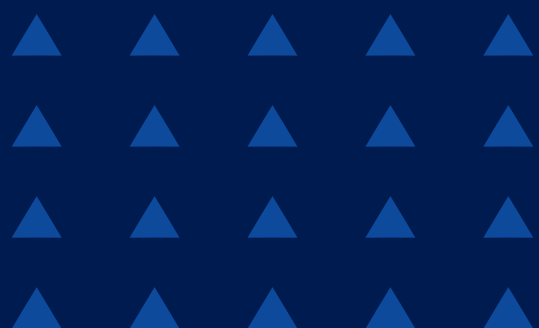


YYC YBW

CALGARY
Airports

Q3 2025

Financial Report



Management's Discussion and Analysis

For the three and nine months ended September 30, 2025



MANAGEMENT'S DISCUSSION & ANALYSIS

FOR THE THREE AND NINE MONTHS ENDED SEPTEMBER 30, 2025

Dated November 25, 2025

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 Authority) for the three and nine months ended September 30, 2025, and should be read in conjunction with the Authority's unaudited interim Financial Statements and note disclosures for the three and nine months ended September 30, 2025. Additional information, including the Authority's most recent annual MD&A (2024 MD&A) and audited Financial Statements for the year ended December 31, 2024, is available at www.yyc.com. 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 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.

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 (YBW) (the Springbank lease) for a term concurrent with the Canada lease term. The Canada lease term expires June 30, 2072.

Pursuant to the Act, the Authority reinvests all surplus in the capital renovation and expansion requirements of the airports for which it is responsible. The Authority is authorized to borrow for investment in airport infrastructure and operations. Capital includes investment in both leasehold and freehold assets of the Authority. Renovation requirements are determined through life-cycle management processes and physical asset inspections, while expansion requirements are determined in reference to airport capacity and demand. Capital requirements are generally determined on an annual basis in conjunction with the Authority's business plan, although larger projects may involve financial commitments that extend beyond one year. The Authority conducts an annual re-evaluation of projected economic conditions and facility demand factors.

HIGHLIGHTS

The financial and operating results for the third quarter and first nine months of 2025 showed continued growth compared to the prior period.

FINANCIAL INFORMATION (\$ millions)	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	\$ Change	2025	2024	\$ Change
Total Revenues	166.5	155.2	11.3	414.4	394.0	20.4
Direct operating costs	54.9	52.0	2.9	168.7	165.1	3.6
Canada lease	17.2	16.1	1.1	42.8	40.1	2.7
Airport improvement fee handling fees	2.8	2.5	0.3	6.8	6.4	0.4
EBITDA	91.6	84.6	7.0	196.1	182.4	13.7
Net Income (Loss)	57.3	23.5	33.8	35.5	(16.0)	51.5
See "Financial Performance" section for details See "Net Operating Results" section for reconciliation from net loss.						
Free Cash Flow (\$ millions) See "Liquidity and Capital Resources" section for details	64.3	56.6	7.7	114.1	97.9	16.2

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

During the third quarter of 2025:

- Enplaned & Deplaned (E&D) Passengers increased by 4.6% to 5.9 million compared to the third quarter of 2024. This was a record high quarterly E&D Passenger result, reflecting an increase of 4.3% compared to the previous record set in the third quarter of 2023.
- The Authority achieved a new record of over 2.0 million passengers in each of the months of July and August 2025, reflecting sustained growth in travel demand and operational capacity during the peak summer period.
- Local Enplanements increased by 12.1% to 2.0 million, compared to the third quarter of 2024, driving a 12.0% increase in Airport Improvement Fee (AIF) revenue to \$71.7 million, compared to the same period of 2024.
- Landed Passenger Seats increased by 9.2% compared to the third quarter of 2024.
- Total Revenues increased by 7.3% to \$166.5 million in the third quarter of 2025, compared to the same period of 2024.

MANAGEMENT'S DISCUSSION & ANALYSIS

- The Authority generated \$91.6 million of EBITDA (margin 55.0%) in the third quarter of 2025, an increase of \$7.0 million, or 8.3%, from the \$84.6 million of EBITDA (margin 54.5%) in the third quarter of 2024.

The Authority continues to monitor the impact of US tariffs on air passenger demand as well as on economic growth, nationally and regionally. For the quarter ended September 30, 2025, the Authority experienced a traffic decrease of 3.4% in the Transborder sector compared to the same period in 2024, as compared to the 2.0% decline and 1.6% increase recorded during the first and second quarters of 2025, respectively. Unfavorable impacts could be experienced over the remainder of 2025 due to uncertainties, however YYC's position as a hub airport could partially mitigate unfavourable impacts of potential air travel demand reductions. The Authority will continue to monitor the evolving environment, and work closely with partners to accommodate current and future potential adjustments to capacity.

The financial and operating results for the nine months ended September 30, 2025 showed continued growth compared to the prior period, driven by increased passenger levels and flight activity.

During the first nine months of 2025:

- E&D Passengers increased by 3.5% to 14.9 million compared to the same period of 2024. This was a record high year-to-date E&D Passenger result compared to the previous record set in 2024.
- Local Enplanements increased by 6.3% to 4.9 million compared to 2024, driving a 6.4% increase in AIF Revenue to \$173.3 million for the period.
- YYC saw a 5.0% increase in Aircraft Landings compared to 2024, primarily driven by a 6.1% increase in Passenger Aircraft Landings, partially offset by a 0.9% decrease in Corporate Aircraft Landings. Landed Passengers Seats increased 8.3% compared to 2024.
- Total Revenues increased by 5.2% to \$414.4 million in 2025, driven largely by increases in Non-Aeronautical Revenue and AIF Revenue.
- The Authority generated \$196.1 million of EBITDA (margin 47.3%) in 2025, an increase of \$13.7 million, or 7.5%, from the \$182.4 million EBITDA (margin 46.3%) generated in 2024.

In the first quarter of 2025, the Authority announced its plan, in partnership with Lufthansa Technik (LTCA), a global leader in aircraft maintenance, repair and overhaul, to invest approximately \$120 million to build an engine maintenance and test cell facility on nine acres of land at YYC. The project has broken ground and the Authority is responsible for planning, development, construction and deployment. This new, state-of-the-art facility is a first step towards establishing YYC as a strategic centre for maintenance, development, training, and innovation in aviation and its ancillary services (the "YYC AeroNex") that will support both cargo and passenger flights in and out of the region, making YYC a central node in the North American aviation services network.

During Q1 2025, the Authority entered into a Bond Purchase Agreement with the Canada Infrastructure Bank (CIB) to support the design and construction of YYC AeroNex, under the existing Master Trust Indenture Agreement. This transaction has been formalized through the execution of the Fifth Supplemental Indenture authorizing a total issuance of \$171.9 million, which governs the issuance of Series G Bonds, establishing specific terms, conditions, tranche structures, and payment mechanisms. The Board of Directors approved the issuance of the first tranche of bonds in the Series G Bonds. The indenture is structured into four distinct bonds, with the first bond issued on March 6, 2025 at \$67.2 million. The funds are restricted to projects related to YYC AeroNex.

On September 2025, the Authority received \$39.0 million in insurance proceeds for property damage resulting from the August 2024 hailstorm. As of September 30, 2025, the Authority recognized a gain on insurance recovery of \$27.8 million, net of certain fees incurred during the period. The remaining \$10.9 million had previously been accrued as probable insurance recovery as at December 31, 2024. The restoration activities and insurance claim remains in progress, and the total recoverable amount continues to be indeterminate.

In September 2025, the Authority received \$21.3 million under the Alberta Jobs, Economy, Trade and Immigration Capital Grant Agreement, to be spent on certain capital expenditures. This grant will accelerate the development of YYC AeroNex by contributing to broader Infrastructure investments such as utility improvements, roadway rehabilitation and electrical upgrades.

MANAGEMENT'S DISCUSSION & ANALYSIS

OPERATING ACTIVITY

The key activity drivers that have a direct impact on the Authority's financial results are passenger and flight activity, which includes passenger type mix, 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) and International (passengers travelling to and from destinations outside Canada excluding the US).

