

2022 ANNUAL REPORT



WINNIPEG
AIRPORTS AUTHORITY



A PATH TO THE FUTURE: BOLD JOURNEYS AHEAD

Winnipeg Richardson International Airport is located in Treaty One Territory, the home and traditional lands of the Anishinaabe (Ojibwe), Ininew (Cree), and Dakota Peoples, and in the National Homeland of the Red River Metis. Our drinking water comes from Shoal Lake 40 First Nation, in Treaty Three Territory.



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*F*or thousands of years, Winnipeg has served as a meeting place—a place for merchants, traders and travellers to converge in their bold journeys to the heart of the continent.

Just as important as our history is our shared path forward. As the world continues to recover from a global pandemic that changed the face of aviation forever, Winnipeg embarks on a path to a new era of discovery and connections—an era where bold journeys take flight.



MESSAGE FROM THE BOARD CHAIR

“We continue to explore new ideas and new ways of approaching opportunities and partnerships that will lead to a better future for generations to come.”

Brita Chell, Board Chair



MESSAGE FROM THE BOARD CHAIR

2022 marked a turning point for Winnipeg Airports Authority (WAA) and aviation in general. Though the global pandemic continued to impact the industry, for the first time in years, we saw a sense of excitement and optimism return.

One of the first turning points at WAA was a change in leadership as President and CEO Barry Rempel retired after 20 years of dedicated service. Embodying the values that make WAA so exceptional, Nick Hays took on the role to great success, confirming our board made the right decision in appointing him as the new President and CEO. Bringing a renewed focus to the organization, he is keeping WAA on the right path to a post-pandemic future.

We continue to recognize the value of a clear, strategic approach to guide us into the future. To complement Nick's people-focused leadership style, we have introduced a new corporate strategy as well as an Environmental, Social and Governance (ESG) road map. Our new mission and vision will position us for success, supporting our efforts to connect communities, deepen partnerships and contribute to a more sustainable future for all.

As in 2021, our board sought to maintain a balance between fiscal prudence and delivering on the needs of the community. Though many effects of the

pandemic have lessened, we continue to reassess priorities and projects as we inch ever closer to pre-pandemic passenger levels.

Our financial strength is critical to our ability to make the right long-term investment choices that create value for the community and customers we serve. In 2022, our business structure enabled us to continue to diversify our operations, including through our thriving cargo sector. Thanks to our subsidiaries, we also continued to generate new revenue sources, explore new and enhance existing partnerships, and consider additional opportunities to ensure our financial security.

If there has been one positive element to come out of these challenging few years, it is that our innovative spirit and resilience have helped us stay the course. We continue to explore new ideas and new ways of approaching opportunities that will lead to a better future for generations to come.

As air connectivity is restored in increasing numbers, our partners in Winnipeg and beyond remain instrumental in moving WAA toward that post-pandemic future we collectively seek. I would like to thank the entire WAA team for their passion and significant contributions to date, and to the board for their continued dedication to striving for excellence.

I would also like to welcome Priti Mehta-Shaw and David Duval to the board and thank departing board member BJ Reid for her years of service.

Through these challenging times, I am honoured and humbled to lead the WAA board. As we continue on our path to recovery, we cannot deny how the pandemic has changed the face of aviation forever. There is still much to be done, which will require innovation and tenacity that is unlike anything our industry has ever seen—and I know we are up to the task.

Our bold journey is taking flight now, and I cannot wait to embark on it alongside all of you.

Sincerely,



Brita Chell

MESSAGE FROM THE PRESIDENT & CEO

“As we reflect on the past year, the success of WAA initiatives is a testament to our team’s incredible hard work, skill and commitment.”

Nick Hays, President & CEO



MESSAGE FROM THE PRESIDENT & CEO

What a year it's been!

It has been a fantastic experience getting to know Winnipeg these past 12 months as my family and I have settled into what we can now proudly call our new home city. Reflecting on our first year, what continues to impress us is the warmth and generosity of the people, the obvious pride in this city and province, and above all, the strong sense of community that makes Winnipeg such a special place to call home.

As such, it is truly an honour to be part of an organization like Winnipeg Airports Authority (WAA) that places service to this great community at the centre of its purpose.

Since I joined the organization, I have had the pleasure of getting to know our dedicated and talented team members as we navigate what is hopefully the beginning of the end of the pandemic. What continues to strike me is their resilience, their professionalism and their strong sense of pride in what we do.

The WAA team is the lifeblood of what we do and what we can accomplish as an organization. As we emerge from the pandemic, we have a tremendous opportunity to come together to define where we are headed as an

organization—and how we plan to get there.

One of the most critical elements of any organization's success is its culture. This year, our team began to hold honest conversations about WAA's culture, to discuss the collective vision of the future we want to build and to rally around creating an environment where all of our people can thrive and do their best work.

As we reflect on the past year, the success of WAA initiatives is a testament to our team's incredible hard work, skill and commitment. We have been privileged to engage in opportunities to further our mission to connect communities, and to do so in new and meaningful ways.

Our partnership with the local Ukrainian community in Manitoba led to a \$25,000 donation to the Red Cross to support efforts in Ukraine, as well as the creation of a welcome station in our Arrivals Hall, which has since greeted more than 10,000 Ukrainians as they first set foot in Manitoba through the airport. WAA has also been privileged to support and welcome refugee flights from Afghanistan as they arrive in Canada.

In addition, as part of our shared commitment to advance reconciliation, WAA was honoured to sign the City of

Winnipeg's Indigenous Accord. Over the next year, we will be working with Indigenous leaders to make the airport more reflective of our community. It is our hope that, through our collective actions, we can contribute to a more inclusive Winnipeg.

