

# MANAGEMENT'S REPORT AND **AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF NAV CANADA**

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AS AT AND FOR THE YEARS ENDED **AUGUST 31, 2025 AND 2024**

## MANAGEMENT'S REPORT TO THE MEMBERS OF NAV CANADA

These consolidated financial statements are the responsibility of management and have been approved by the Board of Directors of NAV CANADA (the Company). These consolidated financial statements have been prepared by management in accordance with IFRS Accounting Standards and include amounts that are based on estimates of the expected effects of current events and transactions, with appropriate consideration to materiality, judgments and financial information determined by specialists. In addition, in preparing the financial information we must interpret the requirements described above, make determinations as to the relevance of information to be included, and make estimates and assumptions that affect reported information.

Management has also prepared a Management's Discussion and Analysis (MD&A), which is based on the Company's financial results prepared in accordance with IFRS Accounting Standards. It provides information regarding the Company's financial condition and results of operations and should be read in conjunction with these consolidated financial statements and accompanying notes. The MD&A also includes information regarding the impact of current transactions and events, sources of liquidity and capital resources, operating trends, risks and uncertainties. Actual results in the future may differ materially from our present assessment of this information because events and circumstances in the future may not occur as expected.

Management has developed and maintains a system of internal control over financial reporting and disclosure controls, including a program of internal audits. Management believes that these controls provide reasonable assurance that financial records are reliable and form a proper basis for the preparation of financial statements, and we have signed certificates as required by National Instrument 52-109 *Certification of Disclosure in Issuers' Annual and Interim Filings* in this regard. The internal accounting control process includes management's communication to employees of policies that govern ethical business conduct.

The Board of Directors has appointed an Audit & Finance Committee that is composed of directors who are independent of the Company and to which the Board of Directors has delegated responsibility for oversight of the financial reporting process. The Audit & Finance Committee meets at least four times during the year with management and independently with each of the internal and external auditors and as a group to review any significant accounting, internal control and auditing matters. The Audit & Finance Committee reviews the consolidated financial statements, MD&A and Annual Information Form before these are submitted to the Board of Directors for approval. The internal and external auditors have free access to the Audit & Finance Committee.

With respect to the external auditors, the Audit & Finance Committee approves the terms of engagement and reviews the annual audit plan, the Independent Auditor's Report and the results of the audit. It also recommends to the Board of Directors the firm of external auditors to be appointed by the Members of the Company.

The independent external auditors, KPMG LLP, have been appointed by the Members to express an opinion as to whether the consolidated financial statements present fairly, in all material respects, the Company's financial position, results of operations and cash flows in accordance with IFRS Accounting Standards. The report of KPMG LLP outlines the scope of their examination and their opinion on the consolidated financial statements.

(Signed) "Mark Cooper"

Mark Cooper  
President and Chief Executive Officer  
October 23, 2025

(Signed) "Donna Mathieu"

Donna Mathieu  
Vice President and Chief Financial Officer  
October 23, 2025

# INDEPENDENT AUDITOR'S REPORT

To the Members of NAV CANADA:

## Opinion

We have audited consolidated financial statements of NAV CANADA (the Entity), which comprise:

- the consolidated statements of financial position as at August 31, 2025 and August 31, 2024
- the consolidated statements of operations for the years then ended
- the consolidated statements of comprehensive income (loss) for the years then ended
- the consolidated statements of changes in equity for the years then ended
- the consolidated statements of cash flows for the years then ended
- and notes to the consolidated financial statements, including a summary of material accounting policy information

(hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at August 31, 2025 and August 31, 2024, and its consolidated financial performance and its consolidated cash flows for the years then ended in accordance with IFRS Accounting Standards (IFRS) as issued by the International Accounting Standards Board.

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditor’s Responsibilities for the Audit of the Financial Statements**” section of our auditor’s report.

We are independent of the Entity 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.

