


Toronto Pearson 

Pearson LIFT

CREATING THE AIRPORT OF THE FUTURE

June 13, 2024

  Gates
Portes

This document contains certain forward-looking statements or forward-looking information about the GTAA.

This forward-looking information is based on a variety of assumptions and is subject to risks and uncertainties. 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. Words such as “believe”, “expect”, “plan”, “predict”, “project”, “intend”, “estimate”, “preliminary”, “anticipate”, , and similar expressions, as well as future or conditional verbs such as “will”, “may”, “should”, “would” and “could” often identify forward-looking information. Specific forward-looking information in this document includes, among others, statements regarding the following: expected domestic and international passenger traffic and cargo; expected return to pre-COVID-19 passenger and flight levels; investment in the Airport including with respect to capital projects and physical infrastructure; future Airport demand or activity; the GTAA’s borrowing requirements and its ability to access the capital markets; the GTAA’s ability to comply with covenants; debt levels and service costs; revenues, cash flows, working capital and liquidity and no funding shortfalls; terminal, airside, infield and other capital developments at the Airport and the funding of the developments; budgets and expenditures relating to capital programs and the funding of such programs; the timing of construction and commencement of operations of facilities currently planned or under construction at the Airport; the use of certain restricted reserve funds; and the funding of outstanding capital commitments. The forward-looking information is based on a variety of material factors and assumptions including, but not limited to, whether: population continues to grow in the long term; employment and personal income provide the basis for increased aviation demand in the Greater Toronto Area; the Canadian, United States, and global economies grow at expected levels; air carrier capacity meets the demand for air travel in the Greater Toronto Area; the growth and sustainability of air carriers contributes to aviation demand in the Greater Toronto Area; the impact of costs associated with new processes, technology solutions and facility enhancements are recoverable in the ordinary course; the Greater Toronto Area continue to attract domestic and international travelers; no other significant event such as a pandemic, natural disaster, or other calamity occur and have an impact on the ordinary course of business or the macroeconomic environment; the GTAA will be able to access the capital markets at competitive terms and rates; and no significant cost overruns relating to capital projects occur. These assumptions are based on information currently available to the GTAA, including information obtained by the GTAA from third-party experts and analysts. 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: public health emergencies; air carrier instability; passenger volumes; inability to meet business objectives; non-payment by customers; the GTAA's ability to comply with covenants under its Master Trust Indenture and credit facilities; continuing volatility in current and future economic activity including shocks to the macroeconomic environment (e.g. changes in fuel prices, inflation, currencies, employment and spending); capital market conditions and credit rating risk; competition from other airports; wars (including the military conflict between Russia and Ukraine), riots 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 Ground Lease; 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 GTAA’s publicly filed disclosure documents and, in particular, those identified in the Annual Information Form available at www.sedar.com. The forward-looking information contained in this document represents expectations as of the date of this document and is subject to change. Except as required by applicable law, the GTAA 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.

An urgent need to invest

Strong passenger growth

Global passenger growth expected to double by 2040 (IATA). We expect to see 65M passengers annually by early 2030's – up from 45M today.

Historical underinvestment

Deferred capital investments means we need to catch up. Incremental investment is no longer an option – our terminals and systems require significant renewal, revitalization and expansion.

Growing competition

The U.S. government is investing over \$40B into airports. Other jurisdictions have invested billions of dollars to create global transportation hubs.