Furthermore, in 2022 we celebrated new connections for the community with the launch of additional air service, including a new WestJet route between Winnipeg and Los Angeles, to which travellers have responded very positively. This new route benefits not only sun-seeking travellers, but also Manitoba's thriving film and television industry, which brought more than \$364 million worth of production volume to the province last year.

Even more exciting times lie ahead as we create a new flight plan for WAA, one that includes new strategic directions. We are proud to refocus our mission statement on the role we play in connecting communities and creating a better, more sustainable future for all.

To echo my words from last year's report, our work at WAA is about much more than the safe and seamless movement of people and goods, as important as that is. Rather, our work is an opportunity—and most importantly, a responsibility—

to play a major role in the economic and social wellbeing of our region.

This is a responsibility we are proud to bear—and dedicated to deliver upon. We could not do any of this alone. It takes close collaboration with all of our partners, as it is only by working together that we can truly succeed.

I would like to offer my sincere thanks to the WAA board, the dedicated staff and the community for a wonderful first year. I am already looking forward to sharing more achievements with you in the years to come.

Sincerely,



Nick Hays

INTRODUCTION

Winnipeg Airports Authority Inc. (WAA) is where bold journeys take flight. We enable the safe and seamless movement of people and goods through our airport facilities, and in doing so, we help to connect Manitoba to the world. We take pride in having a positive economic and social impact through our airport operations at Winnipeg Richardson International Airport and other affiliate businesses. This includes responsible land development on the airport campus, managing and operating Iqaluit International Airport, and providing aviation services at other airports across the country.

As a non-share capital corporation, WAA reinvests all net revenue into delivering on our mission of connecting communities and partnering to build a sustainable future.

To learn more about WAA, visit our website at waa.ca.

SUBSIDIARIES

Each wholly owned subsidiary of WAA approaches our corporate objectives from a different angle, respective of its unique role and function within the organization. The COVID-19 pandemic proved the value of diversified revenue streams, and WAA will continue to rely upon its diverse business model to navigate a sustainable path forward. The company's multi-part make-up is essential when it comes to creating new revenue streams, expanding our partnerships and exploring opportunities beyond the airport.

WINNIPEG RICHARDSON INTERNATIONAL AIRPORT

YWG Inc. is responsible for operating, maintaining and managing Winnipeg Richardson International Airport. This subsidiary is comprised of four interlinked areas: Airport Terminal Operations, Airside Operations, Groundside Operations and Operations Compliance, all of which support the day-to-day operations of the airport. YWG Inc. plays a key role in facilitating smooth and seamless airport experiences.

AIRPORT CITY WINNIPEG

Airport City Winnipeg Ltd. (ACW) coordinates and manages commercial activities to help strategically develop Winnipeg Richardson International Airport. This subsidiary focuses on real-estate development, property and facility management and unlocking airport lands to reach their full potential. The team also works closely with stakeholders and airport tenants to strategically expand airport operations, enhance operational efficiency and explore innovative opportunities for the future.

WASCO

Winnipeg Airport Services Corp. (WASCO) focuses on seeking opportunities to provide aviation services and solutions at other airports across Canada. This subsidiary is in the business of helping other airports operate safely and efficiently in areas including operations, management, maintenance and technical solutions. The group is responsible for sharing their passion for aviation and knowledge of the industry to help other airports operate as effectively as possible to connect their communities.

WAA'S STRATEGIC PLAN

OUR VISION

Where bold journeys take flight



OUR MISSION

Connecting communities and partnering
to build a sustainable future

OUR VALUES

Safety | Respect | Teamwork | Inclusion | Excellence

Strategic Directions

People and culture

Providing a workplace where employees feel safe and engaged allows us to live our values and deliver on our vision and mission. With a strong, aligned and thriving team, we are better suited to achieve our aspirations and meet our customers' needs.

Financial strength

Financial strength will be achieved through responsible debt management, ensuring value for customer-focused processes, driving sustainable and diversified revenue growth, and securing external funding support. It is also necessary to accomplish the initiatives put forth in other priorities.

Air transportation and logistics services

Providing air access and connectivity is at the core of our business. We will invest in passenger and cargo traffic recovery and growth, improve the quality of our passenger and cargo air networks, and provide a competitive portfolio of airlines to serve travellers. We will also enable responsible land development to increase economic value and implement future trends in logistics services that offer new ways to serve our customers.

Customers and community

Our airport operates for our customers, and we play a critical role in connecting the communities we serve. Customer and stakeholder

engagement allows us to create partnerships that reflect the people we serve. As a result, we will improve community relations, boost economic and social development opportunities, and increase overall satisfaction.

Operational excellence

Ensuring that we deploy the most intelligent approach to safety, reliability, sustainability and asset management will enable operational success. It will also increase dependability, value and satisfaction for our customers. As we face more unpredictable events in the aviation industry, we will increase our stability through a robust operational framework. It will allow us to predict and manage passenger and cargo traffic volume fluctuations and irregular operational events.

Digitalization

Digitalization enables the seamless connection of information, people and systems. Updating core processes will improve efficiencies and effectiveness across operating units while providing travellers with the digital connectivity they expect in our facilities.

Environment

Reducing our environmental impact is a critical and essential goal. To achieve it, we will collaborate on environmentally-sustainable practices and solutions with our partners and stakeholders, formally embed best practices across the organization and commit to creating a plan to deliver a net-zero decarbonized future.