## Other Information

Management is responsible for the other information. Other information comprises:

- the information included in Management’s Discussion and Analysis filed with the relevant Canadian Securities Commissions.
- the information, other than the financial statements and the auditor’s report thereon, included in a document likely to be entitled “Annual Report”.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information included in Management's Discussion and Analysis filed with the relevant Canadian Securities Commissions as at the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

The information, other than the financial statements and the auditor's report thereon, included in a document likely to be entitled "Annual Report" is expected to be made available to us after the date of this auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

## 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 IFRS, 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 Entity'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 Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity'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 generally accepted auditing standards 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 the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional 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 Entity'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 Entity'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 Entity 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.
- 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.
- Provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

(Signed) KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

October 23, 2025

**NAV CANADA**  
**Consolidated Statements of Operations**

| <b>Years ended August 31 (millions of Canadian dollars)</b>                           | <b>Note</b> | <b>2025</b>        | <b>2024</b>        |
|---------------------------------------------------------------------------------------|-------------|--------------------|--------------------|
| <b>Revenue</b>                                                                        |             |                    |                    |
| Customer service charges                                                              | 4           | \$ 1,828           | \$ 1,760           |
| Other revenue                                                                         | 4           | <u>28</u>          | <u>40</u>          |
|                                                                                       |             | <b>1,856</b>       | <b>1,800</b>       |
| <b>Operating expenses</b>                                                             |             |                    |                    |
| Salaries and benefits                                                                 | 5           | <b>1,252</b>       | 1,166              |
| Technical services                                                                    |             | <b>188</b>         | 192                |
| Facilities and maintenance                                                            |             | <b>66</b>          | 62                 |
| Depreciation and amortization                                                         | 9, 10       | <b>137</b>         | 143                |
| Other                                                                                 |             | <u><b>93</b></u>   | <u>75</u>          |
|                                                                                       |             | <b>1,736</b>       | <b>1,638</b>       |
| <b>Other (income) and expenses</b>                                                    |             |                    |                    |
| Finance income                                                                        | 6           | <b>(63)</b>        | (39)               |
| Net interest expense relating to employee benefits                                    | 13          | <b>33</b>          | 36                 |
| Other finance expense                                                                 | 6           | <b>73</b>          | 83                 |
| Other (gains) and losses                                                              |             | <u><b>(4)</b></u>  | <u>-</u>           |
|                                                                                       |             | <b>39</b>          | <b>80</b>          |
| <b>Net income, before income tax and net movement in regulatory deferral accounts</b> |             | <b>81</b>          | <b>82</b>          |
| Income tax expense                                                                    |             | <u>-</u>           | <u>1</u>           |
| <b>Net income, before net movement in regulatory deferral accounts</b>                |             | <u><b>81</b></u>   | <u><b>81</b></u>   |
| Net movement in regulatory deferral accounts related to net income (loss), net of tax | 7           | <b>(81)</b>        | (81)               |
| <b>Net income (loss), after net movement in regulatory deferral accounts</b>          | 1           | <u><b>\$ -</b></u> | <u><b>\$ -</b></u> |

See accompanying notes to consolidated financial statements.