The following table summarizes passenger activity by sector for the third quarter and first nine months ended September 30, 2025 and 2024:

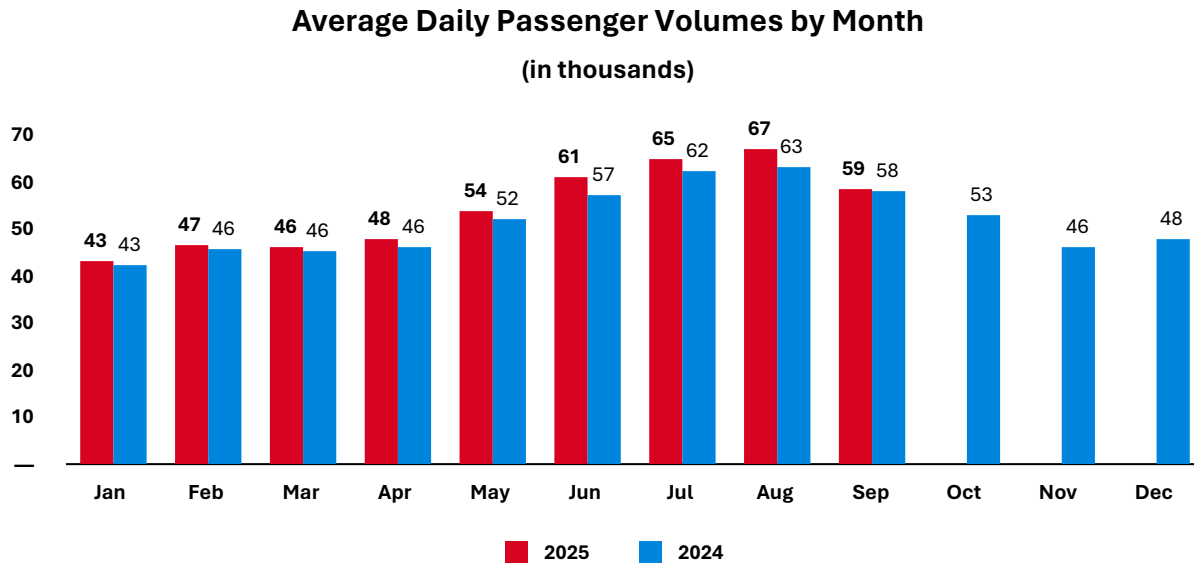
PASSENGER ACTIVITY (thousands)	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	% Change	2025	2024	% Change
Domestic	4,025.4	3,759.0	7.1	10,005.1	9,553.9	4.7
Transborder	1,168.1	1,209.1	(3.4)	2,943.6	2,986.6	(1.4)
International	659.7	629.3	4.8	1,936.6	1,846.1	4.9
Total Enplaned & Deplaned	5,853.2	5,597.4	4.6	14,885.3	14,386.6	3.5
Local Enplanements	2,047.7	1,827.4	12.1	4,946.1	4,654.1	6.3
Connecting Enplanements	888.5	977.8	(9.1)	2,460.5	2,492.9	(1.3)
Total Enplaned	2,936.2	2,805.2	4.7	7,406.6	7,147.0	3.6
Local Enplanements (%)	69.7%	65.1%	4.6 pts	66.8%	65.1%	1.7 pts
Connecting Enplanements (%)	30.3%	34.9%	-4.6 pts	33.2%	34.9%	-1.7 pts
Total Enplaned (%)	100.0%	100.0%		100.0%	100.0%	

Total E&D Passenger activity at YYC in the third quarter of 2025 was 5.9 million, an increase of 4.6%, compared to the same period of 2024. This quarter also included YYC's first ever months where over \$2.0 million passengers was achieved in both July and August. During the third quarter of 2025, the Domestic and International sectors saw growth of 7.1%, and 4.8%, respectively while the Transborder sector saw a decline of 3.4% compared to the same period of 2024. Growth in the Domestic sector was driven by increased flight activity by WestJet, Flair, and Porter, with additional flight service to Toronto, Vancouver, Abbotsford, and Kelowna, along with new flights to Sudbury and Sydney. Growth in the International sector was mainly driven by WestJet and Condor, with additional flight service to Seoul and Reykjavík, as well as new service in 2025 to Mexico City and Munich. The decrease in Transborder passenger traffic was mainly driven by WestJet and United, with lower flight frequencies to Los Angeles, Portland, and San Francisco, partially offset by additional flight service to Chicago and Charlotte from American Airlines. Despite the uncertainty between Canada and US travel, YYC grew its Transborder network in the quarter with new services to Anchorage, Raleigh-Durham, and New York-LaGuardia. With the new flight services started in the quarter, YYC now has 108 direct flight destinations.

Total E&D Passenger activity at YYC for the nine months ended September 30, 2025 was 14.9 million, an increase of 3.5%, compared to the same period of 2024. During the nine months ended September 30, 2025, Domestic and International sectors saw growth of 4.7% and 4.9% respectively, while the Transborder sector declined by 1.4% year-over-year.

MANAGEMENT'S DISCUSSION & ANALYSIS

Daily Passenger Volumes



Daily Passenger Volumes at YYC for the third quarter of 2025 increased 3.9% to an average of 63,600 passengers per day, up from an average of 61,200 per day in the same period of 2024.

Daily Passenger Volumes at YYC for the first nine months of 2025 increased 3.6% to an average of 54,500 passengers per day, up from an average of 52,600 per day in the same period of 2024.

Enplanements

The Authority monitors two principal types of Passengers: Local Enplanements and Connecting Enplanements. A Local Enplanement is a passenger originating at YYC, while a Connecting Passenger continues their journey after arrival at YYC enroute to a final destination, which illustrates the role of a hub airport.

During the third quarter of 2025, Local Enplanements increased by 12.1% to 2.0 million passengers while Connecting Enplanements decreased by 9.1% to 0.9 million passengers when compared to the same period of 2024. The percentage split between Local and Connecting Enplanements was 69.7% and 30.3%, respectively, compared to 65.1% and 34.9% in the same period of 2024. The increase in Local Enplanement was driven by new and expanded destinations including the introduction of new global routes added in 2025.

For the first nine months of 2025, Local Enplanements increased by 6.3% to 4.9 million passengers and Connecting Enplanements decreased by 1.3% to 2.5 million passengers, when compared to the same period of 2024. The percentage of Local Enplanements versus Connecting Enplanements was 66.8% and 33.2%, respectively, compared to 65.1% and 34.9% in 2024.

Flight Activity

All aircraft have a Maximum Take-Off Weight (MTOW), as specified by the aircraft manufacturer, and a total number of seats that varies by airline. MTOW and seats are used to calculate the majority of posted air carrier charges for each aircraft landing, driving aircraft landing fee revenue. 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.

MANAGEMENT'S DISCUSSION & ANALYSIS

The following table summarizes Aircraft Landings, MTOW, Landed Passenger Seats, Seats per Passenger Aircraft Landing and Load Factor for the third quarter and first nine months ended September 30, 2025 and 2024.

FLIGHT ACTIVITY	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	% Change	2025	2024	% Change
<i>(thousands)</i>						
Aircraft Landings	28.4	26.6	6.8	75.4	71.8	5.0
Passenger Aircraft Landings	22.6	20.9	8.1	59.1	55.7	6.1
Landed Passenger Seats	3,420.1	3,131.2	9.2	8,814.8	8,136.0	8.3
<i>(millions)</i>						
Total MTOW (kg)	1,979.0	1,914.7	3.4	5,235.6	5,007.1	4.6
Passenger MTOW (kg)	1,729.9	1,660.9	4.2	4,501.3	4,261.8	5.6
Total Cargo MTOW (kg)	149.3	154.5	(3.4)	436.6	461.0	(5.3)
Seats per Passenger Aircraft Landing	151.3	149.8	1.0	149.2	146.2	2.1
Load Factor (%)	85.9%	89.6%	-3.7 pts	84.0%	87.8%	-3.8 pts

Total Aircraft Landings increased 6.8% and 5.0% in the three and nine months ended September 30, 2025, respectively, compared to the same period of 2024. Passenger Aircraft Landings for the third quarter of 2025 increased by 8.1% compared to the same period in 2024, while for the nine months ended September 30, 2025, increased by 6.1% compared to the same period of 2024. The year-over-year increase was primarily due to capacity increases by WestJet, Flair, and Porter. These increases were partially offset by the cessation of Lynx Air in February 2024, as well as carriers adjusting their Transborder capacity in the second and third quarters. There were 13 passenger airlines operating at YYC at the end of September 2025, consistent with the 13 that were operating at the end of September 2024.

During the third quarter and first nine months of 2025, total MTOW was 1,979.0 million and 5,235.6 million kilograms, an increase of 3.4% and 4.6%, respectively, from the same periods of 2024. This change was primarily driven by a 4.2% and 5.6% increase in Passenger MTOW, due to larger fleet being used. This growth was partially offset by a 3.4% and 5.3% decrease, respectively, in Cargo MTOW from the same periods of 2024 due to the DHL strike that occurred in June, resulting in fewer large cargo aircraft landings during the period.