25 YEARS OF WAA

For a quarter of a century, WAA has been a source of pride for Manitobans as it continues to soar to new heights of success. As we marked our 25th anniversary in 2022, we reflect on the work we proudly accomplished together with our partners to transform the airport into the community asset we enjoy today.

1997:

WAA took over the operations of the former Winnipeg International Airport from the federal government, allowing decisions about the airport to be approved locally for the first time since World War II. Since then, WAA has spent more than a billion dollars to transform the campus into a major transportation hub, creating hundreds of jobs and billions in economic activity.

2001: A variety of unscheduled flights touched down, buses pulled onto the airfield and helping hands filled every corner of the Winnipeg International Airport on the devastating day of Sept. 11. Seventeen flights were grounded, leaving 1,500 passengers unexpectedly in the city.

2005: WAA broke ground on the first North American terminal built in the post-9/11 period—the single-largest construction project in Winnipeg’s history.

2006: On Dec. 6, Winnipeg International Airport was renamed Winnipeg James Armstrong Richardson International Airport as a tribute to the visionary founder of Western Canada Airways.

2008: The construction of the new terminal kicked off a revitalization of the airport campus, which included Canada Post starting construction on a new \$50-million prototype plant and WAA further developing the airport’s cargo operations.

2010: The late Queen Elizabeth II and Prince Philip became the first passengers to travel through the new terminal prior to its official opening. During her visit, Her Majesty placed a letter to the youth of Manitoba as a gift inside a time capsule, currently on display in Queen’s Court.

2011: The new environmentally friendly terminal welcomed its first passenger. Since then, more than 37 million people have travelled through the building to connect with family, friends or business, or to explore the world.

2018: WAA broke ground on the \$27-million Ground Services Equipment building to improve overall efficiency in airport operations.

2022: Work on the new state-of-the-art Multi-Tenant Air Cargo Logistics Facility, partly funded by the Government of Canada under the National Trade Corridors Fund, kicked off.

OUR PEOPLE, OUR CULTURE

Committed to creating a culture of excellence

At the heart of any institution are the people. That's why through 2022 and beyond, WAA remains committed to building a strong culture and an environment in which our people can thrive, do their very best work and feel proud to be part of something special.

A top employer

We were honoured to be recognized as one of Manitoba's Top Employers in 2022, marking our 11th consecutive year receiving this recognition. WAA's focus on the longer-term welfare of its employees and other benefits were cited as some of the reasons we made the list.

Employee input welcomed

As WAA reevaluated its strategic direction, we welcomed input to ensure employee voices were heard through the process. Their feedback was incorporated into the development of the new WAA mission, vision and values.

We also engaged in honest conversations regarding WAA's current culture, as well as the collective vision for our desired culture. All of the goals and initiatives within our new strategic plan complement this assessment and will help move us forward to build a culture we can all be proud of—one where employees feel safe, secure and engaged, allowing us to live WAA's values every day and deliver on our mission and vision together.

A safe workplace for all

We remained committed to maintaining a safe workplace as our community continued to see the effects from the spread of COVID-19 variants in early 2022. Ensuring the continued health and safety of our workforce has been and continues to be a collaborative effort, the safety protocols enacted to protect travellers also keeping our team safe.

Available employee supports

WAA encourages our employees to prioritize work-life balance and engage in healthy lifestyles. Both our comprehensive benefits package and Employee Assistance Program provide useful information on emotional wellbeing and staying healthy.



RESTORING AIR CONNECTIVITY

Bringing trade, tourism and new business to Manitoba

After several years of low traffic, we were thrilled to see the terminal bustle with activity again as customers returned to travel for pleasure and business.

The COVID-19 pandemic significantly interrupted air connectivity around the globe. Through 2022, we continued to work with our partners to restore air service and bring back in-demand domestic and international routes. Going forward, we remain committed to growing the connectivity of the region we serve to benefit all Manitobans.



After 736 days in storage, the Hug Rug returned to its iconic place at the bottom of the Arrivals Hall escalator in March.

New route to Hollywood

It's now easier than ever to travel to one of the most iconic cities in the world from Winnipeg. WestJet unveiled plans for a new, year-round direct route between Winnipeg and Los Angeles, marking the first new route to launch at Winnipeg Richardson International Airport (YWG) in two years and the first new major destination out of Winnipeg since 2016.

On Oct. 31, the inaugural flight took off to LAX, with flights now scheduled three times a week. The route helps provide more options for leisure travel, more convenience for those flying for business and more dollars for the province's economy.

With significant traffic between Manitoba and Southern California, primarily due to the film and television industry, the route has already met with huge success.

Passenger traffic on the rise again

As more people returned to travelling, and government-imposed travel restrictions were lifted, a growing number of routes relaunched at YWG to further enhance the community's connectivity. We worked closely with our airline partners to restore

many in-demand travel options to the most popular destinations and help keep the region connected and competitive.

WestJet announced the return of six seasonal routes to YWG, helping to increase the overall number of flights operated by the airline to and from Winnipeg by 65 per cent from winter 2021. Starting in October, Air Canada restored weekly service to Cancun, marking the earliest return of a seasonal route to Cancun from YWG. In 2022, WAA also welcomed Lynx Air, providing more affordable travel options to meet the needs of our community.

WAA finished the first quarter of 2022 on a strong note. More than 187,900 people travelled through YWG in March, representing 44 per cent of the passengers in the first quarter. Overall, traffic in the first quarter reached 62 per cent of pre-pandemic numbers for the same period.

