « bail avec le Canada »). Le bail avec le Canada est d'une durée initiale de 60 ans et est assorti d'une option de renouvellement de 20 ans, qui a été exercée en 2011. En octobre 1997, l'Administration a conclu avec le gouvernement du Canada un bail en vue de l'exploitation de l'aéroport de Springbank (le « contrat de location de Springbank »), de la même durée que le bail avec le Canada. Le bail avec le Canada expire le 30 juin 2072.

En vertu de la Loi, l'Administration réinvestit tous les surplus dans la rénovation et l'agrandissement des aéroports dont elle est responsable. L'Administration est autorisée à contracter des emprunts afin d'investir dans l'infrastructure aéroportuaire et d'assurer le fonctionnement des installations. Les immobilisations comprennent des investissements dans des biens loués à bail et des biens en propriété franche de l'Administration, tel qu'il est précisé aux notes 3 et 4. Les travaux de rénovation nécessaires sont déterminés au moyen de processus de gestion du cycle de vie et d'inspections des biens matériels, tandis que les travaux d'agrandissement nécessaires sont déterminés en fonction de la capacité et de la demande de l'aéroport. Les besoins en capital sont généralement déterminés sur une base annuelle conformément au plan d'affaires de l'Administration, bien que les plus importants projets puissent comporter des engagements financiers qui se prolongent sur une période dépassant un an. L'Administration procède à une réévaluation annuelle de la conjoncture économique prévue et des facteurs qui influent sur la demande pour les installations.

Les présents états financiers intermédiaires ont été approuvés par le comité d'audit et des finances en vue de leur publication le 16 mai 2023.

### 2 PRINCIPALES MÉTHODES COMPTABLES

#### Base d'évaluation et de présentation

Les présents états financiers intermédiaires non audités ont été dressés conformément aux Normes comptables canadiennes pour les entreprises à capital fermé (« NCECF ») qui établissent les principes comptables généralement reconnus (« PCGR ») du Canada. Ces états financiers ne contiennent pas toutes les informations requises dans les états financiers annuels et doivent être lus conjointement avec les états financiers de l'Administration pour l'exercice clos le 31 décembre 2022, préparés conformément aux NCECF. Les états financiers intermédiaires ont été dressés selon l'hypothèse de la continuité d'exploitation et au coût historique, à l'exception de la réévaluation de certains actifs et passifs financiers évalués à la juste valeur.

## Notes annexes

### Au 31 mars 2023 et pour le trimestre clos à cette date

(Les montants dans les tableaux et les notes afférentes aux tableaux sont en millions de dollars canadiens, sauf indication contraire)

Les présents états financiers intermédiaires ont été préparés selon les mêmes conventions et méthodes comptables que celles utilisées pour la préparation des états financiers annuels audités 2022 de l'Administration.

#### Utilisation d'estimations et incertitude relative à la mesure

L'établissement d'états financiers intermédiaires exige que la direction formule des estimations et des hypothèses qui ont une incidence sur les montants présentés des actifs, des passifs, des engagements et des éventualités à la date des états financiers intermédiaires ainsi que sur les montants des produits des activités ordinaires, des charges et des autres produits (pertes) de la période de présentation de l'information financière. Les estimations comptables et les hypothèses sous-jacentes sont réexaminées régulièrement. Parmi les éléments importants pour lesquels il convient de recourir à des estimations formulées par la direction, on compte la détermination des produits à recevoir, des charges payées d'avance, de la provision pour créances douteuses et des durées d'utilité utilisées aux fins de l'amortissement des immobilisations corporelles, de même que la formulation des hypothèses relatives aux régimes d'avantages sociaux futurs des employés. Les résultats réels pourraient être différents de ces estimations.

