

Proudly **connecting**  
*Newfoundland and Labrador*  
with the world.

# 2025 Annual Report

# Land Acknowledgement

**Newfoundland and Labrador** is home to a rich and diverse Indigenous community. We acknowledge the lands on which the St. John's International Airport is situated has traditionally served as a gathering place for the Indigenous community and we acknowledge with respect, the diverse histories and cultures of the Indigenous Peoples. We honour and pay respect to the past, present, and future caretakers of these territories.

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# Message from the Chair





As Chair of the Board of Directors, I am pleased to share the St. John's International Airport Authority's Annual Report and to reflect on a year of progress, made possible by the entire team at YYT as well as the people and communities we serve.

Our Airport is a proud gateway for Newfoundland and Labrador, helping residents travel for work and family, welcoming visitors, supporting local business and tourism, and ensuring essential goods and services move reliably in and out of our province. Every day, it is also a place of connection, where loved ones are welcomed home and heartfelt goodbyes are shared.

In 2025, we continued delivering on our strategic plan with a focus on sustainable growth, strong partnerships, thoughtful innovation and an inclusive workplace, so our team can better serve passengers, our partners and our community.

We continued to invest in the Airport to keep it safe, reliable and ready for the future, including rehabilitation of the long-term parking area, airside aprons and taxiways. The Board also provided oversight of YYT's Master Plan, which will guide long-term development and is expected to be finalized in 2026.

Your Airport is operating in a changing environment, and the Board remains focused on steady governance and clear priorities. This year, we expanded services, improved operational efficiency and invested in employee development to deliver a better experience for travellers.

In 2025, the Board carried out its fiduciary responsibilities with care and integrity, making decisions that support the Airport's long-term success and our shared vision for excellence. We remain committed to connecting Newfoundland and Labrador with the world, while helping advance the province's economy and global reach.

Looking ahead, we will keep investing in infrastructure, improving services and embracing innovation to strengthen the passenger experience and respond to evolving traveller needs. Guided by our 2024-2026 Strategic Plan, we remain focused on strengthening YYT's ability to serve the communities that rely on us, both today and into the future.

On behalf of the Board of Directors, thank you to our employees, airline and business partners, stakeholders

and the wider community for your trust and continued support. We are proud of what we have accomplished together, and we look forward to continuing to strengthen Newfoundland and Labrador's connections with Canada and the world.

A handwritten signature in black ink, appearing to read 'David Howe', written over a white background.

**David Howe**  
FCPA, FCA, FCIRP, ICD.D  
Chair, Board of Directors

# Message from the CEO





As I reflect on 2025, I am incredibly proud of the hard work and accomplishments of our dedicated team and the inspired leadership of our Board of Directors at the St. John's International Airport Authority.

Providing the communities we serve with safe and efficient air access is at the core of everything that we do; and, in 2025, approximately 1.41 million passengers travelled through YYT. Throughout the year, we continued to work closely with our airline partners to strengthen relationships, advance route development opportunities, and expand non-stop service. These efforts delivered meaningful results, as WestJet introduced daily, non-stop transatlantic service to the United Kingdom and Europe, including increased frequency to London-Gatwick, new service to Paris, and the return of service to Dublin for the first time since 2018. WestJet also launched a new domestic destination on Canada Day, with non-stop service from St. John's to Winnipeg.

We remain committed to ensuring YYT is a safe, welcoming, and accessible environment for all. In May, during National AccessAbility Week, we introduced the Hidden Disabilities Sunflower program and we installed hearing loops in several locations throughout the terminal building. Building on this commitment, we partnered with the Autism Society

of Newfoundland and Labrador, Air Canada Foundation, and PAL Airlines to support the inaugural Try A Flight initiative in October, helping individuals with autism and their families become more comfortable with air travel.

Our team advanced significant infrastructure investments at the Airport in 2025. We completed the final year of a four-year asphalt rehabilitation program, including the resurfacing and reprofiling of Apron 1 to address longstanding grading and sloping challenges, as well as the repaving of Gates 2 through 11. Airfield LED lighting upgrades were also finalized as part of this project. In addition, our multi-phase groundside parking lot enhancement project was completed, delivering meaningful improvements to functionality, capacity, appearance, and overall passenger experience.

One of the most memorable highlights of the year came in August, when the St. John's region proudly hosted the 2025 Canada Summer Games. YYT played a critical role in welcoming approximately 5,200 athletes, along with thousands more coaches, family members, and supporters. Our preparation for the Games began more than two years in advance, during which we worked closely with the 2025 Canada Games Host Society. With 20 dedicated aircraft for transporting athletes on August 17th, this event also left its mark in YYT's history books as the busiest day our airport has ever experienced. Also during this time, YYT was proud to assist in the tremendous province-wide response effort to fighting the numerous and dangerous wildfires that plagued several areas of the province.

Our efforts were recognized locally, nationally, and internationally in 2025. We were honoured to receive the 2024 Airport Service Quality (ASQ)

Award for Best Airport Under Two Million Passengers in North America from Airports Council International, a distinction based entirely on direct passenger feedback. We also received the 2025 Air Canada Corporate Tourism Partner Award of Excellence from Hospitality Newfoundland and Labrador, along with the Healthy Workplace Gold Award and Great Employer Award from Excellence Canada. This recognition results from the hard work and professionalism of the SJIAA team and our valued YYT partners, who consistently strive to enhance customer experience for our passengers and the public.

Finally, behind the scenes, 2025 was a year of transformation as our Business Development and Marketing team were working on SJIAA's corporate identity and brand renewal. This extensive process included the development of several iterations that ultimately led to the modernized identity officially launched with this report. Our new corporate logo and updated colours reflect the future-focused direction of YYT and the caring and innovative people who serve our region every day.

As the stewards of YYT, we greatly appreciate the support and trust of our stakeholders as we proudly work to connect Newfoundland and Labrador with the world.

**Dennis Hogan**  
Chief Executive Officer

# Who We Are



# Who We Are

**St. John's International Airport Authority (SJIAA)** is a private, not-for-profit, non-share capital corporation that oversees the safe and efficient movement of people and goods at Newfoundland and Labrador's premier air transportation gateway. Our mission is to proudly connect Newfoundland and Labrador with the world.

SJIAA was recognized as a Top Employer in Atlantic Canada and received Airport Service Quality (ASQ) awards in both 2024 and 2025. These prestigious recognitions highlight our ongoing commitment to delivering an exceptional airport experience for passengers and for fostering economic growth and social well-being in the communities we serve.

## MISSION

Proudly connecting Newfoundland and Labrador with the world.

## VISION

To be an airport leader advancing Newfoundland and Labrador's economy and global reach.

## VALUES

Accountably  
Collaboration  
Inclusion  
Safety and Security  
Sustainability



# Leadership Team



**Front Row:** **Andrew Pope**, Manager - Finance; **Mike Foley**, Director - Infrastructure and Development\*; **Lisa Bragg**, Director - Business Development and Marketing; **Connie Duffett**, Director - Strategy, People, and Culture/Chief Corporate Affairs Officer; **Phil O'Connell**, Manager - Security and Terminal Operations

**Second Row:** **Kathleen Bradbury**, Manager - Safety and Environment; **Holly Wilson**, Human Resources Business Partner; **Leah Howell**, Executive Assistant; **Adam Churchill**, Director - Information Technology (Acting)

**Third Row:** **Paul Angel**, Manager - Infrastructure; **Steve Denty**, Manager - Commercial Development and Customer Experience; **Jamie Smith**, Manager - Airside Services; **Patricia Mahon**, Executive Assistant and Corporate Secretary

**Top Row:** **Roy Langmead**, Manager - Emergency Response and Planning; **Wayne Morris**, Director - Operations; **Dennis Hogan**, Chief Executive Officer; **Scott Mercer**, Director - Infrastructure and Planning

**Missing from photo:** **Cam Spinney**, Director - Finance; **Jill Grant**, Director - Information Technology/Chief Information Officer

\* *Mike Foley joined SJIAA in 2026*

2025



# Strategic Plan



# 2025 Year in Review

We are pleased to present the **St. John's International Airport Authority's (SJIAA) 2025 Annual Report**, which highlights the important work undertaken by our team in reaching our milestones and achievements throughout the year. We are particularly proud to have this hard work and dedication recognized by receiving the *Airports Service Quality (ASQ) Award for Best Airport in North America Under Two Million Passengers Per Year*. Administered by Airports Council International, the ASQ Customer Experience Awards recognize airports that perform among the best globally, defined by real-time passenger data collected through ASQ's departures and arrivals surveys. We were also honoured with both the *Healthy Workplace Gold Certification* and *Great Employer Award* from Excellence Canada, the *2025 Air Canada Corporate Tourism Partner of Excellence* from Hospitality Newfoundland and Labrador, and named one of *Atlantic Canada's Top Employers* for the second consecutive year.

Other significant highlights from 2025 include our partnership with the organizers of the *2025 Canada Summer Games* in St. John's to help facilitate travel for more than 5200 athletes, along with coaches, trainers, friends and family in August, which was the busiest month for passenger traffic ever in the history of our Airport. Other noteworthy initiatives included a *refurbishment of YYT's airside apron and completion of our redesigned long-term parking lot*, which features additional parking stalls, improved traffic flow, a new parking management system, natural landscaping, and three public art installations.

Throughout 2025, we continued to work closely with our airline partners, tenants, business, governments, and a wide range of other stakeholders to enhance passenger experience and strengthen connections with the communities we serve.