In the second quarter, a surge in passenger traffic helped WAA's pandemic recovery. More than 775,000 people travelled through YWG between April and June (71 per cent of pre-pandemic

numbers for the same period three years ago). May marked the first month since the start of the pandemic that YWG saw more than a quarter of a million people pass through the terminal.

Between July and September, nearly a million people travelled through the airport, the surge attributed primarily to pent-up demand for air travel. It helped the airport move to within 78 per cent of the pre-pandemic numbers from 2019.

WAA finished the year with a passenger total of 870,330 in the fourth quarter, which equals 84 per cent of the number of travellers the airport welcomed during the same quarter in 2019.

While our collaboration with our airline partners brought back popular routes and increased the frequency of flights, our work continues to help ensure Manitobans benefit from the same pre-pandemic connectivity previously enjoyed. Our extensive route network is still recovering but gaining momentum; we estimate we will return to pre-pandemic passenger levels as early as 2024, based on 2022 trends.

A shared path forward

Reestablishing our route network is critical to Manitoba's economic and social recovery. In 2022, WAA continued to work in collaboration with many airlines, government and community partners like Economic Development Winnipeg to start rebuilding our region's connectivity and cultivating opportunities for our province.

YWG received \$5.7 million from Transport Canada's Airport Relief Fund to help maintain airport operations and rebuild the region's connectivity. In February, YWG also received a \$5.3 million commitment from the Government of Canada to support several infrastructure improvement projects across the airport campus. In addition to an already completed active transportation path along Wellington Avenue, WAA plans to use the funds to reconstruct Flight Road, as well as enhance security monitoring systems and screening inside and outside the terminal.

In August, the Province of Manitoba also announced it is providing \$4.8 million to WAA to enhance Winnipeg's air connectivity. The funding will help WAA compete in attracting new direct routes or airlines while the industry continues to recover from the pandemic.

On Dec. 30, more than 12,000 people travelled through YWG—the most in a single day in nearly three years.

3,031,113 people

passed through YWG in 2022, more than double the number of travellers in 2021.

2022 moves our recovery to within 67.6 per cent of our pre-pandemic numbers registered in 2019.



ROUTES & AIRLINES



AIRLINES SERVING MAIN TERMINAL BUILDING

-  AIR CANADA
-  Bearskin Airlines
Let the Bear take you there!
-  CalmAir
-  DELTA
-  flair airlines™
-  Lynx AIR
-  sunwing
-  SWOP™
-  WESTJET

Year-round Seasonal

Destinations and airlines serving YWG are subject to change.

Winnipeg Richardson International Airport operates 24 hours a day, seven days a week, 365 days a year to provide essential services for Manitoba and beyond.

PASSENGER TRAFFIC



3,031,113
passengers

Average passengers
per day: **8,304**

47,472

Total aircraft landings

Average landings
per day: **130**



CARGO SECTOR

4,738
landings



MILITARY OPERATIONS

2,641
landings



MEDEVAC FLIGHTS

4,075
landings



GROWTH IN CARGO

A hub in the heart of the continent

Most people associate passenger flights with YWG. But in addition to establishing the airport as a transportation hub, through strategic investment and planning, Winnipeg has evolved into a cargo hub integral to Canada's air freight network.

Many local businesses and industries rely on the 24-7 operations of the airport to efficiently import and export goods from around the world. YWG operates around the clock, with cargo flights taking off all night to help these shipments quickly reach domestic and international markets.

The airport's prime geographic location also enables cargo carriers to efficiently transport critical goods to Canada's North, including food, clothing, health-care supplies and more. These services are a lifeline for many Canadians as they depend on regular air cargo deliveries to help keep them supplied.

Our cargo sector continued to thrive in 2022 with an increase in cargo plane landings, reaffirming WAA's plans for future cargo expansion.

Major cargo expansion in progress

Since 2016, the number of cargo movements at the airport has increased each year, following a decade-long trend of seeing larger aircraft to facilitate the movement of goods. To support this

growth and critical industry, a major cargo expansion has been underway.

The opening of the 96,175-square-foot Ground Services Equipment Building in 2020 laid the groundwork for WAA's ambitious multi-phase cargo expansion. Central to this plan is a multi-million-dollar project to better support cargo operations on the east side of the airport, which will further solidify YWG's status as an integral cargo hub and deliver the infrastructure our community needs to succeed.

Construction of the new state-of-the-art Multi-Tenant Air Cargo Logistics Facility, partly funded by the Government of Canada under the National Trade Corridors Fund, kicked off in 2022. To clear a path for the facility, crews demolished the above-ground sections of the former Air Canada Cargo building at the end of Sargent Avenue in August. They have since torn up the structure's foundation and are preparing the area for construction of the new facility.

The modern facility allows several cargo partners to be situated only steps away from where freighter aircraft are positioned, supporting quick distribution and resupply of time-sensitive goods. It also includes additional cargo space, and cold storage capabilities to meet the needs of our region.

While this redevelopment, along with the surrounding cargo facilities at YWG, take up a relatively small parcel of land, collectively, they generate a huge benefit for the region now and into the future. The recent steps toward our cargo expansion bring Winnipeg even closer to long-term success and will continue to attract new business, while growing our reputation as a prime cargo hub in the heart of the continent.

11 pieces of heavy-duty machinery used in the demolition

115,000 square feet size of demolished Air Canada Cargo building

97% how much of the 46,255,893 pounds of steel, concrete, wood, e-waste, and other building material collected during demolition was diverted away from the landfill

CARGO ROUTE NETWORK



SCHEDULED CARRIERS



AD HOC CARRIERS



CONTINUING TO DIVERSIFY

Generating positive impact and diversifying our revenue

Apart from Winnipeg Richardson International Airport, WAA is made up of a group of subsidiaries that help the company grow its impact by exploring and investing in business opportunities in Winnipeg and beyond.