Introducing: Pearson LIFT



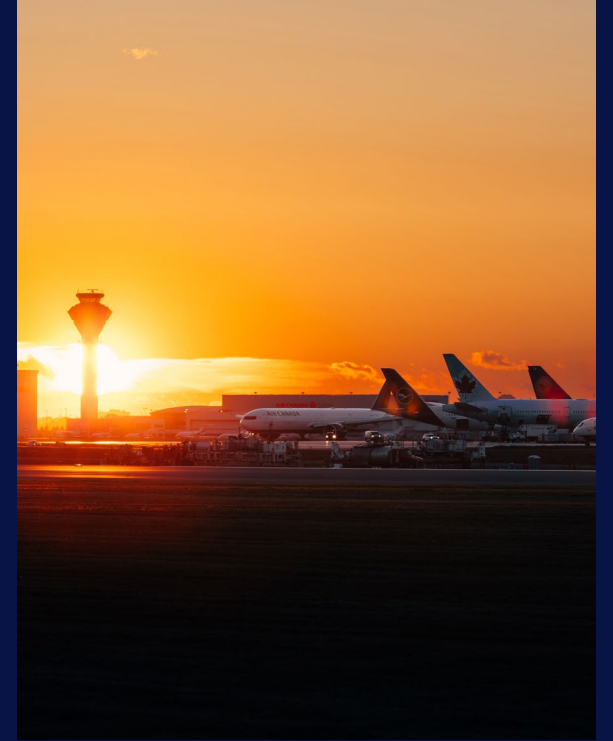
Future-proofed,
smart design



Built for the digital age



Exceptional customer
experience



Advancing our
net zero future

**Long-term Investment in Facilities and Terminals*

Together with our partners

40+ airlines

3 levels of government

Local communities

GTAA Consultative Committee

NAV CANADA

CATSA

CBSA

USCBP

Tenants

Labour groups

Transit & transportation partners

Operations & commercial partners



Pearson LIFT: Multi-project programs spanning the next decade

Accelerator

Upgrades and improvements to critical operational assets (including interim facilities)



Gateway

Delivering new facilities that will enable the airport to provide an exceptional passenger experience for long-term forecasted demand



T1/T3 Revitalization

Renovations to both terminals to optimize capacity and renew assets



Technology Program

The roadmap for a series of technology integration projects within the airport to create a digital future. Some elements will filter into LIFT programs, ensuring tech consistency across Pearson.



High Priority Improvement Program

A series of distinct, stand-alone projects not incorporated into the above programs which will address any urgent or emerging projects of various sizes arising at the airport.

Accelerator Program

Accelerator: supporting operational resiliency, GHG reductions, near-term growth in passengers and cargo

1 Airfield Projects



Airfield Electrical
Pavement Restoration
Airfield Ground Lighting
Triple Box Culvert

2 Greenhouse Gas Emissions (GHG) Projects



Low GHG HVAC
Energy efficient lighting (Viscount)
Electric vehicle charging
Increasing Photo Voltaic generation

3 Priority Projects



Various priority projects where assets are at end-of their operational life; high-risk and require replacement /upgrade within airside and groundside.

4 Interim Infrastructure Project



Interim Terminal (+6 MAP)
Hard Stands for Interim Terminal
Hard Stands during Gateway construction
Associated infrastructure
North Apron Development

HIGHLIGHTS: Gateway Program*

**mandate pending*

Gateway Program Overview

Our objectives:

New terminal space that supports Toronto Pearson's long-term demand forecast of 65M passengers per year – early 2030's

- Maximize the use of the apron, providing increased capacity of MARS gates leading to better flexibility
- Optimize aircraft flow/parking to improve operational performance and efficiency
- Enhance the commercial offering and improve the passenger experience
- Improve gate-to-gate connecting time for travelers
- Create resilience through redundancy, swing capacity and simplified baggage, passenger and aircraft movement
- Develop sustainable infrastructure to help achieve GTAA net zero carbon goals

Gateway Program: New terminal space connected to T1



Early stages of planning with airport partners – assessing numerous options



HIGHLIGHTS:

T1/T3 Revitalization Program*

**mandate pending*

Terminal 1/Terminal 3 Revitalization: Overview

Our objectives:

- Modernization of T1 & T3 to enable more seamlessly connected terminals and further digitalization of the passenger journey and airport operations.
- Enhance amenities and retail spaces for passenger, retail and employee experience.
- Improve service levels through optimized and expanded passenger and airside processing.
- The restoration of obsolete and high-risk assets to ensure operational performance and efficiency.
- Incorporate sustainable design and support greenhouse gas emissions reductions.