Landed Passenger Seats in the third quarter of 2025 were 3.4 million, an increase of 0.3 million, or 9.2%, compared to 3.1 million seats in the same period of 2024. The average number of Seats per Passenger Aircraft Landing during the third quarter of 2025 was 151.3, an increase of 1.5 seats, or 1.0%, compared to 149.8 Seats per Passenger Aircraft Landing in the same period in 2024. Load Factor decreased 3.7 points to 85.9% in the third quarter of 2025, compared to the same period of 2024. The 3.7 point decrease in Load Factor in the third quarter of 2025 reflects capacity growth outpacing demand in both the Domestic and Transborder sectors.

Landed Passenger Seats for the first nine months of 2025 were 8.8 million, an increase of 0.7 million, or 8.3%, compared to the same period in 2024. The average number of Seats per Passenger Aircraft Landing was 149.2, an increase of 3.0 seats, or 2.1%, compared to 146.2 Seats per Passenger Aircraft Landing in the same period in 2024. The Load Factor decreased by 3.8 points from 87.8% to 84.0% for the nine months ended September 30, 2025.

MANAGEMENT'S DISCUSSION & ANALYSIS

FINANCIAL PERFORMANCE

Net Operating Results

The following table summarizes the Authority's Net Operating Results for the third quarter and first nine months ended September 30, 2025 and 2024.

NET OPERATING RESULTS (\$ millions)	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	\$ Change	2025	2024	\$ Change
Net Income (Loss)	57.3	23.5	33.8	35.5	(16.0)	51.5
Post-employment pension benefits remeasurement gain (loss)	0.9	3.4	(2.5)	(0.7)	(5.9)	5.2
Insurance recovery	27.8	—	27.8	27.8	—	27.8
Income (Loss) from Operations	28.6	20.1	8.5	8.4	(10.1)	18.5
Add: Interest and financing costs	27.3	28.0	(0.7)	82.0	84.5	(2.5)
Depreciation and amortization	35.7	35.0	0.7	105.7	106.5	(0.8)
Loss on disposal of capital assets	—	1.5	(1.5)	—	1.5	(1.5)
EBITDA	91.6	84.6	7.0	196.1	182.4	13.7
EBITDA margin (%)	55.0%	54.5%	0.5 pts	47.3%	46.3%	1.0 pts

The Authority generated Income from Operations of \$28.6 million in the third quarter of 2025, compared to Income from Operations of \$20.1 million in the same period of 2024, primarily due to increased passenger activity, which drove increases in AIF and passenger-driven Non-Aeronautical Revenues. Strong cost control further contributed to a higher EBITDA margin for the period. For the nine months ended September 30, 2025, the Authority generated Income from Operations of \$8.4 million, compared to a Loss from Operations of \$10.1 million in the same period of 2024. The main driver of the increase was higher total revenues earned, lower depreciation and amortization, and lower Interest and financing costs partially offset by increased expenses for the period.

EBITDA was \$91.6 million and \$196.1 million for the third quarter and first nine months ended September 30, 2025, respectively, an increase of \$7.0 million and \$13.7 million, compared to the same periods of 2024. The EBITDA margin was 55.0% and 47.3% for the third quarter and first nine months ended September 30, 2025, respectively, an increase of 0.5 points and 1.0 points, compared to the same periods of 2024. The \$7.0 million and \$13.7 million increases in EBITDA for the third quarter and first nine months ended September 30, 2025, were mainly due to increased AIF and Non-Aeronautical Revenues earned during the period, driven by the higher passenger activity experienced.

Revenues

Revenues are derived from Airport Improvement Fees ("AIF"), Aeronautical Revenues, and Non-Aeronautical Revenues (NAR).

AIF is charged to each local originating enplaned passenger at YYC. This fee supports the funding of major infrastructure improvements and the related debt service.

Aeronautical Revenues include landing fees, general terminal fees and other aeronautical fees. 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 certain fees per enplaned passenger.

NAR is generated from commercial activities not directly related to aircraft operations, such as concessions, car parking, property rentals, interest income, and other miscellaneous sources. A significant portion of NAR, particularly from parking, car rentals, concessions, and ground transportation, is closely tied to passenger activity, as these services have a correlation in demand with the level of terminal traffic.

MANAGEMENT'S DISCUSSION & ANALYSIS

The following table summarizes the Authority's revenues for the third quarter and first nine months ended September 30, 2025 and 2024.

REVENUES (\$ millions)	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	\$ Change	2025	2024	\$ Change
Airport Improvement Fees	71.7	64.0	7.7	173.3	162.9	10.4
Aeronautical Revenues	29.3	29.3	—	76.9	77.2	(0.3)
Concessions	39.5	37.1	2.4	85.6	78.6	7.0
Car parking	13.4	12.4	1.0	37.9	37.0	0.9
Rentals and other	10.4	9.6	0.8	34.2	29.5	4.7
Interest income	2.2	2.8	(0.6)	6.5	8.8	(2.3)
Non-Aeronautical Revenues	65.5	61.9	3.6	164.2	153.9	10.3
Total Revenues	166.5	155.2	11.3	414.4	394.0	20.4

AIF Revenue was \$71.7 million and \$173.3 million for the third quarter and first nine months ended September 30, 2025, respectively, an increase of \$7.7 million, or 12.0%, and an increase of \$10.4 million, or 6.4%, compared to the same periods of 2024. The primary driver for the higher AIF Revenue in both periods was growth of Local Enplanement passenger traffic.

Aeronautical Revenues were \$29.3 million in the third quarter of 2025, consistent with from the same period in 2024. Total Aeronautical Revenues for the first nine months of 2025 declined by \$0.3 million, or 0.4%, to \$76.9 million. The Authority may enter into long-term commercial agreements with airline partners which may include rebates of aeronautical fees if certain growth thresholds are achieved.

Total NAR of \$65.5 million in the third quarter of 2025 increased by \$3.6 million, or 5.8%, while NAR of \$164.2 million for the first nine months of 2025 increased \$10.3 million, or 6.7%, compared to the same periods of 2024. The increases were mainly due to targeted commercial initiatives including higher negotiated yields with key retail partners, new restaurant and retail locations opened in the terminal, new leases signed with land and terminal space tenants, and advertising portfolio expansion. Additionally, elevated passenger volumes, boosted in part by Calgary hosting major international events such as the G7 Summit and the Rotary International Convention in June 2025, contributed growth across key revenue streams, including concessions and car rentals.

Concessions revenue totaled \$39.5 million and \$85.6 million in the third quarter and first nine months ended September 30, 2025, respectively, representing an increase of \$2.4 million, or 6.5%, and \$7.0 million, or 8.9%, compared to the same period of 2024. This revenue stream includes car rental providers, in-terminal concessionaires, ground transportation providers, advertising, and in-terminal hotels. The main drivers of the revenue growth in this category were negotiated increases in lease yields with key retail partners and increased passenger activity, which supported increased revenue activities. Additionally, the opening of three new retail locations and one full-service restaurant during the year contributed to the overall increase in revenue.

Car parking revenue was \$13.4 million in the third quarter of 2025, an increase of \$1.0 million, or 8.1% compared to the same period of 2024. For the first nine months of 2025, Car parking revenue was \$37.9 million, a \$0.9 million, or 2.4%, increase from the same period of 2024. This growth was driven by higher passenger volumes, annual rate adjustments, and continued expansion of YYC's online reservation system, which supported increased booking activity across all parking segments.

Rentals and other revenue is generated by sub-leasing terminal space and airport lands to companies that operate at YYC and YBW. Most land lease agreements tend to be longer term and do not fluctuate with passenger activity. Rentals and other revenue was \$10.4 million and \$34.2 million in the third quarter and first nine months ended September 30, 2025, respectively, an increase of \$0.8 million, or 8.3%, and \$4.7 million, or 15.9%, compared to the same periods of 2024. The increase in revenue for the third quarter and first nine months ended September 30, 2025, was due to the lease amendments with existing tenants, addition of new tenants, and year-over-year rent escalations.

Expenses

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

MANAGEMENT'S DISCUSSION & ANALYSIS

The following table summarizes the Authority's expenses for the third quarter and first nine months ended September 30, 2025 and 2024.