**NAV CANADA**  
**Consolidated Statements of Comprehensive Income (Loss)**

| <b>Years ended August 31 (millions of Canadian dollars)</b>                               | <b>Note</b> | <b>2025</b>         | <b>2024</b>        |
|-------------------------------------------------------------------------------------------|-------------|---------------------|--------------------|
| <b>Net income (loss), after net movement in regulatory deferral accounts</b>              |             | <b>\$ -</b>         | <b>\$ -</b>        |
| <b>Other comprehensive income (loss)</b>                                                  |             |                     |                    |
| <b>Items that will not be reclassified to income or (loss)</b>                            |             |                     |                    |
| Re-measurements of employee defined benefit plans                                         | 13          | <b>473</b>          | <b>74</b>          |
| Net movement in regulatory deferral accounts related to other comprehensive income (loss) | 7           | <u><b>(473)</b></u> | <u><b>(74)</b></u> |
|                                                                                           |             | <b>-</b>            | <b>-</b>           |
| <b>Items that will be reclassified to income or (loss)</b>                                |             |                     |                    |
| Amortization of net losses on cash flow hedges                                            |             | <b>2</b>            | <b>2</b>           |
| Change in fair value of cash flow hedges                                                  |             | <b>3</b>            | <b>-</b>           |
| Net movement in regulatory deferral accounts related to other comprehensive income (loss) | 7           | <u><b>(5)</b></u>   | <u><b>(2)</b></u>  |
| <b>Total other comprehensive income (loss)</b>                                            |             | <u><b>-</b></u>     | <u><b>-</b></u>    |
| <b>Total comprehensive income (loss)</b>                                                  | 1           | <u><b>\$ -</b></u>  | <u><b>\$ -</b></u> |

See accompanying notes to consolidated financial statements.

**NAV CANADA**  
**Consolidated Statements of Financial Position**

| As at August 31 (millions of Canadian dollars)                     | Note | 2025            | 2024            |
|--------------------------------------------------------------------|------|-----------------|-----------------|
| <b>Assets</b>                                                      |      |                 |                 |
| <b>Current assets</b>                                              |      |                 |                 |
| Cash and cash equivalents                                          |      | \$ 742          | \$ 647          |
| Accounts receivable and other                                      | 8    | 143             | 143             |
| Investments                                                        | 12   | 84              | 81              |
| Prepaid expenses and other                                         |      | 40              | 24              |
|                                                                    |      | <u>1,009</u>    | <u>895</u>      |
| <b>Non-current assets</b>                                          |      |                 |                 |
| Property, plant and equipment                                      | 9    | 830             | 733             |
| Intangible assets                                                  | 10   | 719             | 703             |
| Investment in preferred interests                                  | 11   | 241             | 203             |
| Employee benefits                                                  | 13   | 44              | 1               |
| Long-term receivables and other                                    | 8    | 7               | 26              |
|                                                                    |      | <u>1,841</u>    | <u>1,666</u>    |
| <b>Total assets</b>                                                |      | <u>2,850</u>    | <u>2,561</u>    |
| Regulatory deferral account debit balances                         | 7    | 1,072           | 1,139           |
| <b>Total assets and regulatory deferral account debit balances</b> |      | <u>\$ 3,922</u> | <u>\$ 3,700</u> |

See accompanying notes to consolidated financial statements.

**NAV CANADA**  
**Consolidated Statements of Financial Position**

| As at August 31 (millions of Canadian dollars)                                   | Note   | 2025            | 2024            |
|----------------------------------------------------------------------------------|--------|-----------------|-----------------|
| <b>Liabilities</b>                                                               |        |                 |                 |
| <b>Current liabilities</b>                                                       |        |                 |                 |
| Trade and other payables                                                         |        | \$ 351          | \$ 270          |
| Current portion of long-term debt                                                | 12     | 301             | 16              |
| Deferred revenue                                                                 |        | 7               | 3               |
| Other                                                                            |        | 8               | 9               |
|                                                                                  |        | <u>667</u>      | <u>298</u>      |
| <b>Non-current liabilities</b>                                                   |        |                 |                 |
| Long-term debt                                                                   | 12     | 1,839           | 2,139           |
| Employee benefits                                                                | 13     | 407             | 749             |
| Lease liability                                                                  |        | 35              | 35              |
| Other                                                                            |        | 7               | 7               |
|                                                                                  |        | <u>2,288</u>    | <u>2,930</u>    |
| <b>Total liabilities</b>                                                         |        | <u>2,955</u>    | <u>3,228</u>    |
| <b>Equity</b>                                                                    |        |                 |                 |
| Retained earnings                                                                |        | 28              | 28              |
| <b>Total equity</b>                                                              |        | <u>28</u>       | <u>28</u>       |
| <b>Total liabilities and equity</b>                                              |        | <u>2,983</u>    | <u>3,256</u>    |
| Regulatory deferral account credit balances                                      | 7      | 939             | 444             |
| Commitments and contingencies                                                    | 15, 16 |                 |                 |
| <b>Total liabilities, equity and regulatory deferral account credit balances</b> |        | <u>\$ 3,922</u> | <u>\$ 3,700</u> |

See accompanying notes to consolidated financial statements.