T1/T3 Revitalization Program

Parking Garage, Groundside & Curb Upgrades

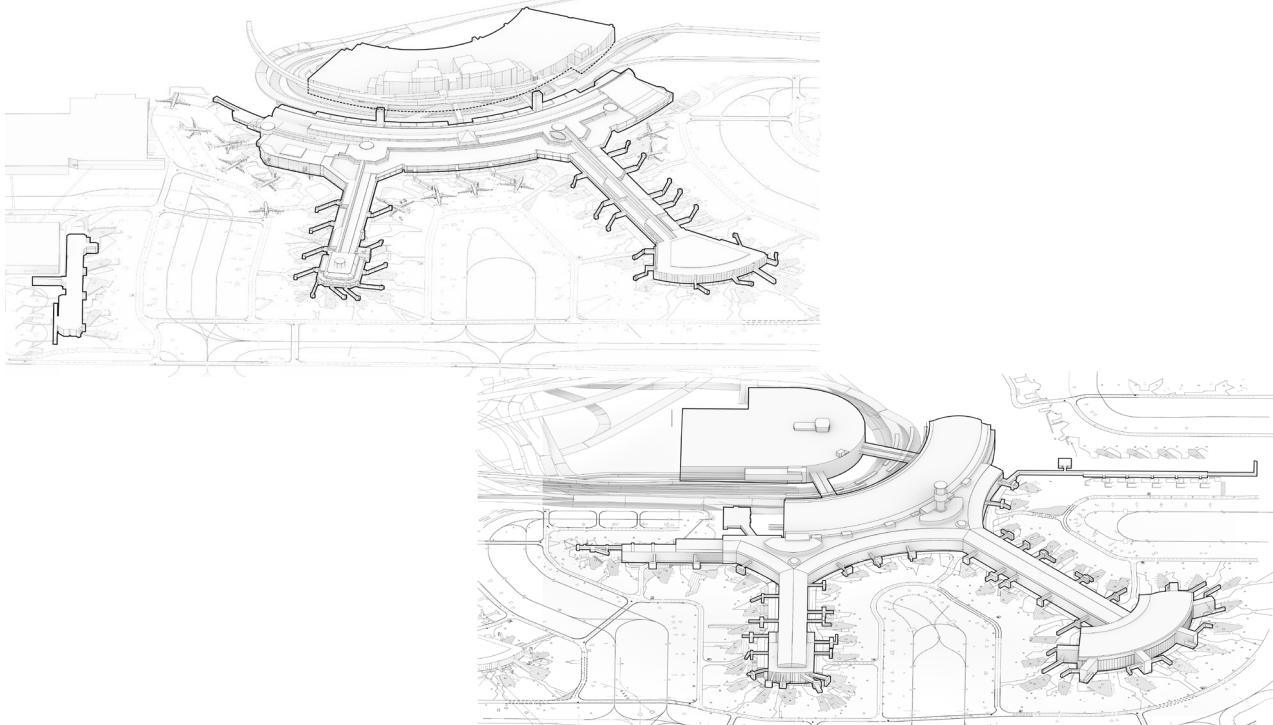
- Parking garage repair & optimization
- GHG Reduction Initiatives
- Life Safety Network Monitoring System Restoration
- New Sidewalk Installation
- Curbside Optimization

General Terminal Upgrades

- Check-in Hall & Processing Area Upgrades
- Holdroom & Gate Area Upgrades
- Passenger Amenities Upgrades
- Commercial Upgrades
- Employee Workspaces

General Building System & Envelope Upgrades

- Building Envelope/Flooring/ Back-of-house Restoration
- People Moving Device (PMD) Restoration
- Aircraft Gating Equipment (PBBs) Restoration
- Mechanical System Upgrades
- Electrical System Upgrades
- GHG Reduction Initiatives
- Life Safety System Upgrades



Procurement that supports our community and future generations



Meaningful economic opportunities & job creation



Workforce development



Solutions to minimize our environmental and community impacts through all aspects of program delivery



Programs that champion diversity, equity & inclusion

Our path forward

Below indicates our anticipated timing for upcoming delivery milestones for Pearson LIFT programs. These indicate targets only and are subject to change based on various factors.

Next steps

ACCELERATOR

- Awarding contract in late 2024
- Begin construction in 2025

GATEWAY &

T1 / T3 REVITALIZATION

- Joint planning with airport partners underway
- Awarding contract in 2025
- Begin construction in 2026

Thank you!