Through two of WAA's subsidiaries, Winnipeg Airport Services Corp. (WASCO) and Airport City Winnipeg Ltd. (ACW), the company pursues initiatives that align with our strategic objectives and help deliver on our commitment to lead transportation innovation and growth. A diverse portfolio allows us to offset the costs of operating the airport as well as keep us competitive and sustainable so we can better serve our community for years to come.

A presence from coast to coast to coast

While travel restrictions and declining traffic challenged WASCO in 2021, the team was able to continue to deliver the excellence that has become synonymous with the company's name.

Through its subsidiary WASCO North, WASCO entered another year of partnering with the Government of Nunavut Airports Division to provide aviation services at 24 northern airports. Each one plays an integral role in serving its community, as air service is often the main, if not only, form of transportation available to deliver essential goods and services as well as provide access in and out.

The contract has been renewed annually to appoint WASCO in delivering safety management systems and quality assurance programs across the region. The partner-based approach initially came to life in collaboration with Transport Canada to support Nunavut's airports in meeting all regulatory requirements.

WASCO North coordinators remotely administer and manage data for all 24 airports daily to help ensure safety. As for quality assurance programs, this technical service is conducted on-site at select airports each year to confirm regulatory standards are being met in all areas. These two services have contributed to enhanced airport operations, including reducing the number of outstanding hazard reports by more than 90 per cent since 2016.

By partnering with WASCO, the Nunavut Airports Division gained a cost-effective solution to help overcome staffing challenges and simplify daily operations to produce a safer environment. Over the past few years, this contract evolved from a need to ensure safety to a portfolio filled with examples of best practices in the industry, one that creates a positive impact in more than two dozen airports.



Among the gentle rolling hills and lush tundra valleys of Frobisher Bay on Nunavut's Baffin Island sits the state-of-the-art Iqaluit International Airport (YFB), representing a lifeline to the community and surrounding region.

The airport, which is managed and operated by Nunavut Airport Services Limited under the WASCO umbrella, plays a critical role in connecting people and transporting goods. The single-runway airport is a hub of activity serving all two million square kilometres of the vast northern territory.

While passenger traffic slowed through the pandemic, the airport remained busy as a critical northern transportation hub. Nearly every flight landing or taking off from the airstrip was carrying cargo, as the only way to move goods into the territory is by boat – which is only possible when the sea is not frozen solid.

While YFB serves the territory through transportation, it also supports the economic growth of the region by providing diverse jobs and running apprenticeship programs for residents, helping to provide them with valuable skills.



Commitment to west side

Comprised of more than 43 per cent of the airport's developable land, the western quadrant of the airport campus will help to augment industrial growth within the City of Winnipeg, creating a much-needed link to the city's western edge leading into the Rural Municipality of Rosser.

Through its subsidiary ACW, WAA has modelled an approximate 2.5 million square feet of vertical footprint directly related to industry sectors that include temperature-controlled logistics warehousing, agri-business and advanced aerospace operations.

WASCO's and ACW's diverse services continue to uncover "net" new revenue sources for WAA, renewing or extending contracts and adding new projects into the fold. We expect these initiatives to unlock other exciting opportunities in international aviation in the future.



PROTECTING THE PLANET

Exploring new paths to a greener, healthier future

Environmental stewardship is constantly evolving. WAA remains committed to minimizing our impact on the environment for future generations, always exploring new partnerships, projects and opportunities to help us enhance our sustainability practices.

Goal: net-zero

WAA has joined the growing list of organizations seeking to cut greenhouse gas emissions to meet the industry's ambition of net-zero emissions by 2050. To do our part in addressing climate change, our environmental department works with different teams and organizations to manage carbon emissions from the airfield to the boardroom. Other noteworthy projects or initiatives include:

- YWG was the first airport terminal in Canada to achieve LEED certification.
- Monitoring technology is used to help identify inefficiencies and opportunities to fine-tune energy use. An analytical device in the terminal provides comprehensive data of the building management system to enhance energy efficiency.
- We undertook several facility lighting upgrades to reduce our energy consumption.
- We continue to monitor water quality on and near the airport campus, testing water samples from various locations throughout the year so we can ensure our activities on the land do not negatively impact our surrounding environment.

- During the winter, de-icing/anti-icing fluid is used on aircraft to remove and prevent ice accumulation. WAA maintains specialized infrastructure to mitigate potential impacts from spent de-icing/anti-icing fluids and constructed a Central De-icing Facility and retention ponds to maximize the recovery of de-icing effluent, which is fully biodegradable.

AI, meet waste disposal

Recent visitors to YWG may have noticed a unique addition to our waste management program. Oscar is WAA's new waste-sorting technology that helps divert waste from the landfill. With six Oscar Sort systems placed throughout the terminal, the innovative system

automatically identifies recyclables from trash using artificial intelligence technology, and instructs users on which waste bins to put them in.

25 YEARS OF GIVING

Our commitment to our community

Through WAA's 25-year history, our commitment to serving and giving back to our community has never wavered. From supporting non-profit organizations to inspiring the next generation of aviation leaders, we remain committed to contributing in meaningful ways to our city and province—and beyond—as part of our corporate social and environmental responsibility.