On behalf of the Board:

(Signed) "Michelle Savoy"

Michelle Savoy, Director

(Signed) "Candice Li"

Candice Li, Director

**NAV CANADA**  
**Consolidated Statements of Changes in Equity**

| (millions of Canadian dollars)                                        |    | Retained earnings | Accumulated other comprehensive income | Total |
|-----------------------------------------------------------------------|----|-------------------|----------------------------------------|-------|
| <b>Balance August 31, 2023</b>                                        | \$ | 28                | \$ -                                   | \$ 28 |
| Net income (loss), after net movement in regulatory deferral accounts |    | -                 | -                                      | -     |
| Other comprehensive income (loss)                                     |    | -                 | -                                      | -     |
| <b>Balance August 31, 2024</b>                                        | \$ | 28                | \$ -                                   | \$ 28 |
| <b>Balance August 31, 2024</b>                                        | \$ | 28                | \$ -                                   | \$ 28 |
| Net income (loss), after net movement in regulatory deferral accounts |    | -                 | -                                      | -     |
| Other comprehensive income (loss)                                     |    | -                 | -                                      | -     |
| <b>Balance August 31, 2025</b>                                        | \$ | 28                | \$ -                                   | \$ 28 |

See accompanying notes to consolidated financial statements.

**NAV CANADA**  
**Consolidated Statements of Cash Flows**

| Years ended August 31 (millions of Canadian dollars)                 | Note | 2025          | 2024 <sup>(1)</sup> |
|----------------------------------------------------------------------|------|---------------|---------------------|
| <b>Cash flows from (used in)</b>                                     |      |               |                     |
| <b>Operating</b>                                                     |      |               |                     |
| Receipts from customer service charges                               |      | \$ 1,862      | \$ 1,777            |
| Other receipts                                                       |      | 36            | 55                  |
| Government grants received                                           |      | -             | 1                   |
| Payments to employees and suppliers                                  |      | (1,440)       | (1,352)             |
| Pension contributions - current service                              | 13   | (83)          | (86)                |
| Other post-employment benefit payments                               | 13   | (7)           | (7)                 |
| Interest payments                                                    |      | (74)          | (75)                |
| Interest receipts                                                    |      | 26            | 37                  |
|                                                                      |      | <u>320</u>    | <u>350</u>          |
| <b>Investing</b>                                                     |      |               |                     |
| Capital expenditures                                                 |      | (241)         | (199)               |
| Government grants received                                           |      | 29            | 15                  |
| Proceeds from short-term investments                                 |      | -             | 98                  |
| Income tax payments on investment in preferred interests             |      | -             | (1)                 |
|                                                                      |      | <u>(212)</u>  | <u>(87)</u>         |
| <b>Financing</b>                                                     |      |               |                     |
| Repayment of long-term debt                                          |      | (16)          | (201)               |
| Payment of lease liabilities                                         |      | (3)           | (3)                 |
|                                                                      |      | <u>(19)</u>   | <u>(204)</u>        |
| <b>Cash flows from operating, investing and financing activities</b> |      |               |                     |
|                                                                      |      | 89            | 59                  |
| Effect of foreign exchange on cash and cash equivalents              |      | 6             | 2                   |
| <b>Increase in cash and cash equivalents</b>                         |      | <u>95</u>     | <u>61</u>           |
| <b>Cash and cash equivalents at beginning of year</b>                |      | <u>647</u>    | <u>586</u>          |
| <b>Cash and cash equivalents at end of year</b>                      |      | <u>\$ 742</u> | <u>\$ 647</u>       |

See accompanying notes to consolidated financial statements.

