



Toronto Pearson Going Forward

Consultative Committee

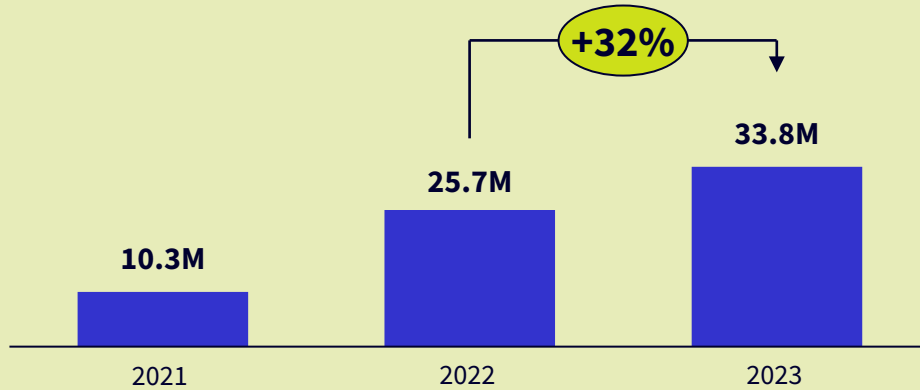
December 5, 2023



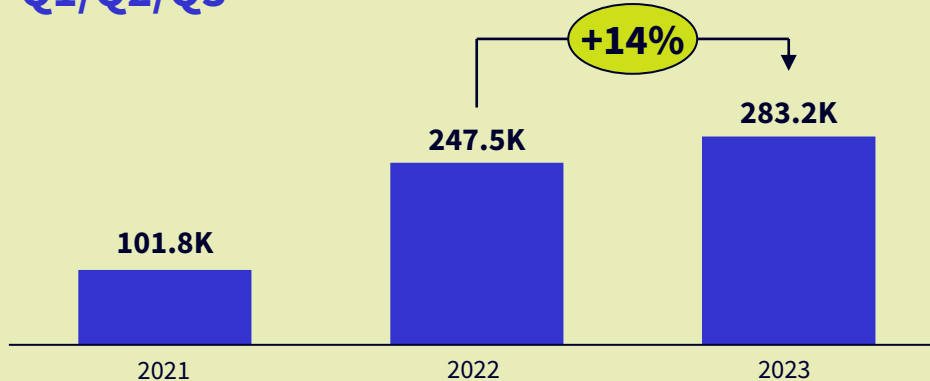
2023 has been a year of comeback, growth and improvement

GTAA worked with aviation ecosystem during hockey-stick growth in 2023

Passengers (#s in Millions) - Q1/Q2/Q3



Aircraft Movements (#s in Thousands) - Q1/Q2/Q3



Driving performance improvement

- Re-engineering processes, more employees
- Implementing new technologies, leveraging **real time data**



New performance culture for 400+ airport employers

- Shared **commitments, expectations and accountabilities** for partners and ourselves at Toronto Pearson.



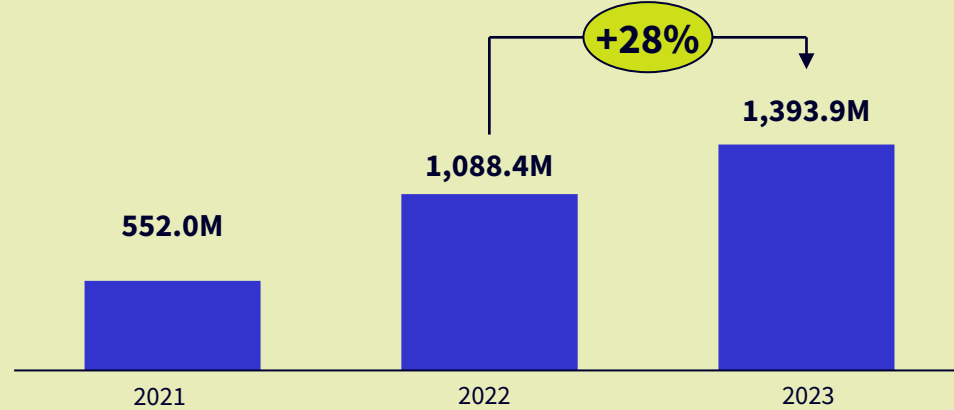
Clear metrics for on-time performance and baggage delivery

- Rates agreement that offers **financial incentives** to airlines to improve operational performance and passenger experience at YYZ.

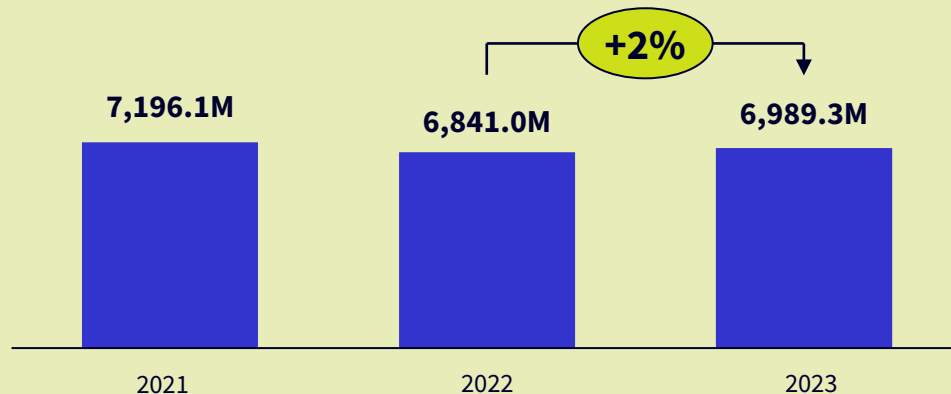
2023 has seen stronger financial performance

High travel demand has driven stronger revenues and net income in 2023, but now requires higher capital expenditures funded through cash flow

Total Revenues (\$Millions) - Q1/Q2/Q3



Total Debt (\$Millions) - Q1/Q2/Q3



BUT the impact of the pandemic lingers

- Took on \$800 million in debt to keep airport open when passenger **traffic dropped 80%**
- Paid the federal government **\$350 million in rent** during the pandemic
- Meanwhile, US airports received **\$40 billion in operating and capital** during the pandemic
- Airport now focused on **recovery** and investment in aging infrastructure to improve **operational efficiencies**

Transforming the airport and putting the joy back in travel

- **Restore aging airport infrastructure** and enhance the **passenger experience**
- Protect Canada's **direct global air connectivity** through Toronto Pearson
- Implement a digital environment to make **data driven decisions** for more predictable and efficient operations
- Advocating for **transit connections** for employees and passengers which frees up road capacity for movement of cargo
- Reduce environmental impacts while **advancing Canada's climate goals and energy transition.**



Our path forward is together

Building the future airport and passenger experience with our partners

- Seek to **align objectives** with regional objectives, e.g., transit, high frequency rail
- Undertake procurement that offers inclusive **business and investment opportunities**, creating thousands of jobs
- Build **affordably** and **sustainably**
- Support this work with a comprehensive, collaborative engagement process – **engaging 150+ stakeholder groups in the region** and across the country

What happens at Toronto Pearson matters to us all.





Thank you