EXPENSES (\$ millions)	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	\$ Change	2025	2024	\$ Change
Goods and services	36.7	36.6	0.1	111.2	112.3	(1.1)
Salaries and benefits	12.7	10.8	1.9	40.5	36.8	3.7
Property taxes	5.5	4.6	0.9	17.0	16.0	1.0
Direct operating costs	54.9	52.0	2.9	168.7	165.1	3.6
Canada lease	17.2	16.1	1.1	42.8	40.1	2.7
Airport improvement fee handling fees	2.8	2.5	0.3	6.8	6.4	0.4
Total Operating Expenses	74.9	70.6	4.3	218.3	211.6	6.7
Depreciation and amortization	35.7	35.0	0.7	105.7	106.5	(0.8)
Interest and financing costs	27.3	28.0	(0.7)	82.0	84.5	(2.5)
Post-employment pension benefits remeasurement (gain) loss	(0.9)	(3.4)	2.5	0.7	5.9	(5.2)
Loss on disposal of capital assets	—	1.5	(1.5)	—	1.5	(1.5)
Total Expenses	109.2	131.7	(22.5)	378.9	410.0	(31.1)

Goods and services was \$36.7 million in the third quarter of 2025, an increase of \$0.1 million, or 0.3% compared to the same period of 2024. For the first nine months of 2025, Goods and services was \$111.2 million, a \$1.1 million, or 1.0%, decrease from the same period of 2024.

This year-to-date reduction reflects a focus on cost management efforts across the organization on controllable costs. Also contributing were favourable utility rates and lower consumption experienced in the period which was partially offset by certain operational service contracts experiencing cost increases due to service enhancements and inflationary pressures, and an increase in IT support and repair and maintenance costs.

Salaries and benefits costs increased by \$1.9 million, or 17.6%, and \$3.7 million, or 10.1%, in the third quarter and first nine months ended September 30, 2025, respectively, compared to the same period of 2024, driven mainly by direct salary costs due to increased staffing levels and annual merit increases.

Canada lease expense increased by \$1.1 million, or 6.8%, and \$2.7 million, or 6.7%, in the third quarter and first nine months ended September 30, 2025, respectively, compared to the same period of 2024 due to higher revenues at the Authority. The Canada lease expense for 2025 and 2024 is recorded based on the contractual lease rate multiplied by the actual qualifying revenues for the entire period.

The Airport improvement fee handling fee is paid to the airlines and calculated as a percentage of the gross AIF collected by the airlines on behalf of the Authority. The Airport improvement fee handling fee expense of \$2.8 million and \$6.8 million in the third quarter and first nine months ended 2025, is 4% of the total AIF Revenue earned during the periods.

Interest and financing costs of \$27.3 million and \$82.0 million in the third quarter and first nine months ended September 30, 2025, respectively, were \$0.7 million, or 2.5% lower, and \$2.5 million, or 3.0%, lower than the same period of 2024, due to increased capitalization of interest expense as a result of the larger capital program in 2025.

Post-employment pension benefits remeasurement resulted in a gain of \$0.9 million and a loss of \$0.7 million in the third quarter and first nine months ended September 30, 2025, respectively, primarily driven by the difference between the actual return on pension plan assets and the expected actuarial return during the period.

MANAGEMENT'S DISCUSSION & ANALYSIS

Summary of Quarterly Results

Select unaudited consolidated quarterly financial information for the quarters ended December 31, 2023 through September 30, 2025 is set out in the following table.

(\$ millions)	Quarter Ended							
	2025			2024				2023
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4
Revenues	166.5	134.3	113.6	124.9	155.2	125.7	113.1	120.7
Operating expenses	(74.9)	(70.3)	(73.1)	(76.6)	(70.6)	(69.2)	(71.8)	(73.0)
EBITDA	91.6	64.0	40.5	48.3	84.6	56.5	41.3	47.7
Depreciation and amortization	(35.7)	(35.0)	(35.0)	(34.8)	(35.0)	(36.3)	(35.2)	(37.3)
Interest and financing costs	(27.3)	(27.4)	(27.3)	(28.2)	(28.0)	(28.3)	(28.2)	(29.4)
Post-employment pension benefits remeasurement gain/(loss)	0.9	(1.3)	(0.3)	(1.3)	3.4	(7.6)	(1.7)	8.0
Loss on disposal of capital asset	—	—	—	(9.4)	(1.5)	—	—	—
Insurance recovery	27.8	—	—	10.9	—	—	—	—
Net Income (Loss)	57.3	0.3	(22.1)	(14.5)	23.5	(15.7)	(23.8)	(11.0)

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.

CAPITAL PROJECTS

The Authority focuses on capital programs and projects which improve passenger, baggage, and aircraft processing and flow, which complies with regulatory requirements, and enhances safety, security and the customer experience.

The following table provides information on Capital Expenditures for the third quarter and first nine months ended September 30, 2025 and 2024.

CAPITAL EXPENDITURES (\$ millions)	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	\$ Change	2025	2024	\$ Change
Improvement projects	53.0	41.2	11.8	113.0	75.1	37.9
Restoration capital	23.4	17.5	5.9	46.4	28.8	17.6
Revenue projects	0.3	0.5	(0.2)	2.0	1.0	1.0
Capital Expenditures	76.7	59.2	17.5	161.4	104.9	56.5
Acreage assessment	—	—	—	—	0.3	(0.3)
Total Capital	76.7	59.2	17.5	161.4	105.2	56.2

Capital Expenditures of \$76.7 million and \$161.4 million in the third quarter and first nine months ended September 30, 2025, respectively, were \$17.5 million and \$56.5 million higher than the same periods of 2024, primarily due to Improvement projects such as West Runway Rehabilitation, Restoration capital such as Domestic Restoration, Pavement Restoration, Centralized Passenger Screening Project and Revenue projects such as YYC AeroNex incurred in 2025.

The West Runway Rehabilitation project will completely rehabilitate the aging runway, parts of which were originally constructed in 1939, and will ensure YYC is able to safely operate while meeting the increasing expected volumes of passenger and cargo traffic over the next 40 years. The runway rehabilitation project is expected to be complete, with the runway returning to service, in December 2025.

The Domestic Restoration project is to restore areas of the terminal damaged in August 2024 due to the severe hailstorm experienced.

The Pavement Restoration project for 2025 was to rehabilitate taxiway pavements connecting to the West Runway. The project includes removal of concrete panels to accommodate for a new base. This project is nearing completion by the end of 2025.

MANAGEMENT'S DISCUSSION & ANALYSIS

The Centralized Passenger Screening project will consolidate all three security screening points for domestic passengers into one centralized checkpoint in the Domestic Terminal building. Passengers on all domestic flights originating from YYC will pass through this checkpoint. Each lane will be equipped with upgraded technology screening equipment. Seven preboarding lanes are scheduled to open by the end of 2025.

The development of YYC AeroNex will position Calgary and the region as a strategic centre for maintenance and repair, training, and innovation in aviation and its ancillary services. The first project under YYC AeroNex is a partnership with LTCA to build a state-of-the-art engine maintenance and test cell facility made-in-Canada solution that will benefit passenger and cargo airlines across the country.

ASSETS AND LIABILITIES

Total assets, Total liabilities and Net Deficit as at September 30, 2025 and December 31, 2024 are set out in the following table.

Net Assets (\$ millions)	As at Sept 30, 2025	As at Dec 31, 2024	\$ Change
Total assets	3,340.8	3,150.4	190.4
Total liabilities	3,589.8	3,434.9	154.9
Net Deficit	(249.0)	(284.5)	35.5

As at September 30, 2025, when compared to December 31, 2024, the Authority's total assets increased by \$190.4 million, primarily due to a \$67.8 million increase in Restricted cash, a \$65.6 million increase in Cash and cash equivalents, and a \$55.7 million increase in Capital assets. The restricted cash relates to funds raised from the Fifth Supplemental Indenture which is restricted to the projects under YYC AeroNex as agreed upon with the CIB.

The Authority's total liabilities increased by \$154.9 million, primarily due to a \$63.9 million increase in Other long-term liabilities which is mainly due to receipt of government grant funds during the year, a \$33.3 million net increase in Long-term debt, and an \$30.4 million increase in Accounts payable and accrued liabilities.

The Authority has a Net Deficit position of \$249.0 million as at September 30, 2025. The Net Deficit has decreased by \$35.5 million, compared to December 31, 2024, due to the Insurance recovery of \$27.8 million and Income from Operations of \$8.4 million earned in the period.

LIQUIDITY AND CAPITAL RESOURCES

The following table provides Cash Flow information for the third quarter and first nine months ended September 30, 2025 and 2024.