In 2025, under the strategic direction of SJIAA's Board of Directors, we worked to meet performance indicators from year two of our three-year (2024-2026) strategic plan.

## OUR FIVE STRATEGIC PRIORITIES ARE:

01 People and Culture

02 Digital Transformation

03 Financial Strength

04 Operational Excellence and Resiliency

05 Airport Development and Community Partnerships

# 01

## People and Culture

SJIAA recognizes that its people and culture are the foundation to offering world-class airport services. This strategic priority reflects our commitment to fostering a dynamic, inclusive, and engaged workforce, and encompasses talent development, organizational development, employee and labour relations, classification and compensation, diversity and inclusion, and employee wellness.

### Employee Engagement

In October, we hosted our annual employee town hall, bringing employees together for an engaging and informative celebration of our shared purpose. This event featured organizational updates and insights from guest panelists from *Hospitality Newfoundland and Labrador*, *PAL Airlines*, *Autism Society of Newfoundland and Labrador*, and the *2025 Canada Games Host Society*, offering employees a deeper understanding of YYT's vital role within our communities.

To close out the day, employees took part in an interactive trivia challenge that tested their knowledge of both YYT history and occupational health and safety. The event concluded with the presentation of Years of Service Awards, recognizing the dedication and contributions of long serving team members.

Additional employee engagement initiatives throughout 2025 include **SJIAA's Annual Employee Golf Tournament**, bringing the organization together for an afternoon of team building, and our **Scholarship Program**, which rewards the dependents of our employees for post-secondary endeavours. We have proudly invested **\$25,000** in this program, which is now in its fourth year.



Employee Town Hall Panelists Craig Foley, Chief Executive Officer, Hospitality Newfoundland and Labrador; Karen Sheriffs, Chief Executive Officer, 2025 Canada Games; Ashlynn Gillis, Vice-President of Commercial Operations, PAL Airlines; and Paul Walsh, Chief Executive Officer, Autism Society of Newfoundland and Labrador with SJIAA Chief Executive Officer Dennis Hogan.



2025 Years of Service recipients.

## Atlantic Canada's Top Employer Award



We were proud to be named one of **Atlantic Canada's Top Employers for 2025** for the second consecutive year. This award is presented to employers in Canada's four Atlantic provinces that lead their industries with exceptional places to work.

The selection panel recognized SJIAA for its parental leave policies and comprehensive career development opportunities, including leadership development and apprenticeship opportunities.

## Excellence Canada

In November, we were honoured with both the **Healthy Workplace Gold Certifications** and **Great Employer Award** from *Excellence Canada* at the 41st Annual Canada Awards for Excellence and Performance Excellence Summit held in Toronto.

Canada's national authority on Quality and Healthy Workplace® practices, *Excellence Canada* is an independent, not-for-profit corporation that is dedicated to advancing organizational performance across Canada.

These recognitions reflect our collaborative, people-focused culture, and our long-standing commitment to invest in our workforce. We are dedicated to fostering a healthy, thriving workplace and remain committed to our continuous improvement journey.

We are also proud that **Louise Bradley**, a member of our board of directors, received Excellence Canada's *2025 Special Recognition of Achievement Award* for her inspirational, career-long dedication to improving access to mental health services across Canada.



Connie Duffett, Holly Wilson, and Louise Bradley receiving the Excellence Canada awards.

## Talent Management

In 2025, our human resources team successfully recruited for **21 positions**, which reflects approximately 20 per cent of our organization's workforce. We also engaged with *Memorial University* and *College of the North Atlantic* for successful co-operative education and apprenticeship placements within our organization.

## Professional Development

In 2025, SJIAA launched **Flight Path**, our new leadership development program designed to strengthen leadership capacity across the organization. The program supports employees at all levels by building essential leadership competencies, fostering continuous growth, and preparing emerging leaders for future opportunities.

To complement this initiative, we introduced a formal mentorship program that pairs experienced leaders with emerging talent. This program creates opportunities for meaningful knowledge sharing, enhances employee engagement, and encourages cross functional learning. Together, these initiatives reflect SJIAA's commitment to developing strong, confident leaders who will help shape the future of the organization.

We also advanced our commitment to employee training and development, achieving an average of more than five training days per employee in 2025.

## Employee Health and Wellbeing

In 2025, SJIAA advanced its commitment to supporting employee health and wellbeing through a series of new initiatives and expanded services. A key accomplishment was the launch of virtual healthcare, providing employees with convenient access to medical professionals for a wide range of needs, including general health questions, medical advice, mental health support, prescription renewals, or other routine concerns that would otherwise require an in-person clinic visit. This modernized approach to care has helped reduce barriers and ensure employees receive timely healthcare.

The **YYT Wellness Room**, a dedicated onsite space designed to promote active living for SJIAA employees, opened in the main Airport Terminal Building. This facility features treadmills, stationary bikes, rowing machines, and free weights, along with a quiet area ideal for yoga, pilates, and other mindfulness activities and complements the similar set up in our Combined Services Building.



## Policy Development

Our human resources team continued to strengthen our organizational culture in 2025 by advancing several key policies, including the *Accessible Employment Policy*, *Accommodation Policy*, *Return to Work (Occupational) Policy*, and *Return to Work (Non-Occupational) Policy*. These policies reinforce our commitment to supporting employees throughout every stage of their employment.

## Airport Workers Day

On June 25th, we joined airports across Canada to celebrate the **Canadian Airport Council's (CAC) second annual Airport Workers Day**. The event was graciously hosted at PAL Airline's hangar where hundreds of employees across the YYT community came together. The event was complete with a delicious brunch, games, prizes, live entertainment, and an exclusive behind-the-scenes look at PAL aircraft and specialized airport equipment. From our ground crews and customer service agents to the air traffic controllers and concessions staff along with many, many more, these dedicated people keep YYT moving each and every day.

This event was exceptionally memorable as we were proud to present **Roger Hussey**, Station Manager for Inland Technologies at YYT, with the **CAC's Environmental Steward Award**. This award recognizes an airport employee who passionately manages and supports conservation and preservation and who effectively works towards the decarbonization of the airport environment in a long-term sustainable manner. Roger has been a valued member of the YYT community for more than 50 years, and this award recognizes his extraordinary dedication and impact.



SJIAA Chief Executive Officer Dennis Hogan, Roger Hussey, The Honourable Joanne Thompson, and PAL Group of Companies Chief Executive Officer Calvin Ash



# 02 Digital Transformation

Digital transformation plays a critical role in modernizing operations, enhancing passenger experience, and ensuring YYT's long-term sustainability, which involves exploring and applying transformational technologies and processes to support the organization, partners, and stakeholders.

Led by the information technology team in partnership with operational departments, we advanced our digital transformation program in 2025 to support the safe and reliable operation of St. John's International Airport. Throughout the year, this work focused on strengthening cyber security

and organizational resiliency, supported modern digital ways of working, and ensured technology services met the needs of employees, partners, and passengers.

Building on progress from previous years, 2025 was a year of steady advancement. Core technology foundations were improved, operational readiness was strengthened, and digital tools were further embedded into daily operations, alongside continued emphasis on responsible and secure technology practices.



## Cyber Security and Organizational Resiliency

- In 2025, SJIAA continued to strengthen its cyber security posture and improve the resiliency of critical technology services using a layered, risk-based approach.
- Cyber security monitoring, response, and risk management practices were enhanced, improving visibility into potential threats while reinforcing employee awareness, access controls, and vulnerability management across the organization.
- Core network and security infrastructure was modernized, while business continuity and disaster recovery planning continued to advance. This progress improved reliability, performance, and the organization's ability to respond to and recover from service disruptions.

## Digital Transformation Initiatives

- In 2025, digital transformation efforts focused on improving productivity, strengthening information management, and supporting both employee and customer facing services.
- Building on the groundwork undertaken in 2024, the organization-wide rollout and adoption of the document management system was completed in 2025. In parallel, additional internal and business processes were digitized, improving workflows, information accessibility, data quality, and consistency while reducing manual effort.

Foundations were established for the safe, secure, and privacy conscious use of generative artificial intelligence, alongside the development of data analytics and reporting capabilities to support greater operational visibility and informed decision-making.

## IT Service Management and Operational Enablement

- Throughout the year, the IT team supported day-to-day operations while continuing to improve service delivery practices.
- Technology capacity and connectivity were enhanced to support the 2025 Canada Summer Games, a period of significantly increased passenger volumes and operational complexity. At the same time, the onboarding and operation of new systems and partners, such as additional airlines, parking operations, and enterprise collaboration platforms, were supported in a way that minimized disruption and helped maintain reliable day-to-day airport operations.
- Core operational systems were modernized, and end-user computing hardware (including employee computers and mobile devices) was refreshed as part of ongoing lifecycle management. Improvements to service desk workflows and operational readiness helped ensure timely, reliable IT support across the organization.





# 03 Financial Strength

As a private, not-for-profit, non-share capital corporation, the St. John's International Airport Authority is responsible for generating its own capital to support airport operations, improvements and maintenance plans.

Ensuring a financially sustainable airport is a strategic priority. Furthermore, expense management continued to be a focus, helping the airport achieve positive net earnings. As a not-for-profit organization, all earnings generated through airport operations are reinvested back into the infrastructure and operations of the airport.

SJIAA maintains an A2 credit rating with Moody's Investor Services. This strong rating, among other things, results from the continued growth in passenger traffic and strong liquidity position. In 2025, the Airport continued to service a \$45 million short-term bridge loan while finalizing our plans for the future.