New Employee Giving Fund

In recognition of our 25th anniversary, WAA launched a new Employee Giving Fund, ensuring we give back to the organizations that are most important to our employees and support our community efforts. Throughout the year, WAA donated \$25,000 to 12 local charities, ranging from health-care foundations to resource and support groups to an organization helping to inspire the next generation of aviation leaders.

Harvest Garden feeds its 100,000th family in need

2022 saw the employee-led Harvest Garden, located on the YWG campus, provide more than 5,000 pounds of fresh vegetables for local families in need.

Each summer, staff from across WAA pitch in to help plant, tend and harvest the vegetables. Over the past 25 years, the Harvest Garden has grown from a few rows near the YWG Firehall to a 4,000-square-foot plot at its current location along Wellington Avenue.

The vegetables were distributed to Manitobans through Harvest Manitoba's network of food banks and other agencies in 325 communities across the province. Since its inception, the garden has produced 72,270 pounds of vegetables for local food banks—enough to provide a meal to 100,000 families in need.



A seamless, enjoyable experience for all travellers

Every traveller is unique, and so are their needs and requirements. As part of our commitment to provide a more accessible and inclusive environment, WAA introduced the globally recognized Sunflower Lanyard program in 2022. Adorned with yellow sunflowers, the green lanyards help people with invisible disabilities discreetly indicate they may need a little more help or time when travelling through YWG.

As one of the first airports in North America to trial autonomous personal mobility devices, YWG launched a partnership with WHILL Inc. and Scootaround Personal Transportation Services in 2019, where volunteer travellers moved from the security screening area to their gate and then, at the press of a button, sent the self-driving device back to its docking station. In 2022, YWG officially implemented this ground-breaking technology as a full-time service – becoming the first location in the continent to do so.

WAA's reconciliation journey

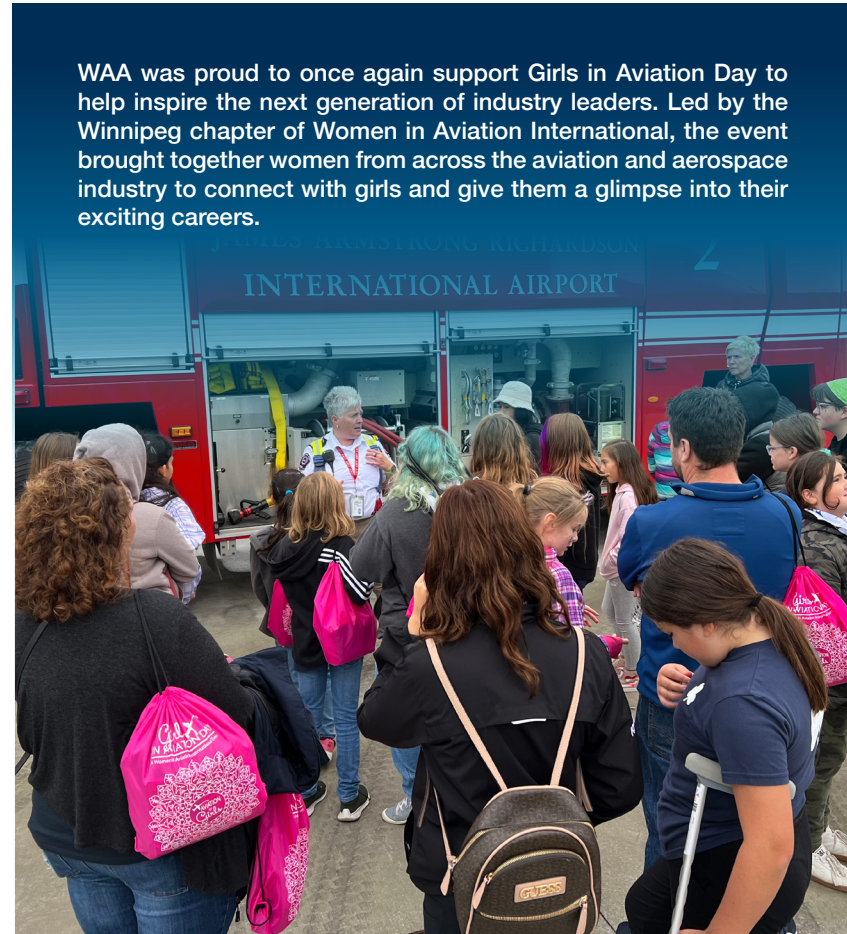
WAA is located in Treaty One Territory and on the Homeland of the Red River Métis, and we're committed to and engaged in working with Indigenous leaders to make the airport more reflective of our community.

In recent years, WAA launched several initiatives to advance reconciliation and collaborate with First Nations, Métis and Inuit peoples, such as through our work with northern communities via our WASCO subsidiary. To aid in learning—and unlearning—we also partnered with the Canadian Museum for Human Rights to set up a true-to-scale replica of the Witness Blanket art piece in the YWG Arrivals Hall.

In 2022, reconciliation came into even greater focus, remaining a key priority in our strategic plan. We were honoured to sign the City of Winnipeg's Indigenous Accord as part of our shared commitment to reconciliation, and also added a territories acknowledgment to terminal screens so travellers can learn about the land on which they live and visit.

While we have made strides, there is still much work to be done. We are committed to moving forward, in the spirit of reconciliation, on a path toward a more inclusive city and province.

WAA was proud to once again support Girls in Aviation Day to help inspire the next generation of industry leaders. Led by the Winnipeg chapter of Women in Aviation International, the event brought together women from across the aviation and aerospace industry to connect with girls and give them a glimpse into their exciting careers.