<sup>(1)</sup> See note 2(e) for details.

## NAV CANADA

### Notes to Consolidated Financial Statements

As at and for the years ended August 31, 2025 and 2024 (millions of Canadian dollars)

#### 1. General information

NAV CANADA was incorporated as a non-share capital corporation pursuant to Part II of the *Canada Corporations Act* to acquire, own, manage, operate, maintain and develop the Canadian civil air navigation system (the ANS), as defined in the *Civil Air Navigation Services Commercialization Act* (the ANS Act). NAV CANADA has been continued under the *Canada Not-for-profit Corporations Act*. The fundamental principles governing the mandate conferred on NAV CANADA by the ANS Act include the right to provide civil air navigation services and the exclusive ability to set and collect customer service charges for such services. NAV CANADA and its subsidiaries' (collectively, the Company) core business is to provide air navigation services, which is the Company's only reportable segment. The Company's air navigation services are provided primarily within Canada.

The charges for civil air navigation services provided by the Company are subject to the economic regulatory framework set out in the ANS Act. The ANS Act provides that the Company may establish new charges and amend existing charges for its services. In establishing new charges or revising existing charges, the Company must follow the charging principles set out in the ANS Act. These principles prescribe that, among other things, charges must not be set at levels which, based on reasonable and prudent projections, would generate revenue exceeding the Company's current and future financial requirements in relation to the provision of civil air navigation services. Pursuant to these principles, the Board of Directors of the Company (the Board), acting as rate regulator, approves the amount and timing of changes to customer service charge rates.

The Company plans its operations to result in an annual financial breakeven position on the consolidated statements of operations after recording adjustments to the rate stabilization account. As a result, the Company expects no net change in retained earnings on an annual basis. The impacts of rate regulation on the Company's audited consolidated financial statements (the financial statements) are described in note 7.

The ANS Act requires that the Company communicate proposed new or revised charges to customers in advance of their introduction and to consult thereon. Customers may make representations to the Company as well as appeal revised charges to the Canadian Transportation Agency on the grounds that the Company either breached the charging principles in the ANS Act or failed to provide statutory notice.

NAV CANADA is domiciled in Canada. The address of NAV CANADA's registered office is 151 Slater Street, Ottawa, Ontario, Canada K1P 5H3.

#### 2. Basis of presentation

##### (a) Statement of compliance

These financial statements have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

These financial statements include the accounts of all NAV CANADA subsidiaries and were authorized for issue by the Board on October 23, 2025.

##### (b) Basis of measurement

These financial statements have been prepared on the historical cost basis except for the following items:

- financial instruments that are classified as fair value through profit or loss (FVTPL), which are measured at fair value; and
- defined benefit liabilities that are recognized as the net of the present value of defined benefit obligations and plan assets measured at fair value.

##### (c) Functional and reporting currency

These financial statements are presented in Canadian dollars (CDN), which is the Company's functional and reporting currency and all information presented has been rounded to the nearest million dollars, unless otherwise indicated.

## **2. Basis of presentation (continued)**

### **(d) Critical accounting estimates and judgments**

The preparation of these financial statements requires management to make estimates and judgments about the future.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Accounting estimates will, by definition, seldom equal actual results. The following discussion sets forth management's:

- most critical judgments in applying accounting policies; and
- most critical estimates and assumptions in determining the value of assets and liabilities.