In 2025, SJIAA successfully concluded the Airport Critical Infrastructure Program (ACIP) with completion of the Asphalt Rehabilitation project. Since 2022, this program has provided \$19 million of funding for two multi-year projects; airfield asphalt rehabilitation and fleet replacement. SJIAA previously completed the fleet replacement program in 2024. Other major projects completed during 2025 include the Parking Lot Redevelopment as well as the replacement of two of our passenger boarding bridges.

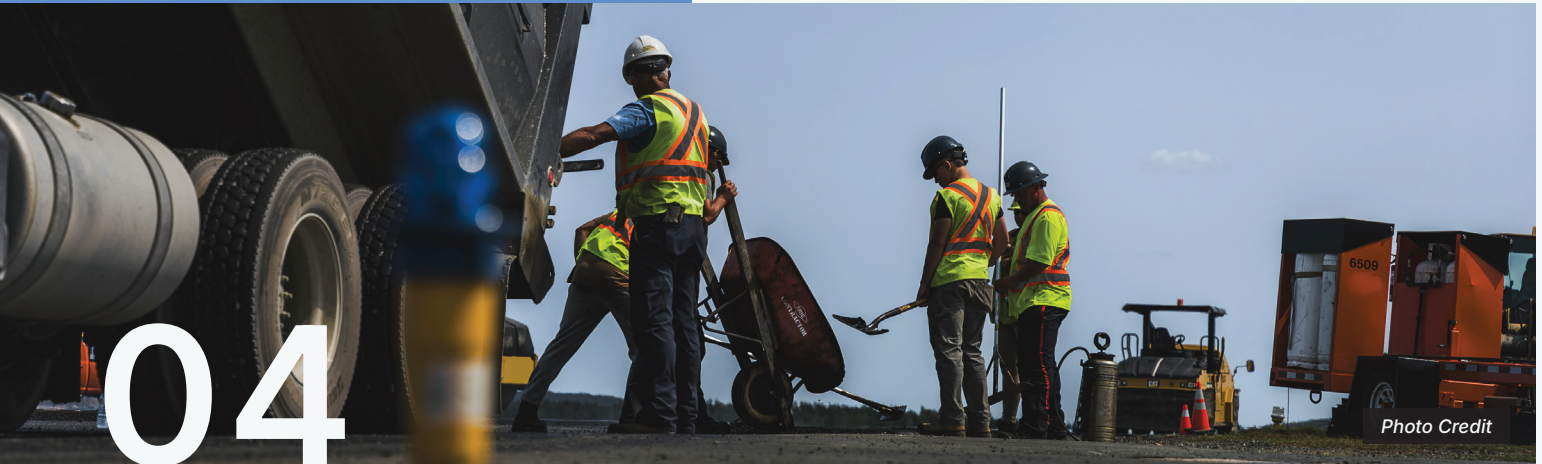
Since the establishment of the St. John's International Airport Authority in 1996, \$425 million has been invested in airport infrastructure improvements and \$346 million in Airport Improvement Fees (AIF) revenue has been collected. In 2025, a new AIF agreement was reached with the airlines that reduced collection fees from 7% to 4%. This reduction allows for additional investment in critical infrastructure.

SJIAA is committed to conducting business in a competitive fashion. Goods, services, and construction contracts in excess of an aggregate of \$143,000 (subject to an annual adjustment for inflation according to the Consumer Price Index based on \$75,000 in 1994 dollars) shall be awarded following a competitive tendering process except when otherwise determined by the Board of Directors having regard to what may be efficient and practicable.

To that end, SJIAA sought competitive bids on all contracts as required, with the following three Board-approved exceptions:

SJIAA entered into a sole sourced contract with Pyramid Construction Ltd. to pave the site of the former fuel tank farm. This project was sole sourced with Pyramid as they were already onsite to complete the parking lot renovation, which was competitively tendered. SJIAA also made the

decision to sole source Avia NG Airport Consultants for our Master Plan. This decision was made due to the specialized nature of the work and the fact that the vendor has a long track record with the organization and this created opportunities for savings. Finally, three electric vehicles for the Airport Authority's light-duty fleet were sole sourced from Volkswagen St. John's. This decision was made due to the lack of availability of electric vehicles from other suppliers for the specifications outlined by SJIAA.



# 04

## Operational Excellence and Resiliency

Operational excellence and resiliency are at the heart of delivering exceptional airport services and underscores our commitment to achieving a positive safety culture, environmental stewardship, and organizational strength.



### Airfield Asphalt Rehabilitation

2025 marked the completion of a four-year asphalt rehabilitation project. The primary focus for the final year was the resurfacing of *Apron 1* and the reprofiling of the eastern section to correct longstanding slope issues. With the new, consistent grading in place, all airlines can now access all boarding gates without operational restrictions. In addition, the apron for Gates 2–11 were repaved and airfield lighting was converted to LED.

### Jet Bridges

Two passenger boarding bridges were replaced in 2025, retiring units that were nearing the end of their useful life. The new bridges are designed to reduce maintenance costs, lower the Airport's carbon footprint and have several improvements, which include new baggage handling chutes, improved camera coverage, strengthened curtain walls, modern operator interface and control system, and improved internal temperature controls.

Photo Credit

## Environmental Stewardship

In December 2025, SJIAA published its formal **Carbon Management Plan**, a comprehensive framework built around two core phases: (1) *initiative assessment* and (2) *implementation tracking*. The plan identifies a series of immediate energy reduction initiatives alongside long-term decarbonization objectives that will guide SJIAA's sustainability efforts in the years ahead.

Key 2025 achievements in support of the Carbon Management Plan included:

- Addition of six electric light-duty fleet vehicles
- Installation of four ground service equipment (GSE) charging stations
- Installation of four fleet vehicle charging stations
- Deployment of new building automation controls in several facilities to optimize energy use and improve operational efficiency



## Composting Pilot Project

In 2025, SJIAA was pleased to partner with **Harbour Farmstead**, a climate-conscious rural food system to collect organic waste from our concessionaires for composting, and in time, turn into fresh, locally grown produce.

Approximately 7,700 pounds of food waste was diverted from landfills through this pilot program.



## Occupational Health and Safety

We continued to strengthen our *occupational health and safety (OHS)* program in 2025 through updates to several key safety protocols. Our safety culture was further advanced with the launch of the *Stepback 5x5 program*, designed to ensure employees actively assess hazards, confirm the availability and use of appropriate personal protective equipment, and maintain clarity on tasks to be performed.

## Airport Excellence Program (APEX)

SJIAA was recognized by **Airports Council International** at the *2025 Annual General Assembly, Conference, and Exhibition* for our involvement in the *Airport Excellence Program (APEX)*. This program provides comprehensive on-site airport audits led by industry peers and experts to optimize airport security operations, regulatory compliance, and aviation standards worldwide.

SJIAA Security Officer **Rick Stacey** has participated in four APEX audits over the last five years, bringing his 20 years of security and regulatory expertise to airports across the world.



SJIAA Chief Executive Officer Dennis Hogan and Security Officer Rick Stacey



SJIAA Chief Executive Officer Dennis Hogan receiving the APEX Award

## Emergency Planning Exercise

SJIAA held its bi-annual *emergency planning tabletop exercise* in September to ensure that Airport partners are prepared in the event of an actual emergency. This exercise tested our response to an aircraft crash off airport property. Participants included SJIAA, St. John's Regional Fire Department, NL Health Services, Royal Newfoundland Constabulary, Air Canada, Department of Justice and Public Safety, Government of Newfoundland and Labrador, Canadian Red Cross, Salvation Army, and Transport Canada.

## Aircraft Diversions

St. John's International Airport is uniquely located on Canada's eastern edge bordering the Atlantic Ocean and is an ideal stopping point for diverting flights. In 2025, YYT received **40 flight diversions**, which required various levels of service and coordinated efforts from our Operations and Emergency Response and Planning teams, NL Health Services, Canadian Border Services Agency, and airline partners.



# 05 Airport Development And Community Partnerships

We are committed to fostering growth, enhancing connectivity, and contributing to the well-being of the community. Focusing on airport development and community partnerships highlights our commitment to expanding infrastructure and air access, creating economic opportunities for the community and our partners, and enhancing the passenger experience.