### 3 IMMOBILISATIONS CORPORELLES

Au 31 mars 2023	Terrains	Bâtimen			Véhicule	Matériel et outillage	Matériel et agenceme	Constru	c-tion en cours	Total
		Terrains cédés à bail	ts et structur	Matériel informa						
<b>Coût</b>										
Solde d'ouverture	5,8 \$	29,6 \$	4 205,8 \$	40,4 \$	45,3 \$	162,2 \$	20,3 \$	42,9 \$	4 552,3 \$	
<b>Entrées</b>	—	<b>4,7</b>	<b>0,7</b>	—	<b>1,4</b>	—	—	<b>4,8</b>	<b>11,6</b>	
<b>Transferts</b>	—	—	11,9	0,5	—	0,4	0,5	(13,3)	—	
<b>Solde de clôture</b>	<b>5,8</b>	<b>34,3</b>	<b>4 218,4</b>	<b>40,9</b>	<b>46,7</b>	<b>162,6</b>	<b>20,8</b>	<b>34,4</b>	<b>4 563,9</b>	
<b>Amortissement cumulé</b>										
Solde d'ouverture	—	5,9	1 471,2	40,3	36,1	44,1	7,9	—	1 605,5	
<b>Dotation aux amortissemen</b>	—	<b>0,1</b>	<b>31,4</b>	<b>0,2</b>	<b>0,4</b>	<b>1,7</b>	<b>0,2</b>	—	<b>34,0</b>	
<b>Solde de clôture</b>	—	<b>6,0</b>	<b>1 502,6</b>	<b>40,5</b>	<b>36,5</b>	<b>45,8</b>	<b>8,1</b>	—	<b>1 639,5</b>	
<b>Valeur comptable nette</b>										
31 décembre 2022	5,8 \$	23,7 \$	2 734,6 \$	0,1 \$	9,2 \$	118,1 \$	12,4 \$	42,9 \$	2 946,8 \$	
<b>31 mars 2023</b>	<b>5,8 \$</b>	<b>28,3 \$</b>	<b>2 715,8 \$</b>	<b>0,4 \$</b>	<b>10,2 \$</b>	<b>116,8 \$</b>	<b>12,7 \$</b>	<b>34,4 \$</b>	<b>2 924,4 \$</b>	

Les soldes inscrits sous « Construction en cours » représentent les coûts inscrits à l'actif dans le cadre de projets d'amélioration des installations côté piste et côté aérogare. Au 31 mars 2023, les intérêts inscrits à l'actif sous « Construction en cours » qui se rapportent à des emprunts contractés aux termes de la ligne de crédit d'exploitation en vue de l'agrandissement d'infrastructures se sont élevés à 0,1 M\$ (0,5 M\$ au 31 décembre 2022).

## Notes annexes

### Au 31 mars 2023 et pour le trimestre clos à cette date

(Les montants dans les tableaux et les notes afférentes aux tableaux sont en millions de dollars canadiens,  
sauf indication contraire)

#### 4 IMMOBILISATIONS INCORPORELLES

Au 31 mars 2023	Logiciels	Travaux en cours	Total
<b>Coût</b>			
Solde d'ouverture	39,0 \$	— \$	39,0 \$
<b>Entrées</b>	—	<b>0,1</b>	<b>0,1</b>
<b>Solde de clôture</b>	<b>39,0</b>	<b>0,1</b>	<b>39,1</b>
<b>Amortissement cumulé</b>			
Solde d'ouverture	38,0	—	38,0
<b>Dotation aux amortissements</b>	<b>0,1</b>	—	<b>0,1</b>
<b>Solde de clôture</b>	<b>38,1</b>	—	<b>38,1</b>
<b>Valeur comptable nette</b>			
31 décembre 2022	1,0 \$	— \$	1,0 \$
<b>31 mars 2023</b>	<b>0,9 \$</b>	<b>0,1 \$</b>	<b>1,0 \$</b>

## Notes annexes

### Au 31 mars 2023 et pour le trimestre clos à cette date

(Les montants dans les tableaux et les notes afférentes aux tableaux sont en millions de dollars canadiens, sauf indication contraire)

#### 5 DETTE À LONG TERME

L'Administration a une entente avec BNY Trust Company of Canada (le « fiduciaire ») pour fournir un cadre à l'Administration pour créer et émettre des obligations et d'autres titres de créance et pour conclure des accords de facilité de crédit, des swaps et d'autres titres de créance tel qu'il est énoncé dans l'acte de fiducie-cadre (l'« acte de fiducie-cadre »). Aux termes de l'acte de fiducie-cadre, les obligations sont émises en séries et seront émises aux termes d'un acte de fiducie supplémentaire autorisant des séries particulières d'obligations.