CASH FLOW (\$ millions)	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	\$ Change	2025	2024	\$ Change
Cash generated by operating activities	104.2	83.8	20.4	130.1	117.0	13.1
Cash used in investing activities	(12.2)	(32.0)	19.8	(126.3)	(72.6)	(53.7)
Cash provided by (used in) financing activities	(0.6)	(0.4)	(0.2)	61.8	(4.8)	66.6
(Decrease) increase in cash and cash equivalents	91.4	51.4	40.0	65.6	39.6	26.0

Net Cash Flows increased by \$91.4 million for the three months ended September 30, 2025, a \$40.0 million change compared to the same period of 2024, due to higher cash generated by operating activities, partially offset by lower cash used in investing activities. Net cash flows increased by \$65.6 million for the nine months ended September 30, 2025, an increase of \$26.0 million compared to 2024 due to higher cash generated by operating activities and higher cash provided by financing activities, partially offset by higher cash used in investing activities.

MANAGEMENT'S DISCUSSION & ANALYSIS

The following table provides information on the Authority's Free Cash Flow for the third quarter and first nine months ended September 30, 2025.

CASH FLOW (\$ millions)	For the three months ended Sept 30			For the nine months ended Sept 30		
	2025	2024	\$ Change	2025	2024	\$ Change
Net Income (Loss)	57.3	23.5	33.8	35.5	(16.0)	51.5
Add: Depreciation and amortization	35.7	35.0	0.7	105.7	106.5	(0.8)
Interest and financing costs	27.3	28.0	(0.7)	82.0	84.5	(2.5)
Post-employment pension benefits remeasurement (gain) loss	(0.9)	(3.4)	2.5	0.7	5.9	(5.2)
Loss on disposal of capital asset	—	1.5	(1.5)	—	1.5	(1.5)
Insurance recovery	(27.8)	—	(27.8)	(27.8)	—	(27.8)
EBITDA	91.6	84.6	7.0	196.1	182.4	13.7
Less: Interest and financing costs	(27.3)	(28.0)	0.7	(82.0)	(84.5)	2.5
Free Cash Flow	64.3	56.6	7.7	114.1	97.9	16.2

Free Cash Flow is the Authority's measure of the net result generated by operations, less debt service costs, excluding working capital changes. 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 the Authority's debt position as at September 30, 2025 and December 31, 2024.

LONG TERM DEBT (\$ millions)	As at Sept 30, 2025	As at Dec 31, 2024	\$ Change
Long-term debt, including current portion	3,289.4	3,255.9	33.5
Government assistance related to financing	30.1	—	30.1
Less:			
Cash	263.0	197.4	65.6
Restricted cash	67.8	—	67.8
Net Debt	2,988.7	3,058.5	(69.8)
Key Credit Metrics			% Change
Debt service coverage ratio	2.20	2.12	
Gross debt service coverage ratio	6.29	5.46	
Gross debt/enplaned passenger (\$)	\$ 340.07	\$ 345.89	(1.7)
Net debt/enplaned passenger (\$)	\$ 308.98	\$ 324.92	(4.9)

Key Credit Metrics in the above table have been calculated based on operating results for the twelve months ended September 30, 2025, for the purpose of providing an annualized metric.

As at September 30, 2025, Net Debt decreased by \$69.8 million to \$3.0 billion, compared to December 31, 2024, due to an increase in cash of \$133.4 million which includes \$67.8 million of Restricted cash received from the bond issuance to the CIB and principal repayments of \$3.9 million made during the year, partially offset by an increase in Long-term debt of \$37.1 million related to the G-1 Series bond issued on March 6, 2025. Net Debt is a non-GAAP financial measure. Refer to the section "Non-GAAP Financial Measures" of this MD&A for additional information.

The Master Trust Indenture (MTI Agreement) contains certain financial covenants to be calculated on a yearly basis at the year-end balance sheet date. The Authority has met the required Debt service coverage ratio and Gross debt service coverage ratio thresholds as per the MTI Agreement, as at December 31, 2024.

Gross debt per enplaned passenger is one of the airport industry's key financial metrics. As at September 30, 2025, Gross debt per enplaned passenger decreased to \$340.07 and Net debt per enplaned passenger decreased to \$308.98, both as a result of an increase in passenger activity experienced over the trailing twelve-month period, partially offset by the G-1 Series bond issued on March 6, 2025. Net debt per enplaned passenger is a non-GAAP financial measure. Refer to section "Non-GAAP Financial Measures" for additional information.

MANAGEMENT'S DISCUSSION & ANALYSIS

The following table provides information on the Authority's liquidity position at September 30, 2025 and December 31, 2024.

LIQUIDITY & CREDIT FACILITIES (\$ millions)	As at Sept 30, 2025	As at Dec 31, 2024	\$ Change
Cash and cash equivalents	263.0	197.4	65.6
O&M expense reserve	(53.0)	(47.9)	(5.1)
Credit facilities:			
Available operating credit facility	200.0	200.0	—
Less: Letters issued	—	—	—
Operating Credit Facility	200.0	200.0	—
Total Net Liquidity (including cash and cash equivalents)	410.0	349.5	60.5
Available letter of credit facility	100.0	70.0	30.0
Less: Letters issued	(65.0)	(65.0)	—
Letter of Credit Facility	35.0	5.0	30.0

As at September 30, 2025, the Authority's Total Net Liquidity stood at \$410.0 million reflecting an increase of \$60.5 million, or 17.3%, from December 31, 2024. This increase was primarily driven by a \$65.6 million increase in available Cash and cash equivalents, partially offset by an additional \$5.1 million allocated to the Operating and Maintenance (O&M) expense reserve. The increase in available Cash and cash equivalents was due to \$130.1 million cash generated by operating activities and \$61.8 million cash provided by financing activities, partially offset by \$126.3 million cash used in investing activities during 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 depreciation, and EBITDA margin is EBITDA divided by total revenues. EBITDA is a commonly used measure of a company's cash flow and operating performance. This is used to evaluate the Authority's performance and cash flow generation.

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.

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 divided by 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 divided by total enplaned passengers. Net debt per Enplaned Passenger is commonly used by airports and other users to assess the relative debt burden of an 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.

MANAGEMENT'S DISCUSSION & ANALYSIS

CAUTION REGARDING FORWARD-LOOKING INFORMATION

This MD&A contains certain forward-looking statements or forward-looking information (collectively, "forward-looking information") about the Authority. This forward-looking information is based on a variety of expectations, estimates, projections, judgments and assumptions and is subject to a number of risks and uncertainties. Words such as "believe", "expect", "plan", "intend", "estimate", "anticipate", "preliminary", "project", "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 Authority's strategy and development opportunities, as well as its future financial and operational performance; expectations in respect of future demand, capacity or activity and related monitoring efforts, including with respect to air passenger demand, revenue sources and the drivers thereof and future actions taken in relation thereto; the Authority's capital, renovation and expansion requirements and decisions and actions taken in relation thereto, including statements with respect to related funding and the outcomes thereof; expectations about current and future market and economic conditions, industry activities and development opportunities, as well as the anticipated impacts thereof, including general market conditions, geopolitical conditions and events (including trade policies and tariffs), and industry developments; expectations concerning the Authority's long-term commercial agreements, capital projects and other programs and developments at YYC, including the YYC AeroNex development program and the West Runway Rehabilitation project, the Domestic Restoration project, the Pavement Restoration project and the Centralized Passenger Screening project, as well as the anticipated effects, timing, budgets and funding of such projects, programs and developments.

Forward-looking information is based on certain assumptions and other factors, including: government and passenger actions remaining consistent with management's expectations; that Calgary's population base and diversified economy will provide the basis for strong aviation demand in the future; that air carrier capacity will meet future demand for air travel in the Calgary; that Calgary will continue to attract domestic and international travelers; the expected duration and cost of land lease agreements at YYC; that no significant event such as a pandemic, natural disaster or other calamity will occur that has a material impact on the ordinary course of business or the macroeconomic environment; that the Authority will continue to be able to access capital markets at competitive terms and rates; that the Authority will be able to repay or refinance its existing debt as it becomes due; the sufficiency of budgeted capital expenditures in carrying out planned activities and that no significant cost overruns or delays 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.

Although Management believes that the assumptions and other factors upon which forward-looking information is based are reasonable, there is 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 materially from those anticipated in forward-looking information. 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: air carrier instability; passenger volumes; the Authority's inability to meet business objectives; non-payment by customers and the Authority's ability to comply with covenants under its MTI Agreement and existing and future credit facilities; reliance on third parties, including airlines, to successfully operate and maintain operations; volatility in economic activity including shocks to the macroeconomic environment (such as changes in fuel prices, inflation, interest rates, currencies, employment and spending); risks associated with potential changes in trade policies or the imposition of new or additional tariffs, including the impacts thereof on the economic conditions in Canada, North America and worldwide; changes in supply and demand trends; public health emergencies; capital market conditions and credit rating risk; competition from other airports; extended interruptions or disruptions in operations at YYC; outbreaks of war, riots, civil unrest or political action; 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.