## Air Service Development

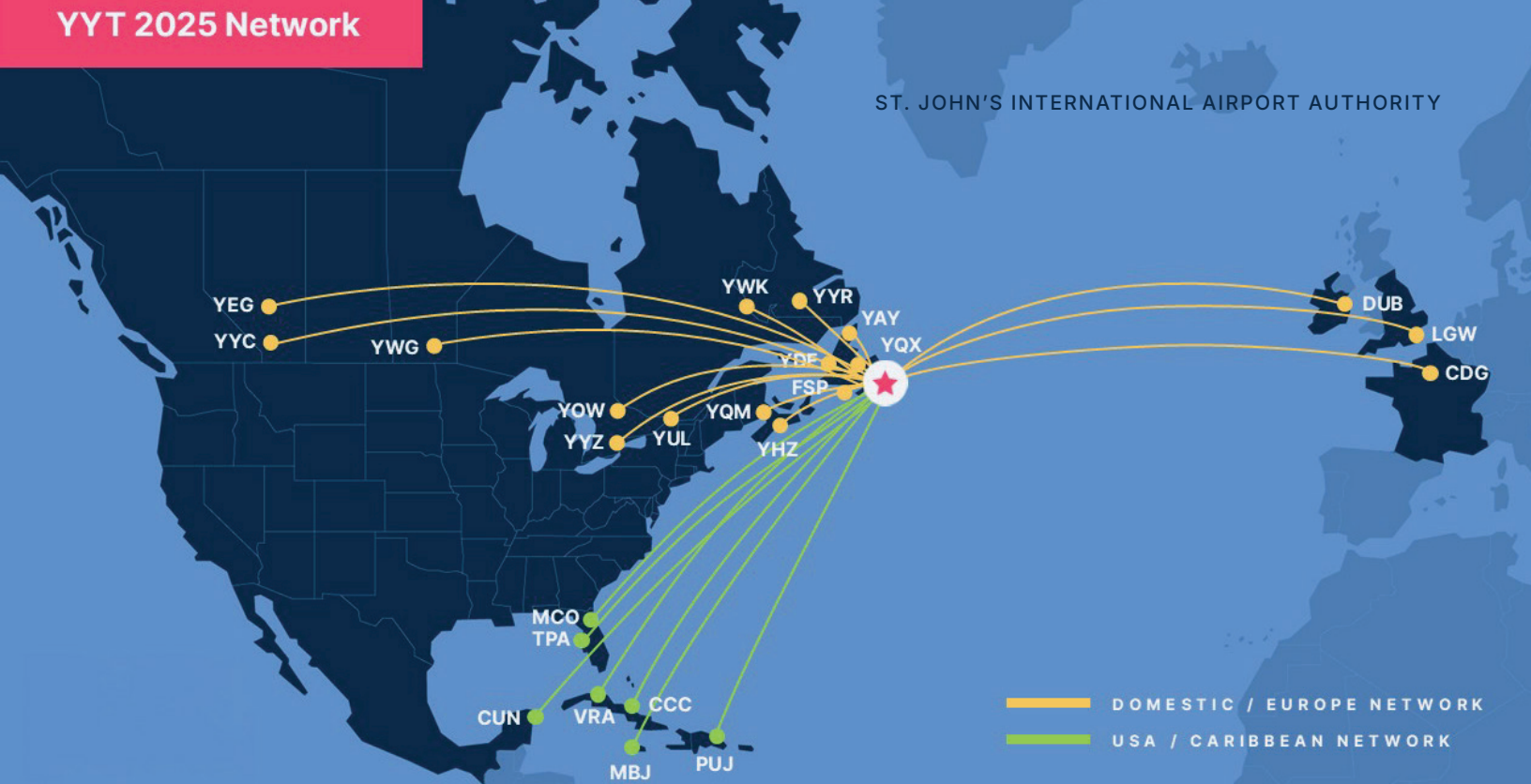
*Providing the communities we serve with air access is at the core of everything that we do.*

We work with both existing and potential airlines to foster relationships, present business cases for expansion on current routes and constantly explore the establishment of new, non-stop routes. Air service development in the airport sector is highly competitive and our work in this area evolves with ever changing economic and geo-political conditions. Airlines generally have a finite number of aircraft in their respective fleets and many options for where those aircraft are deployed into commercial service. We strongly advocate for deployment to YYT in support of the communities we serve.

In 2025, YYT was served by **Air Canada**, **WestJet**, **Porter Airlines**, **PAL Airlines**, **Air St. Pierre** and **SunWing** (now part of the WestJet group), and **Flair Airlines** signaled it will be returning to YYT in 2026. Maintaining and growing air service development involves meeting in person with airlines at key strategic conferences and at their respective headquarters.

Key air service development highlights in 2025 include:

- In March, Sunwing returned to YYT offering non-stop service to sun destinations including Cancun, Cayo Coco, Punta Cana, Varadero, and Montego Bay.
- In April, WestJet's non-stop service to London-Gatwick returned, with increased frequency from 2024.
- In May, WestJet launched non-stop service to Paris, France. This route connected our province to continental Europe for the first time in YYT history, and its success exceeded expectations.
- In May, WestJet resumed non-stop service to Dublin, Ireland for the first time since 2018.
- On Canada Day, WestJet launched a brand-new domestic destination with non-stop service to Winnipeg.
- In October, Flair announced their return to YYT in May 2026 with non-stop service to Toronto-Pearson.



Our business development team also participated in a variety of in-market events to promote various routes to the media, and travel trade and tour operators, which are held in conjunction with airlines and strategic partners to market our destination.

In addition to our commercial air service:

- PAL Airlines operates a charter service to Labrador
- Canadian North operates a charter service to Western Canada
- Several fixed based operators (FBOs) handle and refuel military and private aircraft
- Cargojet is an anchor tenant bringing a huge range of packages and products to and from YYT
- Cougar Helicopters operates a fleet of modern Sikorsky helicopters in both offshore passenger transportation and search and rescue (SAR) roles
- Private and general aviation aircraft are frequent flyers to YYT

By championing air access at every opportunity, we are advancing our mission to proudly connect Newfoundland and Labrador to the world.

## Terminal Concessions

Following a comprehensive and competitive submission process, *two new terminal concessions* opened in 2025, bringing fresh flavours, greater convenience, and an improved airport experience.

**Mamacita Mexican Kitchen and Latin Market** officially opened their doors in the departures lounge near Gate 6 in April, bringing fresh ingredients with options to suit a variety of dietary restrictions.



Groundside in the food court area, **Pizza Shed** introduced a 24-hour vending machine in November, which helped to address feedback from passengers, the airport visitors, and staff about importance of around-the-clock food options. Pizza Shed serves locally prepared pizzas, cooked from frozen and dispensed in three to five minutes.



## Art at the Airport

As part of the parking lot improvement project, SJIAA identified an opportunity to strengthen the airport's sense of place and partnered with **Business & Arts NL** to commission three public art installations.

The response from the local artist community was overwhelming, and nearly *25 proposals* across three sites were submitted. **Marcia Huyer, Emily Pittman, and Vince Jones** were chosen by a selection committee facilitated by Business & Arts NL, and their pieces have been seamlessly integrated into the parking lot. All three pieces contain elements that uniquely represent Newfoundland and Labrador, offering passengers a memorable experience that helps shape their first and last impressions of the province.

## Parking Lot Improvement Project

In 2025, we completed our multi-phase parking lot improvement project – an initiative carefully designed to enhance functionality, improve aesthetics, and, most importantly, elevate the overall passenger experience.

The project brought several upgrades, including:

- A 20% increase in the total number of parking stalls
- Relocation of the car rental lot closer to the terminal building
- Reconfigured long-term parking entrances to improve ease of access
- Conversion of World Parkway to one-way traffic, with redesigned entry and exit points to support smoother traffic flow
- Enhanced signage, wayfinding, lighting, and pedestrian infrastructure throughout the parking areas
- Implementation of a new parking management system





## Accessibility Initiatives

### National AccessAbility Week

In May, during **National AccessAbility Week 2025**, SJIAA launched two new accessibility offerings to demonstrate our ongoing commitment to safe, efficient, and equitable air travel.

**The Hidden Disabilities Sunflower** is a simple tool for passengers to voluntarily share the presence of a disability or condition that may not be immediately apparent and that may require extra assistance. Lanyards, pins, and badges are available throughout the Airport terminal building at airline check-in counters, the visitor information centre (VIC), and the security operations centre, and items can also be mailed to passengers in advance of their travel.

We also installed multiple inductive **hearing loops** to assist passengers with hearing aids. This loop provides a magnetic, wireless signal that is broadcasted directly to hearing aids with a T-Coil and assists in louder environments. The first phase of installation included airline check-in counters and the VIC.



## Progress Report

Our team recognizes that an essential part of ensuring an inclusive society is an ongoing commitment to identifying, removing, and preventing barriers. In 2024, we adopted a robust *three-year accessibility plan* which serves as a roadmap for the organization, its employees, partners, and stakeholders.

In 2025, we sought community feedback on this plan, and published our *One-Year Progress Report*, outlining the advancements we have made to the commitments.

## Accessibility Initiatives – Try A Flight

In October, SJIAA was proud to partner with the **Autism Society of Newfoundland and Labrador**, **Air Canada Foundation**, and **PAL Airlines** to support the inaugural *Try A Flight* initiative, allowing individuals with autism and their families the opportunity to become familiar with air travel. This meaningful community event simulated the entire air travel experience from check-in right through to a short flight.

## Advocacy

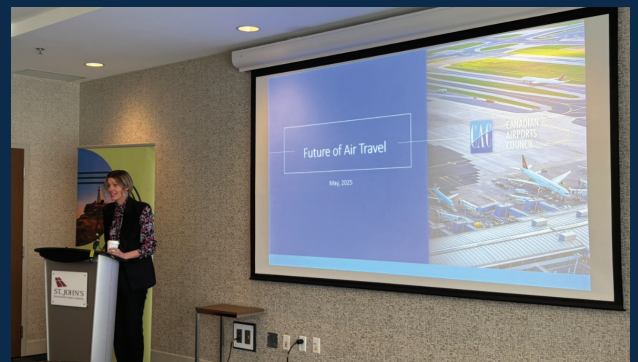
In 2025, our CEO Dennis Hogan began his two-year term as president of the **Atlantic Canada Airports Association (ACAA)**, which represents 14 airports in Atlantic Canada. The ACAA advocates on a wide range of issues, including enhanced regional air service connectivity, increased infrastructure development support, and positive regulatory improvements. Dennis is also a director of the board of Airports Council International – North America (ACI-NA) and a board director with Destination St. John's.