Le tableau qui suit présente les obligations émises et en circulation aux termes de l'acte de fiducie-cadre (en millions de dollars) :

Acte de fiducie supplémentaire	Série	Taux d'intérêt	Date d'échéance	31 mars 2023	31 décembre 2022
Premier	Séries A	3,1990 %	7 octobre 2036	<b>350,0</b>	350,0
Premier	Séries B	3,3410 %	7 octobre 2038	<b>300,0</b>	300,0
Premier	Séries C	3,4540 %	7 octobre 2041	<b>350,0</b>	350,0
Premier	Séries D	3,5540 %	7 octobre 2051	<b>350,0</b>	350,0
Premier	Séries E	3,5540 %	7 octobre 2053	<b>300,0</b>	300,0
Premier	Séries F	3,7540 %	7 octobre 2061	<b>420,3</b>	420,3
Deuxième	4002957	2,2580 %	7 octobre 2031	<b>163,4</b>	163,4
Deuxième	4002958	3,0120 %	6 avril 2035	<b>25,0</b>	25,0
Deuxième	4002959	3,6430 %	15 février 2042	<b>100,0</b>	100,0
Deuxième	4002960	3,1530 %	15 décembre 2047	<b>25,0</b>	25,0
Deuxième	4002961	2,5622 %	16 septembre 2049	<b>70,0</b>	70,0
Deuxième	4002962	3,8550 %	17 mars 2034	<b>83,0</b>	83,0
Deuxième	4002963	2,7900 %	15 mars 2030	<b>125,0</b>	125,0
Deuxième	4002964	4,0590 %	30 novembre 2033	<b>107,9</b>	107,9
Deuxième	4002965	4,2580 %	15 septembre 2033	<b>113,0</b>	113,0
Deuxième	4002966	3,4200 %	29 juin 2032	<b>200,0</b>	200,0
Deuxième	4002967	3,5130 %	16 juin 2029	<b>200,0</b>	200,0
Total des obligations émises				<b>3 282,6</b>	3 282,6
Moins : Frais d'émission de la dette				<b>(12,6)</b>	(12,8)
Moins : Partie courante				<b>(7,5)</b>	(7,5)
Dette à long terme				<b>3 262,5</b>	3 262,3

L'acte de fiducie-cadre renferme certaines clauses financières restrictives qui doivent être calculées annuellement à la date de clôture de l'exercice.

## Notes annexes

### Au 31 mars 2023 et pour le trimestre clos à cette date

(Les montants dans les tableaux et les notes afférentes aux tableaux sont en millions de dollars canadiens, sauf indication contraire)

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## 6 FACILITÉS DE CRÉDIT

L'Administration dispose d'une ligne de crédit d'exploitation renouvelable de 350 M\$ (la « facilité d'exploitation ») auprès d'un consortium d'institutions financières canadiennes (le « prêteur »). Les prélèvements sur la facilité d'exploitation sont sous forme de découvert, d'emprunts au taux préférentiel canadien, d'emprunts au taux de base américain, de lettres de crédit, d'acceptations bancaires et d'emprunts fondés sur le TIOL. La facilité d'exploitation porte intérêt au taux préférentiel du prêteur, majoré d'une marge applicable établie en fonction de la note de crédit reçue par l'Administration et du type de prélèvement sur la facilité. La date d'échéance de la facilité d'exploitation est le 7 octobre 2026. Au 31 mars 2023 et au 31 décembre 2022, aucun montant n'avait été prélevé sur la facilité d'exploitation.

Les lettres de crédit en cours aux termes de la facilité d'exploitation au 31 mars 2023 totalisent 59,7 M\$ (49,3 M\$ au 31 décembre 2022) et ont été émises pour des charges d'exploitation spécifiques, y compris une lettre de crédit de 39,3 M\$ (28,6 M\$ au 31 décembre 2022) qui était requise en vertu de l'acte de fiducie-cadre pour couvrir au moins 25 % des charges d'exploitation et d'entretien engagées au cours de l'exercice précédent ou d'une période de douze mois à compter de l'émission d'obligations.