### **(i) Key sources of estimates and assumption uncertainties**

- Fair value of investment in preferred interests

The Company's investment in preferred interests in Aireon Holdings LLC (together with its wholly-owned subsidiary Aireon LLC, "Aireon") represents a financial asset designated as FVTPL. Aireon is a privately owned entity with a few historic transactions with interest holders and is therefore, an illiquid, unquoted investment with no readily available market price. Therefore, the calculation of fair value involves the use of significant assumptions and estimates with respect to a variety of factors including the selection of an appropriate discount rate and the timing of the dividend payment assumption used in the valuation approach as described in note 11. The assumptions are based on Aireon's most recent Long Range Forecast (LRF), the Company's assessment of that forecast and a discount rate based on the Capital Asset Pricing Model, using the best information available as of August 31, 2025. There can be no assurance that the estimates and assumptions used in the fair value determination will prove to be accurate predictions of the future and management may be required to record material adjustments to fair value.

- Employee benefits

Defined benefit plans, other long-term employee benefits, termination benefits, and some short-term employee benefits require significant actuarial assumptions to estimate the future benefit obligations and performance of plan assets. Assumptions include compensation, the retirement ages and mortality assumptions related to employees and retirees, health-care costs, inflation, discount rate, expected investment performance and other relevant factors. The Company consults with an actuary regarding these assumptions at least on an annual basis. Due to the long-term nature of these benefit programs, these estimates are subject to significant uncertainty and actual results can differ significantly from the Company's recorded obligations.

The majority of the Company's employees are unionized with collective agreements in place. At times, one agreement expires before another is in place. Management is required to estimate the total employee cost for services rendered for the period, and as a result must estimate the retroactive impact of collective agreements when they are finalized. Management's estimate is based on, but not limited to, actual agreements expired, historical experience, number of employees affected and current salaries of those employees.

### **(e) Comparative information**

The Company reclassified comparative figures for the year ended August 31, 2024 (fiscal 2024) in order to correct an immaterial statement of cash flow misstatement resulting in an increase in cash flows from investing activities and a corresponding decrease in cash flows from operating activities of \$13. The reclassification had no impact on the ending balance of cash and cash equivalents as at August 31, 2024.

### 3. Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

#### (a) Basis of consolidation

##### (i) Subsidiaries

Subsidiaries are entities controlled by the Company. The Company controls an investee when it is exposed, or has rights to, variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The financial statements of subsidiaries are included in the financial statements from the date that control commences until the date that control ceases. The accounting policies of the subsidiaries are aligned with the policies adopted by the Company. All intercompany balances and transactions are eliminated on consolidation.

The financial statements of the Company include the following subsidiaries:

| Name of subsidiary                        | Principal place of business and country of incorporation | Percentage ownership |
|-------------------------------------------|----------------------------------------------------------|----------------------|
| NAV CANADA Inventory Holding Company Inc. | Canada                                                   | 100%                 |
| NAV CANADA ATM Inc.                       | Canada                                                   | 100%                 |
| NAV CANADA Satellite, Inc.                | United States                                            | 100%                 |
| NCPPI Investment Holding Company Inc.     | Canada                                                   | 100%                 |

##### (ii) Investments in associates

Associates are entities over which the Company is able to exert significant influence but which are not subsidiaries.

Interests in associates are accounted for using the equity method. They are initially recognized at cost, which includes transaction costs. Subsequent to initial recognition, the financial statements include the participant's share of the net income (loss) and other comprehensive income (OCI) of equity-accounted investees, until the date on which significant influence ceases. The Company's investment in an equity-accounted investee is reduced for distributions received during the fiscal year.

If the Company's share of losses of an equity-accounted investee equals or exceeds its interest in the equity-accounted investee, the Company discontinues recognizing its share of further losses. Additional losses are provided for, and a liability is recognized only to the extent the Company has incurred legal or constructive obligations or made payments on behalf of the equity-accounted investee.

If the Company's investment in associates does not give the Company any rights to the residual net assets of the associates, they are accounted for as a financial instrument classified and measured at FVTPL.

#### (b) Foreign currency

Foreign currency transactions are translated into the functional currency using the exchange rates in effect at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into the functional currency at that date. Non-monetary assets and liabilities denominated in a foreign currency, which are accounted for at historical cost are translated using the rate in effect at the date of the initial transaction. Foreign currency gains and losses are reported on a net basis in net income (loss) within other income and expenses, except for designated cash flow hedges that are recognized in OCI.