SJIAA is also represented on *Hospitality Newfoundland and Labrador's Access and Transportation Committee*, *Destination Canada's International Leisure Travel Advisory Committee*, and is active within the *Canadian Airports Council*, including participation in the annual Airports on the Hill advocacy day in Ottawa and the Financial Affairs Committee.

## Stakeholder Engagement

- In January, SJIAA joined industry partners on a trade mission led by the provincial **Department of Tourism, Culture, Arts and Recreation (TCAR)** to London and Dublin to promote *WestJet's non-stop service* between YYT and Europe.
- In February, SJIAA joined industry partners on a trade mission to *Saint Pierre-Miquelon* to meet with all levels of government to discuss increased air access.
- In March, our CEO presented on the evolution of YYT's safety management program at the **Safety Management International Collaboration Group Industry Day** in Halifax.
- In April, SJIAA joined industry partners and **WestJet** on a trade mission to Paris to promote WestJet's increased Transatlantic service in Atlantic Canada. In May, SJIAA hosted **Tourism Ireland** for several stakeholder sessions and presented to their tour operators and travel media session.
- In May, SJIAA hosted the Canadian Airports Council President Monette Pasher for a presentation on the future of air travel during the **2025 Annual Public Meeting**.
- In September, SJIAA hosted the *WestJet regional sales team* for their meetings and included a familiarization tour and several stakeholder sessions.
- In October, we sponsored and moderated a panel at the **IMPACT Sustainability Travel and Tourism Conference** – a national gathering of tourism professionals sharing practical strategies for sustainable tourism.
- In October, SJIAA, in partnership with **TCAR**, welcomed tour operators for the **2025 Atlantic Canada Showcase** – a bi-ennial event designed for group tours and speciality travel.
- In November, we presented an update at **Destination St. John's' Partner Day**.
- In November, SJIAA attended the **Tourism Industry Association of Canada's Annual Congress** in Ottawa, connecting and fostering relationships with local, regional, and federal partners.



## YYT Holiday Concert Series

Each December, elementary school choirs are welcomed to the terminal building to share holiday cheer with passengers, meeters and greeters, and Airport staff as part of the *YYT Holiday Concert Series*. In 2025, approximately **200 performers** from seven groups, including **Easter Seals Newfoundland and Labrador**, took part in the festivities.





## Canada Games

The **Canada Games** are the country's premier multi-sport event for amateur athletes, held every two years and alternating between summer and winter. Bringing together young athletes from every province and territory, the Games foster national pride, inspire community spirit, and often serve as a stepping stone for future Olympians.

In August, St. John's hosted the *2025 Canada Summer Games*, welcoming approximately **5,200 athletes** and thousands of families, supporters, and officials through YYT. Recognizing the scale and significance of this event, SJIAA staff began working with Canada Games management more than two years in advance. Meeting frequency increased as the Games approached, ensuring that every operational requirement was anticipated and addressed.

To prepare for the significant uptick in passenger volume, particularly during the critical athlete

changeover on **August 17th** – now the busiest day in YYT's history - SJIAA established a dedicated internal Canada Games Committee. On that day alone, **20 aircraft** transported athletes to and from St. John's, the majority being charter flights, requiring coordinated planning across multiple departments.

As a proud community partner, SJIAA worked closely with the *Host Society* to support marketing and community engagement opportunities, including offering staff two days of special volunteer leave to accommodate the number of volunteers required to operate the Games. SJIAA staff had an increased presence on arrival and departure days, greeting teams as they landed, cheering on athletes, providing wayfinding assistance, and even helping load equipment into U-Haul trucks. The spirit of the Games was truly felt throughout the Terminal, creating an atmosphere of excitement, pride, and celebration.





## Haul for Hope

Hope Air's signature national fundraiser, Haul for Hope, came to Newfoundland and Labrador for the first time in 2025, bringing corporate teams, airport partners, and community members together at YYT to test their strength by pulling a 67,000 pound firetruck – a powerful symbol of the challenges patients face when traveling long distances for medical care.

Approximately **\$35,000** was raised, which will support Canadians in need of travel and accommodations to access urgent medical care outside of their home province.





## Airport Service Quality Award

In March, St. John's International Airport was proudly awarded the prestigious **2024 Airport Service Quality (ASQ) award for Best Airport Under Two Million Passengers in North America**. Administered by Airports Council International (ACI), the ASQ program is a globally recognized tool that provides over **400 participating airports in 110 countries** with both qualitative and quantitative data on all aspects of the airport experience. In 2024, more than 1,400 surveys were voluntarily completed by departing passengers at **YYT**.

This award, based on direct passenger feedback, reflects our unwavering commitment to enhancing the passenger experience.



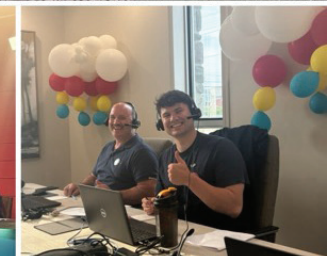


## Hospitality Newfoundland and Labrador Award

SJIAA was named the recipient of the **2025 Air Canada Corporate Tourism Partner Award of Excellence** at the *Hospitality Newfoundland and Labrador Tourism Excellence Awards Gala*. This award celebrates our commitment and passion for advancing Newfoundland and Labrador's tourism sector, and several members of our leadership team and board of directors were in attendance to accept the award.

## Janeway Telethon

To support the children in our communities and honour the incredible work the Janeway does every day, members of the SJIAA team volunteered their time to answer phones during the annual Janeway Telethon. We also had the privilege of presenting a cheque for **\$9,214** to the Janeway Foundation - a contribution made possible through our employees' generous Jeans Day donations and our in-kind advertising support.





## Therapy Dog Program

In partnership with *St. John Ambulance*, a **Therapy Dog Program** was launched in February, bringing smiles, comfort, and tail wags to travellers and airport staff alike. This community-focused initiative features a dedicated team of *St. John Ambulance Therapy Dogs and their handlers* who regularly visit YYT, creating a more relaxing and welcoming environment.



## East Coast Music Awards

In May, SJIAA was a proud partner of the **2025 East Coast Music Awards (ECMA)**, held in St. John's. From live performances on the Gateway to ECMA's stage at YYT, to presenting Global Release of the Year to Newfoundland and Labrador's own **Ana Luisa Ramos**, we were proud to celebrate the incredible talent on the East Coast. We even hit the red carpet to bring back a dose of nostalgia with a paper airplane contest and let everyone rock out on our (almost!) Flying V Guitar!



## FireFit Challenge

Our Emergency Response and Planning team joined its regional partners in the **2025 FireFit Championships**. Known as the *"Toughest 2 Minutes in Sports,"* this exciting weekend event pushed firefighters to their limits as they competed in individual and relay categories. The FireFit Championships is a competition based on fire fighting tasks commonly performed in emergency situations. This event was in support of the **CBS Paradise Community Food Bank** and **Sammy's Climb Higher Foundation**, and SJIAA proudly raised the highest amount of donations.



## Wildfire Response

In August, YYT supported several large aircraft operations responding to the *widespread wildfires* impacting Newfoundland and Labrador. SJIAA's Emergency Response and Planning team also responded as part of the mutual aid agreement with **St. John's Regional Fire Department**.



# Business Plan

## 2025 - Actual Vs Business Plan

(Shown in thousands of dollars)

	ACTUAL	PLAN	DIFFERENCE	EXPLANATION
REVENUES	\$59,338	\$61,719	-\$2,381	Passenger traffic fell short of plan for 2025 causing passenger driven revenue to fall short of plan.
EXPENSES	\$49,224	\$55,071	-\$5,847	Favourable weather resulted in lower winter operating costs, including deicing, diesel and heating fuel. Amortization of capital assets was lower than expected due to timing of the completion of capital projects. Favourable interest rates on short-term borrowing compared to plan.
CAPITAL*	\$26,201	\$29,591	-\$3,390	One of the three new bridges were deferred. Groundside refurbishment to carry into 2026 to complete parking lot expansion.

\* Plan includes amounts from 2024 budget that were unspent in 2024 and carried forward to 2025

## Business Plan Forecast - 2026 - 2030

Preparation of this forecast required management to make estimates and assumptions. Actual results could differ materially. Readers are cautioned not to place undue reliance on this forecast.

	2026	2027	2028	2029	2030
REVENUES	\$62,575	\$65,078	\$67,681	\$70,388	\$73,204
EXPENSES	\$54,194	\$57,988	\$60,307	\$62,719	\$65,228
CAPITAL	\$20,541	\$51,178	\$54,413	\$34,918	\$27,042



# Corporate Governance



# Corporate Governance

The **SJIAA Board of Directors** plays a central role in guiding the organization's strategic direction. The Board is tasked with providing strategic oversight to ensure the vision, mission, and values of the organization are upheld in a manner that prioritizes safety, efficiency, and reliability.

Beyond its oversight function, the Board is responsible for the development and approval of the Airport Authority's strategic plan. This process involves setting long-term objectives and confirming that these objectives are consistent with the organization's mission and vision. The Board carefully evaluates and endorses strategies intended to foster growth and sustain our core values.

Financial stewardship constitutes another key responsibility of the Board, which includes approving annual budgets, monitoring financial performance, and taking measures to safeguard the assets of the organization. The Board remains vigilant in ensuring that all financial activities reflect sound management practices and support the long-term sustainability of the Airport Authority.

Risk management is a further area of accountability for the Board. Directors actively monitor key risks, oversee mitigation strategies, and regularly review internal controls. These efforts are designed to ensure that we operate in a manner that is safe, responsible, and sustainable, and that risks are addressed promptly and effectively.