The Calgary Airport Authority's Interim Financial Statements

For the three and nine months ended September 30, 2025

BALANCE SHEET *(unaudited)*

As at September 30, 2025 and December 31, 2024

(\$ millions)	Note	September 30, 2025	December 31, 2024
ASSETS			
Current Assets			
Cash and cash equivalents		\$ 263.0	\$ 197.4
Restricted cash	5	67.8	—
Accounts receivable	9	52.0	49.0
Inventory		8.8	8.3
Prepaid expenses		6.8	8.1
		398.4	262.8
Tenant Inducements		3.0	3.5
Other Long-term Assets and Prepaid Expenses		2.5	2.5
Capital Assets	3	2,922.5	2,866.3
Intangible Assets	4	2.2	2.7
Pension Asset	8	12.2	12.6
		\$ 3,340.8	\$ 3,150.4
LIABILITIES AND NET DEFICIT			
Current Liabilities			
Accounts payable and accrued liabilities	9	86.9	56.5
Interest payable on long-term debt	5, 9	54.1	26.4
Deferred revenue		2.3	1.3
Current portion of other long-term liabilities	9	8.2	9.7
Current portion of long-term debt	5, 9	8.2	8.0
		159.7	101.9
Other Long-term Liabilities	5, 7, 9	134.8	70.9
Pension Liability	8	14.1	14.2
Long-term Debt	5, 9	3,281.2	3,247.9
		\$ 3,589.8	\$ 3,434.9
Net Deficit		(249.0)	(284.5)
		\$ 3,340.8	\$ 3,150.4

See accompanying notes to the interim financial statements.

STATEMENT OF OPERATIONS AND NET DEFICIT *(unaudited)*

For the three and nine months ended September 30, 2025

(\$ millions)	Note	Three months ended		Nine months ended	
		September 30,		September 30,	
		2025	2024	2025	2024
REVENUES					
Airport improvement fees	\$	71.7	\$ 64.0	\$ 173.3	\$ 162.9
Aeronautical revenues		29.3	29.3	76.9	77.2
Non-aeronautical revenues					
Concessions		39.5	37.1	85.6	78.6
Car parking		13.4	12.4	37.9	37.0
Rentals and other		10.4	9.6	34.2	29.5
Interest income		2.2	2.8	6.5	8.8
		65.5	61.9	164.2	153.9
		166.5	155.2	414.4	394.0
EXPENSES					
Goods and services		36.7	36.6	111.2	112.3
Canada lease		17.2	16.1	42.8	40.1
Salaries and benefits	8	12.7	10.8	40.5	36.8
Property taxes		5.5	4.6	17.0	16.0
Airport improvement fee handling fees		2.8	2.5	6.8	6.4
		74.9	70.6	218.3	211.6
Earnings before interest and financing costs and depreciation		91.6	84.6	196.1	182.4
Depreciation and amortization	3, 4	35.7	35.0	105.7	106.5
Interest and financing costs	5,10	27.3	28.0	82.0	84.5
Loss on disposal of capital assets	3	—	1.5	—	1.5
Income (Loss) from Operations	\$	28.6	\$ 20.1	\$ 8.4	\$ (10.1)
Other Income					
Insurance recovery	3	27.8	—	27.8	—
Post-employment pension benefits remeasurement gain/(loss)	8	0.9	3.4	(0.7)	(5.9)
Net Income (Loss)	\$	57.3	\$ 23.5	\$ 35.5	\$ (16.0)
Net Deficit, Beginning of Period	\$	(306.3)	\$ (293.5)	\$ (284.5)	\$ (254.0)
Net Deficit, End of Period	\$	(249.0)	\$ (270.0)	\$ (249.0)	\$ (270.0)

See accompanying notes to the interim financial statements.

STATEMENT OF CASH FLOWS *(unaudited)*

For the three and nine months ended September 30, 2025

(\$ millions)	Note	Three months ended		Nine months ended	
		September 30,		September 30,	
		2025	2024	2025	2024
OPERATING					
Net Income (Loss)		\$ 57.3	\$ 23.5	\$ 35.5	\$ (16.0)
Employer defined benefit contributions	8	(0.3)	(0.3)	(1.0)	(1.2)
Adjustments:					
Depreciation and amortization	3, 4	35.7	35.0	105.7	106.5
Amortization of deferred financing costs	10	0.2	0.2	0.6	0.6
Post-employment pension benefits	8	(0.8)	(3.2)	1.0	6.4
Loss on disposal of capital assets	3	—	1.5	—	1.5
Accretion of G series bond	5	0.5	—	0.9	—
		92.6	56.7	142.7	97.8
Changes in non-cash working capital:					
Accounts receivable		2.9	(6.8)	(3.0)	(17.9)
Inventory		0.2	(0.4)	(0.5)	(0.3)
Prepaid expenses		(2.5)	(3.8)	1.3	(1.1)
Tenant inducements		0.1	0.2	0.5	0.5
Other long-term assets and prepaid expenses		—	—	—	0.3
Accounts payable and accrued liabilities		(24.4)	11.8	(30.1)	11.4
Interest payable on long-term debt		28.2	28.2	27.7	27.8
Deferred revenue		(1.2)	(0.3)	1.0	0.9
Other liabilities		8.3	(1.8)	(9.5)	(2.4)
		11.6	27.1	(12.6)	19.2
Cash provided by operating activities		104.2	83.8	130.1	117.0
FINANCING					
Proceeds from bond issuance	5	—	—	67.2	—
Repayment on long-term debt	5	—	—	(3.9)	(3.9)
Transaction costs incurred on issuance of long-term debt	5	(0.1)	—	(0.3)	—
Repayment of lease liabilities		(0.5)	(0.4)	(1.2)	(0.9)
Cash provided by (used in) financing activities		(0.6)	(0.4)	61.8	(4.8)
INVESTING					
Investment in capital and intangible assets	3, 4	(76.7)	(59.2)	(161.4)	(105.2)
Transfer to restricted cash	5	(0.5)	—	(67.8)	—
Government capital grant funds received	7	21.3	9.4	42.4	11.2
Change in accounts payable and accrued liabilities related to capital and intangible assets		43.7	17.8	60.5	21.4
Cash used in investing activities		(12.2)	(32.0)	(126.3)	(72.6)
Increase in cash and cash equivalents		\$ 91.4	\$ 51.4	\$ 65.6	\$ 39.6
Cash and cash equivalents, beginning of period		\$ 171.6	\$ 196.9	\$ 197.4	\$ 208.7
Cash and cash equivalents, end of period		\$ 263.0	\$ 248.3	\$ 263.0	\$ 248.3

See accompanying notes to the interim financial statements.

Notes to Financial Statements *(unaudited)*

As at and for the three and nine months ended September 30, 2025

(Tabular amounts and amounts in footnotes to tables are in millions of Canadian dollars, unless otherwise indicated)

1 DESCRIPTION OF BUSINESS

The Calgary Airport Authority (the "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.

The Authority has been operating YYC Calgary International Airport 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 which 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. The Canada Lease term expires June 30, 2072.

Pursuant to the Act, the Authority reinvests all surplus in the capital renovation and expansion requirements of the airports for which it is responsible. The Authority is authorized to borrow for investment in airport infrastructure and operations. Capital includes investment in both leasehold and freehold assets of the Authority, as detailed in Notes 3 and 4. Renovation requirements are determined through life-cycle management processes and physical asset inspections, while expansion requirements are determined in reference to airport capacity and demand. Capital requirements are generally determined on an annual basis in conjunction with the Authority's business plan, although larger projects may involve financial commitments that extend beyond one year. The Authority conducts an annual re-evaluation of projected economic conditions and facility demand factors.

These interim financial statements were approved on November 25, 2025 by the Audit and Finance Committee of the Board of Directors.

2 SIGNIFICANT ACCOUNTING POLICIES

Basis of measurement and presentation

These unaudited interim condensed financial statements have been prepared in accordance with Canadian Accounting Standards for Private Enterprises ("ASPE") applicable for interim periods, which sets out generally accepted accounting principles ("GAAP"). These financial statements do not include all the disclosures required in the annual financial statements and should be read in conjunction with the Authority's financial statements for the year ended December 31, 2024, prepared according to ASPE. The interim financial statements have been prepared on a going-concern basis using historical cost, except for the revaluation of certain financial assets and liabilities measured at fair value.

These unaudited interim financial statements have been prepared following the same accounting policies and methods as those used in preparing the Authority's 2024 annual audited financial statements.