CORPORATE GOVERNANCE

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Governance Principles

The Board of Directors of Winnipeg Airports Authority Inc. recognizes that it has stewardship responsibility of a valuable community resource. The Board has implemented a corporate governance framework that aligns with best practices for effective corporate governance. This has resulted in a governance system that rests on the following four principles:

1. Accountability
2. Clear delineation of responsibilities between the Board and Management
3. The full Board, not Board committees, is involved in decision making
4. Transparency

Board Committees

The Board has organized its affairs around two standing committees – Governance and Audit. They are complemented by the use of Task Forces (Special Committees) on an as required basis to deal with particular matters. The full Board meets on a regular basis at least six times a year.

The mandate of the Governance Committee is to assist the Board in effectively meeting its responsibilities.

The Audit Committee attends to matters that are financial and/or risk related.

Public Accountability Principles

Incorporated into the Company's By-laws is a set of accountability principles that were accepted by the Board as part of the Airport transfer conditions. Following is a summary of these principles.

Board Composition

The Board is composed exclusively of unrelated, non-management Directors. Eleven members of the Board of Directors are nominated by seven different public and private sector agencies:

- City of Winnipeg (3)
- The Assiniboia Chamber of Commerce (1)
- Province of Manitoba (1)
- Rural Municipality of Rosser (1)
- Government of Canada (2)
- Economic Development Winnipeg (1)
- Winnipeg Chamber of Commerce (2)

A maximum of four members may be nominated by the Board of Directors.

The Board cannot consist of fewer than seven or more than 15 members at any time.

Qualification and eligibility requirements of Board members:

- A Director may serve for a term not exceeding three years and that no more than three terms (or nine years) may be served.
- Directors can be neither elected to nor employed by any level of government.
- No Director can be an elected official or government employee at any time during the two years prior to becoming a Director.

Community Consultative Committee

The Company has a Community Consultative Committee ("CCC") to provide for effective dialogue and dissemination of information on various matters, including airport planning, operational aspects of the Airport and municipal concerns. The CCC meets at least twice a year and is comprised of members who are generally representative of the community, including persons representing the interests of consumers, the travelling public and organized labour, aviation industry representatives and appropriate provincial and municipal government representatives.

Corporate Reporting & Disclosure

- The Company has adopted a Code of Conduct and Conflict of Interest Policy. All Directors are in compliance with this policy.
- The Company discloses non-arm's length transactions.
- Directors make a general report annually to their respective Nominator and the Board reports collectively to all Nominators.
- The Board has a self-evaluation process in place to review the performance of the Board and Board committees. As a general practice, the Company optimizes the use of Canadian resources and supplies and employs a competitive process for contracts in excess of \$112,000 (\$75,000 1994 dollars).
- Over 40% of the Board of Winnipeg Airports Authority Inc. is female.
- In the event the Company increases airport user charges it provides advance public notice.
- Full audits in accordance with generally accepted auditing standards are conducted and Transport Canada has the right at any time to cause a complete audit to be conducted.

- The Company publishes its Annual Report and includes specific performance comparisons and discloses the remuneration paid to Board members and to its senior officers.
- The Annual Report is distributed in advance of the Annual Public Meeting to all Nominators and the Minister of Transportation.
- At least once every five years the Company conducts a comprehensive independent review of WAA's management, operation and financial performance by a qualified independent person. The report is distributed on a timely basis to the Minister of Transportation and to each Nominator and is available to the public on request.
- The Company provides for public access to the Airport Master Plan, five-year business plan, past five-year annual financial statements and business plans, incorporation documents, and all signed airport transfer agreements.

WAA Board of Directors 2022

Nominated by the City of Winnipeg

Scott Penman, Corporate Director

Kimberley Gilson, LL.B,
Corporate Director

James Wilson, VP Indigenous Strategy,
Research and Business Development

Nominated by Assiniboia Chamber of Commerce

Adam Kilfoyle, CPA, CGA
Managing Partner, Heartland CPAs

Nominated by Economic Development Winnipeg Inc.

Ian Smart, Corporate Director

Nominated by the Government of Canada

David Timothy Duval, Professor,
University of Winnipeg

Kenneth Grower, FCPA, FCA,
Corporate Director

Nominated by the Province of Manitoba

Peter Kaufmann, Vice President - Sales
& Leasing Capital Commercial Real
Estate Services Inc.

Nominated by the Rural Municipality of Rosser

Robert Penner, President & CEO,
Bison Transport Inc.

Nominated by the Winnipeg Chamber of Commerce

Priti Mehta-Shah, President,
Mehta Capital Partners

Sangeet Bhatia, CPA, CA, CMC,
Partner, Consulting, Deloitte Inc.

Appointed by the WAA Board

Brita Chell (Chair), FCPA, FCA,
Corporate Director

Donna Price, FCPA, FCGA,
Corporate Director

Susan Dawes (Vice Chair), Partner,
Myers LLP

Arthur Mauro (Chair Emeritus),
Corporate Director

2022 Board Attendance

	Board Meetings		Audit Committee		Governance Committee		Special Committee	
	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended
Sangeet Bhatia	11	11			6	4		
Brita Chell	11	10			6	6	4	4
Susan Dawes	11	11			6	6	2	2
David T. Duval	3	3			1	1		
Kimberley Gilson	11	11			6	6	1	1
Kenneth Grower	11	11	6	6			2	2
Peter Kaufmann	11	11	2	2	3	3		
Adam Kilfoyle	11	10	6	6				
Priti Mehta-Shah	11	11	6	6				
Scott Penman	11	11	6	6				
Robert Penner	11	10	4	2	4	4		
Donna Price	11	9			6	6	3	3
BJ Reid	5	5	3	3			2	2
Ian Smart	11	11					1	1
James Wilson	11	10	6	5	6	6	3	3