Community interests are represented by a diverse 12-member Board of Directors who are nominated by designated entities and appointed by the Board of Directors.

The following is a list of nominees and the entities represented:

#### **Government of Canada**

Peter Adams  
Peggy Coady

#### **Government of Newfoundland and Labrador**

Robert Gosse

#### **City of St. John's**

Andrea Marshall  
Kenneth Baggs

#### **City of Mount Pearl**

Brian Butt

#### **Mount Pearl-Paradise Chamber of Commerce**

David Howe

#### **Board of Trade**

David Mitchell

#### **Town of Conception Bay South**

Paul Fitzpatrick

#### **St. John's International Airport Authority Board of Directors**

Charlene Johnson  
Stephen Outerbridge  
Louise Bradley

For the year ending December 31, 2025, the Board of Directors convened seven regularly scheduled meetings. Additionally, directors participated in meetings of the Development Committee (seven), Finance and Audit Committee (seven), Governance Committee (six), and two educational sessions. The Board also established an ad hoc Master Plan Committee and held two meetings to provide guidance with the development of the airport master plan. Directors also represented the organization at various community events and sessions over the course of the year.

The Development Committee is responsible for providing oversight on strategic initiatives related to airport infrastructure and growth, including all major capital infrastructure projects. This oversight includes providing guidance with respect to land lease and airline route development, tenant relationships, environmental management, health and safety, and operational performance to ensure alignment with SJIAA's long-term goals.

The Governance Committee holds responsibility for monitoring the structure, composition, and effectiveness of the Board of Directors and its committees. In addition, the Committee also provides oversight of human resources policies and initiatives to ensure that they are aligned with strategic plans,

support employee well-being and promote a diverse, inclusive, and positive organizational culture. It ensures governance practices conform to regulatory requirements and industry standards, consistently reviewing and updating policies, procedures, and by-laws to promote robust organizational leadership and accountability. The Committee also manages the evaluation process for the Board, Director recruitment and orientation, as well as ongoing professional development initiatives.

The Finance and Audit Committee is charged with overseeing the financial reporting process, ensuring the accuracy and integrity of financial statements, and monitoring the effectiveness of the organization's internal controls. Additionally, the committee provides oversight of privacy and cybersecurity matters. It is also tasked with reviewing audit outcomes, making informed recommendations regarding financial policies, and ensuring compliance with all applicable regulatory and legal requirements related to financial matters.

## Code of Business Conduct and Ethics

Board members are subject to SJIAA's Conflict of Interest guidelines and Code of Business Conduct and Ethics. In 2025, there were no breaches by any member of the Board of Directors.



ROW 1: **David Howe** - Chair, **Robert Gosse** - Vice-Chair, **Louise Bradley** - Chair, Governance Committee - **Peggy Coady** - Chair, Finance and Audit Committee, **Andrea Marshall** - Chair, Development Committee, **Peter Adams**, **Kenneth Baggs**  
 ROW 2: **Brian Butt**, **Paul Fitzpatrick**, **Charlene Johnson**, **Stephen Outerbridge**, **David Mitchell**, **Dennis Hogan** (ex-officio)

## Board of Directors' Remuneration

In 2025, the Board of Directors were compensated as follows:

POSITION	RETAINER FEE
BOARD CHAIR	\$27,000 PER YEAR
BOARD VICE-CHAIR	\$19,000 PER YEAR
COMMITTEE CHAIRS	\$17,000 PER YEAR
DIRECTORS (EACH)	\$12,000 PER YEAR

BOARD MEMBER	COMMITTEE MEMBERSHIP	REMUNERATION
DAVID HOWE	CHAIR, BOARD OF DIRECTORS	\$43,000
ROBERT GOSSE	VICE-CHAIR, BOARD OF DIRECTORS MEMBER, GOVERNANCE COMMITTEE	\$29,250
LOUISE BRADLEY	CHAIR, GOVERNANCE COMMITTEE	\$25,750
PEGGY COADY	CHAIR, FINANCE AND AUDIT COMMITTEE	\$27,000
ANDREA MARSHALL	CHAIR, DEVELOPMENT COMMITTEE	\$25,500
PETER ADAMS	MEMBER, GOVERNANCE COMMITTEE	\$20,250
KENNETH BAGGS	MEMBER, FINANCE AND AUDIT COMMITTEE	\$21,000
BRIAN BUTT	MEMBER, FINANCE AND AUDIT COMMITTEE	\$21,000
PAUL FITZPATRICK	MEMBER, GOVERNANCE COMMITTEE	\$21,500
CHARLENE JOHNSON	MEMBER, DEVELOPMENT COMMITTEE	\$20,000
DAVID MITCHELL	MEMBER, DEVELOPMENT COMMITTEE	\$19,500
STEPHEN OUTERBRIDGE	MEMBER, DEVELOPMENT COMMITTEE	\$19,500

Board fees include the annual retainer fee plus additional fees for meetings attended. Meeting fees are \$500 per meeting.

## Departmental Directors' and Officers' Remuneration

The salary range for the Authority's Chief Executive Officer and for directors reporting directly to the Chief Executive Officer was \$110,000 to \$285,000 for the year ended December 31, 2025.

# Financials



Financial Statements

**St. John's International Airport Authority**

December 31, 2025

## Independent Auditor's Report

To the Board of Directors of  
the St. John's International Airport Authority

### Opinion

We have audited the financial statements of the St. John's International Airport Authority (the "Authority"), which comprise the balance sheet as at December 31, 2025, and the statements of operations and equity in capital assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Authority as at December 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for private enterprises ("ASPE").

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASPE, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Deloitte LLP*

Chartered Professional Accountants  
April 30, 2026

# St. John's International Airport Authority

## Balance Sheet

As at December 31, 2025  
(in thousands of dollars)

	2025	2024
<b>Assets</b>		
<b>Current</b>		
Cash and cash equivalents	\$ 26,257	\$ 23,856
Accounts receivable (note 3)	9,189	6,147
Consumable inventory	475	675
Prepaid expenses	916	798
<b>Total current assets</b>	<b>36,837</b>	<b>31,476</b>
Capital assets, net (note 4)	213,136	206,066
Debt service reserve fund (note 7)	1,728	1,734
Intangible assets, net	9	11
Defined benefit pension asset (note 10)	242	541
	<b>\$ 251,952</b>	<b>\$ 239,828</b>

### Liabilities and Equity in Capital Assets

<b>Current</b>		
Accounts payable and accrued liabilities (note 5)	\$ 16,789	\$ 14,275
Short-term loan (note 6 and 15)	45,000	45,000
Current portion of long-term debt (note 7 and 15)	1,139	1,081
<b>Total current liabilities</b>	<b>62,928</b>	<b>60,356</b>
Long-term debt (note 7)	41,076	42,068
Deferred contributions for capital projects, net (note 8)	36,440	35,711
Equity in capital assets (note 1)	111,508	101,693
	<b>\$ 251,952</b>	<b>\$ 239,828</b>

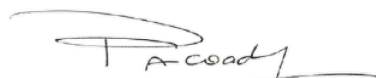
Commitments (note 12)

See accompanying notes

On behalf of the Board:



David Howe, Chair



Peggy Coady, Chair, Finance and Audit Committee

# St. John's International Airport Authority

## Statement of Operations and Equity in Capital Assets

For the year ended December 31, 2025  
(in thousands of dollars)

	2025	2024
<b>Revenues</b>		
Landing fees	\$ 6,197	\$ 6,260
Terminal fees	4,897	4,797
Concessions	7,808	6,964
Rentals	5,355	5,293
Car parking	4,378	4,245
Other	2,229	2,822
	30,864	30,381
Airport improvement fees (note 9)	28,474	27,247
	59,338	57,628
<b>Expenses</b>		
Amortization	15,655	14,524
Salaries and benefits	12,458	11,906
Operating	9,329	8,802
Interest and financing costs	4,698	4,986
Ground rent (note 12)	3,566	3,448
General and administrative	1,105	1,346
Municipal tax	1,001	982
Professional services	833	797
Business development	579	465
	49,224	47,256
Excess of revenues over expenses, before undernoted items	10,114	10,372
Defined benefit pension asset (note 10)	-	541
Defined benefit pension asset amortization (note 10)	(299)	-
<b>Excess of revenue over expenses, end of year</b>	<b>\$ 9,815</b>	<b>\$ 10,913</b>
Total equity in capital assets, beginning of year	101,693	90,780
<b>Total equity in capital assets, end of year</b>	<b>\$ 111,508</b>	<b>\$ 101,693</b>

See accompanying notes

# St. John's International Airport Authority

## Statement of Cash Flows

For the year ended December 31, 2025  
(in thousands of dollars)

	2025	2024
<b>Operating Activities</b>		
Excess of revenues over expenses	\$ 9,815	\$ 10,913
Add (deduct) items not involving cash		
Amortization - capital assets, net	19,030	17,568
Amortization - deferred contributions	(3,377)	(3,049)
Amortization - intangible assets	2	5
Amortization - other	478	201
Loss (gain) on disposal of capital assets	11	(90)
Defined benefit pension asset	-	(541)
	25,959	25,007
Changes in non-cash working capital balances related to operations		
Accounts receivable	(3,042)	(2,246)
Consumable inventory	200	(86)
Prepaid expenses	(118)	(60)
Accounts payable and accrued liabilities	2,514	5,774
Cash provided by operating activities	25,513	28,389
<b>Financing Activities</b>		
Decrease in debt service reserve fund	6	1,050
Proceeds from short-term loan	-	45,000
Increase in transaction cost	(31)	(29)
Repayment of revenue bond	(1,082)	(61,027)
Cash used in financing activities	(1,107)	(15,006)
<b>Investing Activities</b>		
Additions to capital assets	(26,201)	(24,835)
Recognition of capital contribution advances	-	(1,803)
Additions to deferred contributions	4,106	7,403
Additions to intangible assets	-	(1)
Proceeds from sale of capital assets	90	94
Cash used in investing activities	(22,005)	(19,142)
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	<b>2,401</b>	<b>(5,759)</b>
Cash and cash equivalents, beginning of year	23,856	29,615
<b>Cash and cash equivalents, end of year</b>	<b>\$ 26,257</b>	<b>\$ 23,856</b>

See accompanying notes

# St. John's International Airport Authority

## Notes to Financial Statements

December 31, 2025

(tabular amounts expressed in thousands of dollars except where otherwise noted)

### 1. Organization and nature of operations:

The St. John's International Airport Authority (the "SJIAA") was incorporated on May 6, 1996 as a corporation without share capital under Part II of the *Canada Corporations Act*. The *Airport Transfers (Miscellaneous Matters) Act* exempts the corporation from paying income and large corporations tax.