Restricted cash

The Authority considers restricted cash to be those amounts received under contractual or regulatory agreements that are limited in use. These balances are maintained in separate bank accounts and disbursed in accordance with the related agreement's terms.

Use of estimates and measurement uncertainty

The preparation of interim financial statements requires Management to make estimates and assumptions that affect the reported amounts of assets, liabilities, and commitments and contingencies at the date of the interim financial statements and the reported amounts of revenues, expenses and other income (expense) during the reporting period. Accounting estimates and underlying assumptions are reviewed on an ongoing basis. Significant areas requiring the use of Management estimates relate to the determination of accrued revenue, accrued liabilities, allowance for doubtful accounts, useful lives for depreciation of capital assets, and assumptions with respect to employee future benefit plans. Actual results could differ from these estimates.

Notes to Financial Statements (unaudited)

As at and for the three and nine months ended September 30, 2025

(Tabular amounts and amounts in footnotes to tables are in millions of Canadian dollars, unless otherwise indicated)

3 CAPITAL ASSETS

As at September 30, 2025	Land	Leased Land	Buildings & Structures	Computer Equipment	Vehicles	Machinery & Equipment	Furniture & Fixtures	Construction in Progress	Total
Cost									
Beginning Balance	\$ 5.8	\$ 34.6	\$ 4,236.3	\$ 23.9	\$ 60.3	\$ 154.7	\$ 20.5	\$ 137.4	\$ 4,673.5
Additions	—	—	0.1	—	—	0.4	—	160.5	161.0
Transfers	—	—	12.3	2.4	1.3	1.2	0.4	(17.6)	—
Disposals and write-offs	—	—	(0.1)	—	(3.6)	(0.7)	—	—	(4.4)
Ending Balance	5.8	34.6	4,248.6	26.3	58.0	155.6	20.9	280.3	4,830.1
Accumulated Amortization									
Beginning Balance	—	6.9	1,690.0	18.4	39.3	45.6	7.0	—	1,807.2
Depreciation & Amortization	—	0.5	94.8	1.1	2.4	5.2	0.8	—	104.8
Disposals and write-offs	—	—	(0.1)	—	(3.6)	(0.7)	—	—	(4.4)
Ending Balance	—	7.4	1,784.7	19.5	38.1	50.1	7.8	—	1,907.6
Net Carrying Value									
December 31, 2024	\$ 5.8	\$ 27.7	\$ 2,546.3	\$ 5.5	\$ 21.0	\$ 109.1	\$ 13.5	\$ 137.4	\$ 2,866.3
September 30, 2025	\$ 5.8	\$ 27.2	\$ 2,463.9	\$ 6.8	\$ 19.9	\$ 105.5	\$ 13.1	\$ 280.3	\$ 2,922.5

Construction in progress balance consists of costs capitalized for both airside and groundside facility improvement projects. As at September 30, 2025, interest capitalized in construction in progress was \$5.0 million (December 31, 2024 – \$2.9 million). During the period, borrowing costs for active projects were capitalized at a weighted average interest rate of 3.43% (2024 – 3.43%).

As at September 30, 2025, the Authority recognized a \$nil loss on disposal of assets (December 31, 2024 – \$10.9 million). During the quarter ended September 30, 2025, the Authority received insurance proceeds of \$39.0 million related to the hailstorm that occurred on August 5, 2024, which caused extensive damage to the terminal. As of September 30, 2025, the Authority recognized a gain on insurance recovery of \$27.8 million, net of certain fees incurred during the period. The remaining \$10.9 million had previously been accrued as probable insurance recovery as at December 31, 2024. The restoration activities and insurance claim remains in progress, and the total recoverable amount continues to be indeterminate.

4 INTANGIBLE ASSETS

As at September 30, 2025	Computer Software	Work in Progress	Total
Cost			
Beginning Balance	\$ 9.3	\$ 0.3	\$ 9.6
Additions	—	0.4	0.4
Ending Balance	9.3	0.7	10.0
Accumulated Amortization			
Beginning Balance	6.9	—	6.9
Depreciation & Amortization	0.9	—	0.9
Ending Balance	7.8	—	7.8
Net Carrying Value			
December 31, 2024	\$ 2.4	\$ 0.3	\$ 2.7
September 30, 2025	\$ 1.5	\$ 0.7	\$ 2.2

Notes to Financial Statements *(unaudited)*

As at and for the three and nine months ended September 30, 2025

(Tabular amounts and amounts in footnotes to tables are in millions of Canadian dollars, unless otherwise indicated)

5 LONG-TERM DEBT

The Authority has an agreement with Computershare Advantage Trust of Canada (formerly BNY Trust Company of Canada) (the "Trustee") to provide a framework for the Authority to create and issue bonds and other debt securities and to enter into credit facility agreements, swaps and other debt instruments as set forth in the Master Trust Indenture ("MTI Agreement"). Under the MTI Agreement, bonds are issued in series through a supplemental indenture authorizing that particular series of bonds.

For the first five bond series issued under the "First Supplemental Indenture" (Series A to E), interest accrues on a daily basis and is payable on a semi-annual basis on April 7 and October 7 of each year of the term of that particular bond series. For the sixth bond series issued (Series F), principal and interest payments are payable on a semi-annual basis on April 7 and October 7 of each year of the term for the bond.

For the first bond issued under the "Second Supplemental Indenture" (4002957), principal and interest payments are payable on a semi-annual basis on April 7 and October 7 of each year of the term for the bond. For the next ten bond series issued (Series 4002958 to 4002967), interest accrues on a daily basis and is payable on a semi-annual basis on April 7 and October 7 of each year for the term of that particular bond series.

On March 6, 2025, the Authority entered into a Bond Purchase Agreement, under the existing MTI Agreement, with the Canada Infrastructure Bank ("CIB") to help establish YYC Calgary International Airport as a strategic centre for development, training, and innovation in aviation and its ancillary services ("YYC AeroNex") that will support both cargo and passenger flights. This transaction has been formalized through the execution of the "Fifth Supplemental Indenture" authorizing a total issuance of \$171.9 million. Funds raised from this Indenture are restricted to the projects under the YYC AeroNex program, as agreed upon with the CIB. The agreement allows for issuance of four bonds under the Series G subject to certain conditions precedent.

On March 6, 2025, the first bond under the "Fifth Supplemental Indenture" (Series G-1), was issued for \$67.2 million. These funds are considered restricted cash. For the Series G-1 bond, interest accrues on a daily basis and is payable on a semi-annual basis on April 7 and October 7 of each year until the earlier of construction completion for the build of a state-of-the-art engine maintenance and test cell facility to the Series G-1 bond, or December 31, 2028. Once the threshold has been met, the semi-annual payments on April 7 and October 7 turn into principal and interest payments for the term of the bond. This Series G-1 bond is subject to partial redemption based on the final capital cost incurred on the project and also a full redemption in the event that the Authority does not issue Series G-2 and G-3 bonds.

The fair market value of the Series G-1 bond was calculated using a fair market interest rate of 4.80%, resulting in a calculated fair value of \$36.2 million, as at the issuance date. The difference between the proceeds and fair market value of the bond of \$31.0 million was classified as Government Assistance under "Other Long-term Liabilities." The government assistance is amortized using the effective interest method over the term of the loan.

Notes to Financial Statements (unaudited)

As at and for the three and nine months ended September 30, 2025

(Tabular amounts and amounts in footnotes to tables are in millions of Canadian dollars, unless otherwise indicated)

The bonds issued and outstanding, are:

Supplemental				September 30,	December 31,
Indenture	Series	Interest Rate	Maturity Date	2025	2024
First	Series A	3.1990%	October 7, 2036	\$ 350.0	\$ 350.0
First	Series B	3.3410%	October 7, 2038	300.0	300.0
First	Series C	3.4540%	October 7, 2041	350.0	350.0
First	Series D	3.5540%	October 7, 2051	350.0	350.0
First	Series E	3.5540%	October 7, 2053	300.0	300.0
First	Series F	3.7540%	October 7, 2061	407.8	410.4
Second	4002957	2.2580%	October 7, 2031	156.7	158.0
Second	4002958	3.0120%	April 6, 2035	25.0	25.0
Second	4002959	3.6430%	February 15, 2042	100.0	100.0
Second	4002960	3.1530%	December 15, 2047	25.0	25.0
Second	4002961	2.5622%	September 16, 2049	70.0	70.0
Second	4002962	3.8550%	March 17, 2034	83.0	83.0
Second	4002963	2.7900%	March 15, 2030	125.0	125.0
Second	4002964	4.0590%	November 30, 2033	107.9	107.9
Second	4002965	4.2580%	September 15, 2033	113.0	113.0
Second	4002966	3.4200%	June 29, 2032	200.0	200.0
Second	4002967	3.5130%	June 16, 2029	200.0	200.0
Fifth	G-1	4.8000% ⁽¹⁾	December 31, 2053	37.1	—
Total bonds issued				\$ 3,300.5	\$ 3,267.3
Less: Debt issuance costs				(11.1)	(11.4)
Less: Current portion				(8.2)	(8.0)
Long-term debt				\$ 3,281.2	\$ 3,247.9

(1) This interest rate represents the market rate of similar termed instruments.