L'Administration dispose d'une facilité de lettres de crédit renouvelable de 70,0 M\$ (la « facilité de lettres de crédit ») qui peut être utilisée pour financer des charges d'exploitation, des projets d'investissement et des projets d'investissement d'envergure. Au 31 mars 2023, la lettre de crédit en cours en vertu de la facilité de lettre de crédit était de 58,5 M\$ (60,0 M\$ au 31 décembre 2022). Cette lettre de crédit était exigée aux termes de l'acte de fiducie-cadre pour couvrir au moins 50 % des intérêts nets courus et du montant total en capital à payer pour une période de douze mois suivant la fin de l'exercice. La facilité de lettres de crédit vient à échéance le 7 octobre 2023.

Au 31 mars 2023 et au 31 décembre 2022, l'Administration avait deux obligations en circulation cédées en garanties aux prêteurs des facilités d'exploitation et de lettres de crédit contre 385,0 M\$ et 77,0 M\$, respectivement. Les obligations ne portent pas intérêt et peuvent être utilisées par les prêteurs si l'Administration est en défaut à l'égard de tout solde impayé de chacune des facilités, y compris les intérêts courus et les frais applicables.

Les clauses restrictives incluses dans les facilités d'exploitation et de lettres de crédit renvoient aux clauses restrictives de l'acte de fiducie-cadre pour lesquelles l'Administration effectue des calculs chaque année à la date de clôture de l'exercice.

## 7 AIDE GOUVERNEMENTALE

### Programme des infrastructures essentielles des aéroports

En mai 2021, le gouvernement du Canada a annoncé le lancement du Programme des infrastructures essentielles des aéroports (« PIEA »), un nouveau programme de financement sous forme de contribution pour aider les grands aéroports du Canada à effectuer des investissements essentiels dans la sûreté et la sécurité.

Au 31 mars 2023, l'Administration a comptabilisé 10,0 M\$ (7,0 M\$ au 31 décembre 2022) au titre du financement admissible dans le poste « Autres passifs à long terme » à l'état de la situation financière. Ce montant sera amorti sur la durée de vie utile de l'actif concerné, lorsque celui-ci sera complété et mis en service.

# Notes annexes

## Au 31 mars 2023 et pour le trimestre clos à cette date

(Les montants dans les tableaux et les notes afférentes aux tableaux sont en millions de dollars canadiens, sauf indication contraire)

### 8 AVANTAGES SOCIAUX FUTURS

Au 31 mars 2023, l'hypothèse relative au taux d'actualisation utilisée pour évaluer l'obligation au titre des prestations de retraite était la même qu'au 31 décembre 2022. L'hypothèse relative au taux d'actualisation est fondée sur les taux d'intérêt du marché pour les obligations de grande qualité qui concordent avec le calendrier et le montant des paiements prévus au titre des prestations.

En raison de la réévaluation des obligations au titre des prestations de retraite et des actifs du régime connexes, la situation de capitalisation s'est améliorée, passant d'un déficit net de 1,5 M\$ au 31 décembre 2022 à un actif net de 3,2 M\$ au 31 mars 2023. Au 31 mars 2023, l'Administration a comptabilisé un actif au titre des régimes de retraite de 16,8 M\$ et un passif, de 13,6 M\$ (11,7 M\$ et 13,2 M\$ au 31 décembre 2022).

### 9 INSTRUMENTS FINANCIERS

Les instruments financiers de l'Administration se composent de la trésorerie et des équivalents de trésorerie, des créances, des créditeurs et charges à payer, des intérêts à payer sur la dette à long terme, de la dette à long terme, des loyers à payer au titre du bail avec le Canada et du montant à recevoir de la Ville de Calgary, classé dans les autres passifs à long terme.

La juste valeur des instruments financiers de l'Administration, à l'exception de la dette à long terme et des charges à payer à long terme, avoisine leur valeur comptable en raison de leur échéance rapprochée. La juste valeur de la dette à long terme et des charges à payer à long terme est considérée comme étant au niveau 2 de la hiérarchie des justes valeurs, car elle est estimée au moyen de l'analyse des flux de trésorerie actualisés en fonction du taux d'emprunt actuel de l'Administration pour des accords d'emprunt similaires. Au 31 mars 2023, la juste valeur de la dette à long terme de l'Administration et des loyers à payer au titre du bail avec le Canada est de 2,7 G\$ (2,8 G\$ au 31 décembre 2022).