On December 1, 1998, the operations and undertakings of the St. John's International Airport (the "Airport"), previously administered by Transport Canada, were transferred to the SJIAA. The SJIAA operates the Airport pursuant to the provisions of a long-term lease with the Government of Canada (the "Ground Lease"). As the principal document governing the relationship and allocating responsibilities between the SJIAA and the Government of Canada, the Ground Lease provides a formula for the calculation and payment of Ground Rent, after an initial rent-free period which ended December 31, 2005. The term of the Ground Lease is eighty years, ending 2078.

The SJIAA has all the powers and obligations of any Canadian private corporation and operates on a fully commercial basis. The SJIAA has the autonomy to set all fees and charges and does not rely on grants, donations or on contributions with restrictions imposed by the contributor.

The corporate structure ensures that the excess of revenues over expenses, or surplus from operations, is retained and reinvested in capital assets for development of the Airport. Equity in capital assets includes the net assets invested in capital assets to date and cumulative surpluses restricted for future airport infrastructure projects and associated financing costs.

### 2. Significant accounting policies:

#### Basis of presentation

The financial statements have been prepared in accordance with Canadian accounting standards for private enterprises (ASPE) as issued by the Canadian Accounting Standards Board.

#### Management estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of certain assets and liabilities at the date of the financial statements and the reported amounts of certain revenues and expenses during the year. Significant estimates include the valuation of accounts receivable, useful lives of depreciable assets, completeness of accounts payable and accrued liabilities and the valuation of the defined benefit pension plan. Actual results could materially differ from those estimates.

#### Cash and cash equivalents

The SJIAA considers deposits in banks, certificates of deposits and short-term investments with original maturities of three months or less as cash and cash equivalents.

#### Ground lease

The Ground Lease is accounted for as an operating lease.

#### Severance pay

A liability for severance pay is recorded in the accounts for all employees who have a vested right to receive such payment.

# St. John's International Airport Authority

## Notes to Financial Statements

December 31, 2025

(tabular amounts expressed in thousands of dollars except where otherwise noted)

### 2. Significant accounting policies (continued):

#### Capital assets

Capital assets are recorded at cost and are amortized on a straight-line basis from their in-service date over the estimated useful lives of the assets at the following annual rates:

<u>Asset</u>	<u>Rate</u>
Airport terminal building, other buildings and bridges	15 - 30 years
Leasehold improvements and improvements to leased land	15 - 30 years
Vehicles, machinery, furniture and fixtures	5 - 20 years
Computer hardware and software	3 - 15 years
Central de-icing facility	25 years

Assets under construction or development are recorded at cost and are transferred to capital assets when the projects are complete and the assets are placed into service.

The SJIAA tests capital assets and other long-lived assets for impairment whenever events or changes in circumstances result in potential indicators of impairment. An impairment loss is recognized when the carrying value of an asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment loss is measured as the amount by which the carrying value exceeds the fair value of the asset.

#### Intangible assets

Intangible assets of the SJIAA include computer software and are recorded at cost and amortized on a straight-line basis over their estimated useful lives. Amortization of \$2,143 (2024- \$5,361) is included in operating expenses for the year.

#### Revenue recognition

Landing fees, terminal fees, and car parking revenues are recognized as the facilities are utilized. Airport improvement fees ("AIF"), net of airline administration costs, are recognized when originating departing passengers board the respective aircraft and are subject to reconciliation with air carriers. Concessions revenue is charged on a monthly basis and is recognized based on a percentage-of-sales or specified minimum levels. Rental revenue is recognized on a straight-line basis over the duration of the respective agreements.

Contributions for capital projects, exclusive of AIF, are accounted for under the deferral method. Contributions externally restricted for the purchase of capital assets are deferred and recognized in income as the related assets are amortized.

#### Pension plans

In 2005, the SJIAA established a contributory defined contribution pension plan for new employees hired after March 9, 2003, whereby retirement benefits are based on the investment in the marketplace of both the employer and the employee contributions. The employees determine where their funds are invested. The SJIAA's contributions to this plan for the year ended December 31, 2025 amounted to \$564,858 (2024 - \$453,623).

The SJIAA has a contributory defined benefit pension plan for employees hired prior to March 10, 2003. Retirement benefits are based on length of service and the best six years' average earnings. The defined benefit pension cost is charged to salaries and benefits expense as employees render services.

# St. John's International Airport Authority

## Notes to Financial Statements

December 31, 2025

(tabular amounts expressed in thousands of dollars except where otherwise noted)

### 2. Significant accounting policies (continued):

The Authority's policies for accounting for future employee benefits for the defined benefit pension plan are as follows:

- I. The defined benefit obligation of the pension plan is measured using the most recently completed funding valuation filed with the Office of the Superintendent of Financial Institutions ("OSFI"). The cost of pensions earned by employees is actuarially determined using the projected unit credit actuarial cost method. Under this method, the accrued benefit obligation represents the pensionable service accrued as at the valuation date and long-term best estimate assumptions consistent with the going concern valuation prepared for funding purposes.
- II. For the purpose of calculating expected return on plan assets, those assets are valued at market value.
- III. Actuarial gains and losses are recognized in full in the period in which they occur, in excess of revenues over expenses.

### Financial instruments

The financial instruments, which include cash and cash equivalents, accounts receivable, debt service reserve fund, accounts payable and accrued liabilities and long-term debt, are recorded at amortized cost. Amortization is recorded on a straight-line basis using the effective interest rate method.

Financial assets are tested for impairment at the end of each reporting period when there are indications that the assets may be impaired.

Transaction costs related to financial instruments measured subsequent to initial recognition at fair value are expensed as incurred. Transaction costs related to other financial instruments are added to the carrying value of the asset or netted against the carrying value of the liability and are then recognized over the expected life of the instrument using the effective interest method.

### Effective interest rate method

Transaction costs are included in the debt balances and are recognized as an adjustment to interest expense over the term of the debt. The SJIAA uses the effective interest rate method to recognize bond interest expense and financing costs where the amount to be recognized varies over the life of the debt based on the principal outstanding.

### Consumable inventory

Inventories are valued at the lower of cost and replacement cost. For 2025, \$1,102,430 (2024—\$1,093,234) of inventories were recognized as an expense.

### 3. Accounts receivable:

	2025	2024
Trade	\$6,904	\$4,438
Airport improvement fees	75	75
Payroll advances	122	114
HST	183	-
Other	2,000	1,633
Allowance for doubtful accounts	(95)	(113)
	\$9,189	\$6,147

# St. John's International Airport Authority

## Notes to Financial Statements

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(tabular amounts expressed in thousands of dollars except where otherwise noted)

### 4. Capital assets:

			2025	2024
	Cost	Accumulated Amortization	Net book Value	Net book Value
Airport terminal building, other buildings and bridges	\$166,081	\$89,158	\$76,923	\$79,378
Leasehold improvements and improvements to leased land	166,881	74,961	91,920	81,359
Vehicles, machinery, furniture and fixtures	54,294	22,374	31,920	33,186
Computer hardware and software	2,771	1,198	1,573	1,473
Central de-icing facility	14,344	10,635	3,709	4,284
Assets under construction or development	7,091	-	7,091	6,386
	\$411,462	\$198,326	\$213,136	\$206,066

Assets under construction or development in 2025 are not being amortized and consisted of the Airport Terminal Building West Expansion and components of the Parking Lot Refresh Project.

### 5. Accounts payable and accrued liabilities:

	2025	2024
Trade	\$5,338	\$5,135
Accrued liabilities	8,935	6,881
HST	-	85
Salaries and benefits	1,384	1,361
Deferred revenue and other	1,132	813
	\$16,789	\$14,275

### 6. Short-term debt and revolving credit facility:

The credit facilities of the SJIAA are secured by a \$75,000,000 pledge bond issued pursuant to the Master Trust Indenture. Indebtedness under the credit facilities ranks *pari passu* with other indebtedness issued under the Master Trust Indenture.

#### (a) Short-Term Loan

The SJIAA has a short-term loan facility of \$45,000,000 (2024 - \$45,000,000) with a maturity date of July 12, 2026. This term loan bears interest at a rate of 3.42% (2024 - 5.88%), with interest paid monthly. The full principal is payable upon maturity.