The MTI Agreement contains certain financial covenants to be calculated on a yearly basis at the year-end balance sheet date. As at December 31, 2024, the Authority was in compliance with all its covenants.

6 CREDIT FACILITIES

As at September 30, 2025, the Authority has an available \$200.0 million revolving operating line of credit (the "Operating Facility") from a consortium of Canadian financial institutions (the "Lender"). Draws on the Operating Facility are by way of overdraft, Canadian prime rate loans and Canadian Overnight Repo Rate Average (CORRA) Loans, U.S. base-rate loans and Secured Overnight Financing rate (SOFR) Loans, and letters of credit. The Operating Facility bears interest at the Lender's prime rate or CORRA, plus an applicable pricing margin based on the debt rating received by the Authority and the type of draw on the facility. The maturity date of the Operating Facility is October 7, 2026. As at September 30, 2025, the amount drawn on the Operating Facility and letters of credit issued were \$nil (December 31, 2024 - \$nil).

Notes to Financial Statements *(unaudited)*

As at and for the three and nine months ended September 30, 2025

(Tabular amounts and amounts in footnotes to tables are in millions of Canadian dollars, unless otherwise indicated)

As at September 30, 2025, the Authority has an available \$100.0 million revolving Letter of Credit Facility ("L/C Facility"). The facility was renewed in September 2025, increasing the limit from \$70.0 million to \$100.0 million that can be used for specific operational expenses, capital projects and major capital undertakings. As at September 30, 2025, the letter of credit that was outstanding under the L/C Facility was \$65.0 million (December 31, 2024 - \$65.0 million). The maturity date of the L/C Facility is October 7, 2026.

Under the MTI Agreement, the Authority is required to cover at least 25% of operating and maintenance expenses incurred in the previous fiscal year or a twelve-month period from the issuance of bonds or renewal of the Operating or L/C Facilities using cash or letters of credit, which has been covered with \$53.0 million in cash (December 31, 2024 - \$47.9 million in cash). Also the Authority is required to cover at least 50% of the net interest accrued and the total principal amount to be paid for a twelve-month period after fiscal year-end or the 12-month period after issuance of a bond, using cash or letters of credit. This has been covered by a letter of credit of \$55.0 million and \$2.8 million in cash (December 31, 2024 - \$ 55.0 million letter of credit)

As at September 30, 2025, the Authority has outstanding two pledged bonds to the Operating and L/C Facilities lenders for \$385.0 million (December 31, 2024 - \$385.0 millions) and \$110.0 million (December 31, 2024 - \$77.0 million), respectively, under the Third and Fourth Supplemental Indenture. The pledged bonds do not accrue interest and can be used by the lenders if the Authority defaults on any outstanding balance of each of the facilities including accrued interest and any applicable fees.

The covenants included in the Operating and L/C Facilities reference the covenants in the MTI Agreement. As at December 31, 2024, the Authority was in compliance with all its covenants.

7 GOVERNMENT ASSISTANCE

As of September 30, 2025, under the Government of Canada's Airport Critical Infrastructure Program ("ACIP"), the Authority has recognized \$58.8 million (December 31, 2024 - \$45.1 million) in eligible funding.

In September 2025, the Authority received \$21.3 million under the Alberta Jobs, Economy, Trade and Immigration Capital Grant Agreement, to accelerate the development of YYC AeroNex by contributing to broader infrastructure investments. The Authority may expend the funds on certain capital expenditures, including any interest earned.

8 EMPLOYEE FUTURE BENEFITS

As at September 30, 2025, the discount rate assumption used to measure the pension benefit obligation remains consistent from December 31, 2024. The discount rate assumption is based on market interest rates of high quality bonds that match the timing and amount of expected benefit payments.

Due to the re-measurement of the pension benefit obligations and related plan assets, as at September 30, 2025, the Authority recognized a pension asset of \$12.2 million and pension liability of \$14.1 million (December 31, 2024 - \$12.6 million and \$14.2 million, respectively).

9 FINANCIAL INSTRUMENTS

The Authority's financial instruments consist of Cash and cash equivalents, Restricted cash, Accounts receivable, Accounts payable and accrued liabilities, Interest payable on long-term debt, Long-term debt, Canada lease rent payable and the City of Calgary payable, within Other Long-term Liabilities.

The fair value of the Authority's financial instruments, other than its long-term debt and long-term payables, approximates their carrying value due to their short-term nature. The fair value of long-term debt and long-term payables is estimated using the discounted cash flow analysis based on the Authority's current borrowing rate for similar borrowing arrangements. As at September 30, 2025, the fair value of the Authority's long-term debt and Canada Lease rent payable is \$3,046.0 million (December 31, 2024 - \$2,980.4 million).

Notes to Financial Statements *(unaudited)*

As at and for the three and nine months ended September 30, 2025

(Tabular amounts and amounts in footnotes to tables are in millions of Canadian dollars, unless otherwise indicated)

10 INTEREST AND FINANCING COST

	Three months ended		Nine months ended	
	September 30,		September 30,	
	2025	2024	2025	2024
Interest on long-term debt	\$ 26.5	\$ 27.4	\$ 79.8	\$ 82.3
Amortization of government assistance	(0.3)	—	(0.6)	—
Amortization of deferred financing costs	0.2	0.2	0.6	0.6
Credit facility fees	0.2	0.1	0.4	0.7
Fair value adjustment on long-term payable	0.1	0.2	0.4	0.4
Other interest expense	0.6	0.1	1.4	0.5
Interest and financing costs	\$ 27.3	\$ 28.0	\$ 82.0	\$ 84.5

11 COMMITMENTS AND CONTINGENCIES

The Authority is subject to legal proceedings and claims that arise in the ordinary course of business. While the final outcome with respect to these legal proceedings and claims cannot be predicted with certainty, Management does not expect the outcome of any proceeding to have a material adverse effect on the financial position or results of operations of the Authority.

Effective January 31, 2025, the Authority entered into Development and Lease Agreements with Lufthansa Technik ("LTCA") to build an engine maintenance and test cell facility on nine acres of land at YYC Calgary International Airport, for lease to LTCA. The project, which involves an investment of approximately \$120 million in partnership with LTCA, has broken ground in June 2025 and the Authority is responsible for planning, development, construction and deployment. Under the Development and Lease Agreements, the Authority is contractually obligated to complete the construction of the engine maintenance and test cell facility in 2027.

In June 2011, the Authority entered into a Tunnel Sublease and License (the "Tunnel Agreement") with the City of Calgary (the "City"). The Tunnel Agreement, which expires June 29, 2072, required the City to extend Airport Trail east, across airport lands and, among other things, to construct, operate and maintain an associated tunnel under Runway 17L-35R which was completed on October 1, 2012. The Tunnel Agreement also provides for a cost-sharing arrangement regarding future interchanges along Airport Trail at 19th Street and Barlow Trail. The first phase for interchanges, which enhanced access to and egress from airport facilities, was completed in the Fall of 2022. The second phase of the interchanges, or components thereof, will be constructed when traffic volume service levels at the first phase of interchanges reach a proscribed level and, at that time, the Authority has agreed to contribute 50% towards the acquisition cost of the necessary third-party land and the associated construction project. As the first phase of these interchanges is now completed and the second phase third party land has been acquired, the Authority as of September 30, 2025, has recognized a liability of \$1.1 million (December 31, 2024 - \$5.4 million) towards these obligations. The Authority continues to have a commitment to contribute towards the second phase construction and additional land costs, which has not been quantified as of September 30, 2025.

As of September 30, 2025, the Authority had approximately \$86.9 million in commitments for capital projects commenced during the year. The capital projects include various restoration projects and the rehabilitation of the West Runway.

12 INCOME TAXES

Pursuant to the *Airport Transfer (Miscellaneous Matters) Act* (Canada), income that may reasonably be regarded as being derived from airport business is exempt from federal and provincial income taxes. All income recognized during the nine months ended September 30, 2025 and 2024 is considered to be derived from airport business and therefore exempt from income tax.