Board of Directors Compensation for 2022

Name	Retainer	Meeting	Chair	Total Earnings
Sangeet Bhatia	\$ 11,900.48	\$ 7,500.00		\$ 19,400.48
Brita Chell	\$ 72,502.79	\$ 10,200.00		\$ 82,702.79
Susan Dawes	\$ 11,900.48	\$ 12,360.00		\$ 24,260.48
David Duval	\$ 4,000.16	\$ 1,800.00		\$ 5,800.16
Kimberley Gilson	\$ 11,900.48	\$ 8,700.00		\$ 20,600.48
Kenneth Grower	\$ 11,900.48	\$ 13,785.00	\$ 5,833.38	\$ 31,518.86
Peter Kaufmann	\$ 11,900.48	\$ 8,700.00		\$ 20,600.48
Adam Kilfoyle	\$ 11,900.48	\$ 8,850.00		\$ 20,750.48
Priti Mehta-Shah	\$ 11,000.44	\$ 8,850.00		\$ 19,850.44
Scott Penman	\$ 11,900.48	\$ 8,100.00		\$ 20,000.48
Robert Penner	\$ 11,900.48	\$ 10,350.00		\$ 22,250.48
Donna Price	\$ 11,900.48	\$ 9,900.00		\$ 21,800.48
BJ Reid	\$ 2,900.12	\$ 7,926.76	\$ 2,191.68	\$ 13,018.56
Ian Smart	\$ 11,900.48	\$ 12,375.00		\$ 24,275.48
James Wilson	\$ 11,900.48	\$ 9,600.00	\$ 7,708.37	\$ 29,208.85

Executive Management 2022

Nick Hays, President and Chief Executive Officer

Mike O’Gorman, Senior Vice President Operations & Managing Director, WASCO

Mirela Rusu, Vice President Operations

Nicole Stefaniuk, Vice President Finance and Administration

Scott Marohn, Vice President Commercial

Tyler MacAfee, Vice President External Affairs

The base compensation range for the executive management, excluding incentives is \$165,000 to \$375,000.

Corporate Information

Auditors: PricewaterhouseCoopers LLP

Bank: Canadian Imperial Bank of Commerce

Legal Counsel: MLT Aikins LLP, Dentons Canada LLP

Thompson Dorfman Sweatman LLP

Consultative Committee and their Affiliations

Loren Remillard - The Winnipeg Chamber of Commerce

Kathryn Gerrard - Deputy Minister of Economic Development, Investment and Trade

Colin Ferguson - Travel Manitoba

Dayna Spiring - Economic Development Winnipeg

Michael Jack - City of Winnipeg

Sarah Thiele - Deputy Minister of Transportation and Infrastructure

Wendell Wiebe - Manitoba Aerospace Association

Ron Evans - Indigenous Relations

Chuck Davidson - Manitoba Chambers of Commerce

Kristi Meek, Assiniboia Chamber of Commerce

Blake Crothers



Single Source Contracts

During 2022 contracts were awarded in excess of \$112,000 (\$75,000 in 1994 dollars) outside of a competitive process for the reasons indicated in the following table:

Vendor	Description	Value	Document Date	Justification
CANEM SYSTEMS LTD	Video Storage Upgrade	475	4/28/2022	B
SCOOTAROUND INC.	Autonomous Wheelchair Solution and Maintenance	315	12/30/2022	E
FLEXITY SOLUTIONS INC	Switch Gear, Accessories & Licenses	306	7/5/2022	A
BELL MOBILITY INC	Radio Upgrade	280	6/28/2022	B
EMPOWER AIRPORT SYSTEMS INC	Cargo Apron Airfield Inset Lighting Control System	235	11/15/2022	B
SCHNEIDER ELECTRIC CANADA INC.	Preventative Maintenance and Equipment	226	12/14/2022	B
BENTLEY MILLS INC	Carpet Refresh in Terminal (Departures Level)	210	12/21/2022	A
BOOMI SOLUTIONS CANADA INC.	IT Software Support Agreement	194	7/29/2022	A
SKIDATA INC	Multi-Year Parking System Agreement	172	12/14/2022	A
JOHNSON CONTROLS LTD	Administration Building Management System	146	11/16/2022	B
CDW CANADA	IT Software Support Agreement	131	3/18/2022	A
FLEXITY SOLUTIONS INC	IT Software Support Agreement	115	11/17/2022	A
CORNERSTONE EQUIPMENT INC	Oshkosh Firetruck	115	12/7/2022	A
EMS BRUEL AND KJAER INC	Noise Management	114	7/5/2022	E
GARTNER CANADA CO.	IT Membership Subscription	113	9/9/2022	A

(In thousands of Canadian dollars)

Basis for Selection

- A – The acquisition is part of an equipment standardization program.
- B – The goods or services are of a proprietary nature or there is only one qualified supplier.
- C – Safety, security or critical operating needs require urgent procurement.
- D – The vendor was awarded a contract for goods or services as a result of previous competitive process and has no prior performance issues.
- E – There is only one qualified vendor available when all factors are considered.
- F – A strategic alliance/partnership can be formed with one vendor in order to take advantage of current technology and expertise.
- G – An alliance/partnership can be formed with one supplier in order to significantly promote the strategic objectives.



WINNIPEG
AIRPORTS AUTHORITY

249-2000 Wellington Avenue
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