# St. John's International Airport Authority

## Notes to Financial Statements

December 31, 2025

(tabular amounts expressed in thousands of dollars except where otherwise noted)

### 6. Short-term debt and revolving credit facility (continued):

#### (b) Revolving Credit Facility

The SJIAA has a Revolving Credit Facility of \$30,000,000. The facility has a term of one year and a maturity date of July 12, 2026.

Indebtedness under the Revolving Credit Facility bears interest at a rate that varies with the lender's prime rate and CORRA rates, as appropriate. The lender's prime rate at December 31, 2025 was 4.45% (2024 – 5.45%).

### 7. Long-term debt:

	2025	2024
Revenue bonds	\$43,954	\$45,035
Less transaction costs (net of amortization of \$178,775; 2024 - \$200,977)	(1,739)	(1,886)
	42,215	43,149
Current portion	(1,139)	(1,081)
	\$41,076	\$42,068

#### (a) Bond Issue

In May 2007, the SJIAA completed its inaugural \$55,000,000 Revenue Bond issue. The \$55,000,000, 5.252% Series A Revenue Bonds pay interest semi-annually. \$27,500,000 of the initial principal amount is repayable in semi-annual installments. The remaining principal is payable on maturity, which is May 11, 2037.

In July 2024, the \$60,000,000, 3.479% Series C Revenue Bonds matured. These bonds were repaid using \$15,000,000 in cash and a \$45,000,000 short term loan that matured in July 2025. The short-term loan was renewed in July 2025 and will mature in July 2026.

The net proceeds from these offerings are used to finance the capital plan and for general corporate purposes. These purposes include repaying existing bank indebtedness and funding of the Debt Service Reserve Fund. The bonds are direct obligations of the Authority ranking pari passu with all other indebtedness issued under the Master Trust Indenture.

#### (b) Reserve Funds

Pursuant to the terms of the Master Trust Indenture, the SJIAA is required to establish and maintain with a trustee a Debt Service Reserve Fund with a balance at least equal to 50% of the annual debt service costs. As at December 31, 2025, the Debt Service Reserve Fund included \$1,727,825 (2024 - \$1,733,878) in interest-bearing deposits held in trust. These trust funds are held for the benefit of bondholders for use in accordance with the terms of the Master Trust Indenture.

For 2025, the SJIAA was required to maintain an Operating and Maintenance Reserve Fund of approximately \$5,773,425 (2024 - \$5,389,446). The Operating and Maintenance Reserve Fund must be established and funded as required by the Master Trust Indenture, for the benefit of bondholders. The balance in the fund is equal to 25% of the actual or estimated Operating and Maintenance Expenses incurred by the SJIAA over the previous 12-month period. For 2026, approximately \$6,143,312 will be required to fund the Operating and Maintenance Reserve Fund. The Operating and Maintenance Reserve Fund may be satisfied by cash, qualified investments, letters of credit and the allocation by the Authority of un-drawn availability under a Committed Credit Facility.

# St. John's International Airport Authority

## Notes to Financial Statements

December 31, 2025

(tabular amounts expressed in thousands of dollars except where otherwise noted)

### 7. Long-term debt (continued):

(c) The annual principal payments required over the next five years and thereafter are as follows:

2026	\$1,139
2027	1,200
2028	1,263
2029	1,331
2030	1,401
Thereafter	37,620
	<u>\$43,954</u>

### 8. Deferred contributions for capital projects:

From time to time the SJIAA receives contributions for capital projects from various sources. These funds are accounted for under the deferral method, as outlined in note 2.

	2025	2024
Balance, beginning of the year	\$35,711	\$31,357
Add capital contributions received during the year	4,106	7,403
Less amortization	(3,377)	(3,049)
Net deferred contributions for capital projects	<u>\$36,440</u>	<u>\$35,711</u>

### 9. Airport improvement fees:

The SJIAA entered into an AIF agreement dated May 27, 1999 with the Air Transport Association of Canada and major air carriers serving the Airport. The AIF agreement provides for a consultative process with air carriers regarding the expansion of airport facilities and the collection of AIF by air carriers. The air carriers collect the AIF from passengers on behalf of the SJIAA which entitles them to withhold a handling fee. As of March 1, 2025, under the new AIF agreement, the handling fee was reduced from 7% to 4%. The AIF rate at December 31, 2025 was \$42 (2024 - \$42) and applies to each departing enplaned passenger. AIF revenues earned and the cash collected can only be used to fund Airport infrastructure projects and associated financing costs that relate primarily to the passenger-handling functions of the Airport.

As at December 31, 2025, cumulative expenditures of \$424,985,316 (2024 - \$398,988,406) exceeded cumulative net AIF revenue collected of \$346,391,446 (2024 - \$317,917,641) by \$78,593,870 (2024 - \$81,070,765). A summary of the AIF collected and the related collection costs are as follows:

AIF revenue (net):	2025	2024
AIF revenue	\$29,769	\$29,307
AIF collection costs	(1,295)	(2,060)
	<u>\$28,474</u>	<u>\$27,247</u>

# St. John's International Airport Authority

## Notes to Financial Statements

December 31, 2025

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### 10. Defined benefit pension plan:

	2025	2024
<b>Plan assets</b>		
Market value, beginning of year	\$18,793	\$33,405
Interest earned	382	413
Employer contributions	-	-
Employee contributions	58	54
Benefits paid	(85)	(378)
Annuity purchase	-	(14,945)
Actuarial gain	1,063	244
Market value, end of year	20,211	18,793
<b>Plan obligations</b>		
Accrued benefit obligations, beginning of year	7,777	20,877
Employee contributions	58	54
Current service cost	239	314
Interest cost	363	421
Benefits paid	(85)	(378)
Annuity purchase	-	(14,945)
Actuarial losses	-	1,434
Accrued benefit obligations, end of year	8,352	7,777
<b>Determination of total cost for the year</b>		
Current service cost	239	314
Remeasurement and other items	60	(855)
Expense (income) for the year	299	(541)
<b>Defined benefit asset</b>		
Defined benefit asset, beginning of year	541	-
(Expense) income for the year	(299)	541
Employer contributions during the year	-	-
Defined benefit asset, end of year	242	541
<b>Valuation allowance</b>		
Valuation allowance, beginning of year	10,474	12,528
Effect of valuation allowance on finance cost	19	(8)
Remeasurement of valuation allowance	1,124	(2,046)
Valuation allowance, end of year	11,617	10,474
<b>Weighted average actuarial assumptions</b>		
	2025	2024
Discount rate	4.60%	4.60%
Rate of salary increases	3.25%	3.25%

# St. John's International Airport Authority

## Notes to Financial Statements

December 31, 2025

(tabular amounts expressed in thousands of dollars except where otherwise noted)

### 10. Defined benefit pension plan (continued):

The assets of the pension plan are invested and maintain the following asset mix:

	Percentage of plan assets	
	2025	2024
Bonds/fixed-income securities	40.13%	39.98%
Equity securities	59.87%	60.02%
Total	100%	100%

The date of the last actuarial valuation of the defined benefit pension plan is December 31, 2024. According to this valuation, the SJIAA's employer service contribution as a percentage of payroll was 24.9%. A \$8,224,400 wind-up surplus in the defined benefits pension plan existed as of December 31, 2024. In 2025, SJIAA had pension assets valued at \$241,500 (2024 - \$541,000). This asset represents future economic benefits resulting from a mandatory contribution holiday on employer defined benefit contributions as a result of the plan surplus.

### 11. Financial risk factors:

(a) Interest rate risk:

The SJIAA's exposure to interest rate risk relates to its floating rate Credit Facilities described in note 6 (c). It should be noted that the majority of SJIAA's debt is fixed-rate debt and therefore changes in interest rates do not significantly impact interest payments but may impact the fair value of this debt.

(b) Credit risk:

The SJIAA is subject to credit risk through its financial assets. The SJIAA performs ongoing credit valuations of these balances and maintains valuation allowances for potential credit loss. The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to historical information about the customer.

The SJIAA's revenues are largely dependent on the domestic air transportation industry. One major carrier providing passenger traffic to the Airport accounted for approximately 57.7% (2024 – 56.2%) of the total enplaned and deplaned passengers for the Airport during the year.

### 12. Commitments:

Ground Lease:

In January 2006, the SJIAA began paying Ground Rent to Transport Canada as outlined in its terms of the Ground Lease.

The annual payments are forecasted to be as follows over the next five years:

2026	\$3,842
2027	3,996
2028	4,146
2029	4,311
2030	4,483

# St. John's International Airport Authority

## Notes to Financial Statements

December 31, 2025

(tabular amounts expressed in thousands of dollars except where otherwise noted)

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### 13. Other information:

The Authority may, from time to time, be involved in legal proceedings, claims and litigation that arise in the ordinary course of business which the Authority believes would not reasonably be expected to have a material adverse effect on the financial condition of the Authority.

### 14. Government assistance

In 2022, the SJIAA was successful in its Airport Critical Infrastructure Program ("ACIP") application to the Government of Canada for critical fleet replacement and airfield rehabilitation. This multi-year program provides 50% funding for approved projects from 2022 to 2026. During the year funding of \$3,954,899 (2024 - \$4,063,668) was recorded and included in deferred contributions with \$1,424,454 (2024 - \$nil) being receivable and included in accounts receivable.

### 15. Comparative figures

Certain prior year figures were re-classified to conform to the current year presentation.