### 3. Material accounting policies (continued)

#### (c) Financial instruments

##### (i) Recognition

Financial assets and financial liabilities including derivatives are recorded when the Company becomes party to the contractual provisions of the financial instruments.

Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

##### (ii) Classification

The Company classifies its financial assets and financial liabilities in the following measurement categories:

- those to be measured subsequently at FVTPL; and
- those to be measured subsequently at amortized cost.

The classification of financial assets depends on the business model for managing the financial assets and the contractual terms of the cash flows. Financial liabilities are classified as those to be measured at amortized cost unless they are designated as those to be measured subsequently at FVTPL.

##### (iii) Measurement

All financial instruments, other than trade receivables without a significant financing component, are required to be measured at fair value on initial recognition. If a financial asset or financial liability is not subsequently measured at FVTPL, then the initial measurement includes transaction costs that are directly attributable to the acquisition or issue of the instrument.

Trade receivables without a significant financing component are initially measured at the transaction price.

All other financial assets are measured at fair value with changes, including any interest or dividend income recognized in net income (loss) or OCI. The Company currently has no financial assets measured at fair value through OCI.

Financial liabilities are generally subsequently measured at amortized cost using the effective interest method unless they are held for trading, they are derivatives or they have been designated as those to be measured subsequently at FVTPL. The Company has not designated any financial liabilities as measured at FVTPL.

##### (iv) Impairment

The Company uses the “expected credit loss” model for calculating impairment and recognizes expected credit losses as a loss allowance in the consolidated statements of financial position if they relate to a financial asset measured at amortized cost. For trade receivables, the Company applies the simplified approach as permitted by IFRS 9 *Financial Instruments* (IFRS 9) which requires lifetime expected credit losses be recognized from initial recognition of receivables. The carrying amount of these assets in the consolidated statements of financial position is stated net of any loss allowance.

##### (v) Derivatives and hedge accounting

Derivatives are initially recognized and subsequently re-measured at fair value at each reporting date. The accounting for subsequent changes in fair value depends on whether the derivatives are designated as hedging instruments, and if so, the nature of the item being hedged and the type of hedge relationship designated. Changes in the fair value of derivative financial instruments designated as hedging instruments in cash flow hedging relationships are recognized in OCI. Changes in the fair value of derivative financial instruments that have not been designated are recognized through net income (loss) as they arise.

### 3. Material accounting policies (continued)

#### (c) Financial instruments (continued)

The Company uses derivative financial instruments to manage risks from fluctuations in foreign exchange rates. The Company's derivative assets and liabilities consist primarily of foreign exchange forward agreements. The fair values of these derivatives are calculated by discounting expected future cash flows based on current forward exchange rates.

Where permissible, the Company accounts for these financial instruments as cash flow hedges, which ensures that counterbalancing gains and losses are recognized in income in the same period as the hedged item. On initial designation of the hedge, the relationship between the hedged item and the hedging instrument is formally documented, including the Company's risk management objectives and strategies for undertaking the hedge transaction, together with the methods that will be used to assess the effectiveness of the hedging relationship. The effectiveness of the hedging relationship is assessed at inception of the contract related to the hedging item and then again at each reporting date to ensure the relationship is and will remain effective. For a cash flow hedge of a forecasted transaction, the transaction should be highly probable to occur and should present an exposure to variations in cash flows that could ultimately affect reported net earnings.

##### *Cash flow hedges*

When a derivative is designated as the hedging instrument in a hedge of the variability of cash flows attributable to a particular risk associated with a recognized asset or liability or a highly probable forecasted transaction that could affect net income (loss), the effective portion of the change in fair value of the derivative is recognized in OCI and presented as part of equity. The amount recognized in OCI is transferred to net income (loss) under the same line item in the statement of operations as the hedged item, in the same period or periods as the hedged cash flows affect net income (loss). Any ineffective portion is recognized immediately in net income (loss).