### 10 CHARGES D'INTÉRÊTS ET COÛTS DE FINANCEMENT

	Trimestres clos les 31 mars	
	2023	2022
Intérêts sur la dette à long terme	27,6 \$	27,6 \$
Dotation à l'amortissement des coûts de financement différés	0,2	0,3
Commission d'attente	0,3	0,2
Ajustement de la juste valeur des charges à payer à long terme	0,1	0,1
Autres charges d'intérêts	0,3	0,3
Charges d'intérêts et coûts de financement	28,5 \$	28,5 \$

# Notes annexes

## Au 31 mars 2023 et pour le trimestre clos à cette date

(Les montants dans les tableaux et les notes afférentes aux tableaux sont en millions de dollars canadiens, sauf indication contraire)

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### 11 ENGAGEMENTS ET ÉVENTUALITÉS

L'Administration peut faire l'objet de poursuites et de réclamations dans le cours normal de ses activités. Bien qu'il soit impossible de prédire avec certitude le dénouement de ces poursuites et réclamations, la direction ne s'attend pas à ce que l'une ou l'autre des actions intentées ait d'importantes répercussions négatives sur la situation financière ou les résultats d'exploitation de l'Administration.

En juin 2011, l'Administration a conclu une entente de sous-location et de licence de tunnel (l'« entente sur le tunnel ») avec la Ville de Calgary (la « Ville »). L'entente sur le tunnel, qui arrive à échéance le 29 juin 2072, exigeait que la Ville prolonge la voie Airport Trail vers l'est, à travers les terrains de l'aéroport et, notamment, construise, exploite et entretienne un tunnel associé sous la piste 17L-35R, ce qui a été réalisé le 1<sup>er</sup> octobre 2012. L'entente sur le tunnel prévoit également une entente de partage des coûts en ce qui concerne les futurs échangeurs le long de la voie Airport Trail aux intersections de 19th Street et de la voie Barlow Trail. La première phase des échangeurs, qui prévoit l'amélioration de l'accès aux installations aéroportuaires, a été menée à terme à l'automne 2022. La deuxième phase des échangeurs, ou des composantes de ceux-ci, sera construite lorsque les volumes de trafic de la première phase atteindront le niveau requis. L'Administration a convenu de payer alors la moitié du coût d'acquisition des terrains de tiers nécessaires et du projet de construction. Étant donné que la première phase de ces échangeurs est maintenant terminée et que les terrains de tiers de la deuxième phase ont déjà été acquis, l'Administration a comptabilisé un passif de 15,1 M\$ en lien avec ces obligations au 31 mars 2023 (14,8 M\$ au 31 décembre 2022). L'Administration continue d'avoir l'engagement de contribuer à la deuxième phase de la construction et aux coûts additionnels des terrains.

Au 31 mars 2023, l'Administration avait des engagements d'environ 29,8 M\$ à l'égard de projets d'investissement entrepris au cours de l'exercice. Les projets d'investissement comprennent divers projets de restauration et la construction d'une nouvelle piste.

### 12 IMPÔTS SUR LE RÉSULTAT

Conformément aux dispositions de la *Loi relative aux cessions d'aéroports*, les bénéfices qui pourraient raisonnablement être considérés comme ayant été générés par des activités aéroportuaires ne sont pas assujettis à l'impôt sur le résultat fédéral, ni provincial. La totalité du bénéfice comptabilisé pour les trimestres clos les 31 mars 2023 et 2022 est considérée comme ayant été générée par des activités aéroportuaires et n'est donc pas assujettie à l'impôt sur le résultat.

### 13 DONNÉES COMPARATIVES

Les données comparatives de certaines charges ont été reclassées afin que leur présentation soit conforme à celle de l'exercice considéré.

### 14 ÉVÉNEMENTS POSTÉRIEURS À LA DATE DE CLÔTURE

Les événements postérieurs à la date de clôture ont été examinés jusqu'au 16 mai 2023, date à laquelle le comité d'audit et des finances a approuvé les présents états financiers intermédiaires. Il n'y a eu aucun événement postérieur à la date de clôture devant être communiqué ou ajusté dans les états financiers intermédiaires.