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, then hedge accounting is discontinued prospectively. The cumulative gain or loss previously recognized in OCI remains in equity until the anticipated transaction impacts net income (loss). If the forecasted transaction is no longer expected to occur, then the balance accumulated in equity is recognized immediately in net income (loss).

#### (d) Employee benefits

##### (i) Defined benefit plans

The defined benefit obligation and estimated costs of the Company's defined benefit pension plans and other post-employment benefits are calculated annually by a qualified actuary using the projected unit credit method. The actuarial calculations are performed using management's estimates of expected investment performance, compensation, the retirement ages of employees, mortality rates, health-care costs, inflation and other relevant factors. The discount rate is determined using the yield at the reporting date on high quality Canadian corporate bonds that have maturity dates approximating the terms of the Company's obligations. The funded status of the plan, or defined benefit asset or liability, corresponds to the future benefits employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets. Defined benefit assets or liabilities are presented as non-current items in the statement of financial position.

The Company recognizes all actuarial gains and losses on the plan assets (excluding interest) in OCI in the period in which they are incurred, with no subsequent reclassification to net income (loss). The Company has made a policy choice to reclassify adjustments in OCI to retained earnings.

The service costs of employee benefits are presented in salaries and benefits. The interest arising on net benefit obligations is recognized in net income (loss) and is presented as net interest costs relating to employee benefits. A portion of these employee benefit costs are allocated to the cost of assets under development.

**3. Material accounting policies (continued)****(d) Employee benefits (continued)**

When benefits are amended, the portion of the changed benefit relating to past service by employees is recognized in net income (loss) immediately. Gains and losses on curtailments or settlements are recognized in net income (loss) in the period in which the curtailment or settlement occurs.

The Company's registered pension plan is subject to minimum funding requirements. The liability in respect to minimum funding requirements is determined using the projected minimum funding requirements based on management's best estimates of the actuarially determined funded status of the plan, market discount rates, salary escalation estimates, the Company's ability to take contribution holidays and its ability to use letters of credit to secure solvency special payments revealed by funding actuarial valuations.

When the funded status of a plan results in an asset (a plan surplus), the recognized asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. The Company recognizes any adjustments to this limit in OCI in the period incurred, with no subsequent reclassification to net income (loss).

**(ii) Other long-term employee benefits**

The Company provides other long-term benefits to its employees, including accumulating sick leave benefits (vesting and non-vesting). The same methodology and management estimates are used to value these other long-term benefits as in the defined benefit plans; however actuarial gains and losses are included in net income (loss) in the period when they occur. The Company also provides long-term disability (LTD) benefits, which are insured and funded through reserves held by the insurance carriers. Management estimates are based on the insurers' assumptions and methodology used to calculate reserves. The net amount of long-term employee benefit expense is presented with salaries and benefits net of any costs allocated to assets under development.

**(iii) Termination benefits**

Termination benefits are recognized as an expense in net income (loss) when the Company has committed to either terminate employment or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits for voluntary departures are recognized as an expense when it is probable that a voluntary departure offer will be accepted and the number of acceptances can be estimated. When benefits are payable more than 12 months after the reporting date, they are discounted.

**(iv) Short-term employee benefits**

Short-term employee benefit obligations are measured on an undiscounted basis, taking into account the additional amount the Company expects to pay as a result of the unused entitlement at the reporting date. Expenses are recognized in net income (loss) as the services are provided. Short-term employee benefits include salaries, health, dental, vacation and other leave.

### 3. Material accounting policies (continued)

#### (e) Property, plant and equipment

Property, plant and equipment is measured at cost less accumulated depreciation and accumulated impairment losses, if applicable. The cost of property, plant and equipment includes expenditures that are directly attributable to the acquisition of the asset. The cost of assets under development includes the cost of materials, direct labour and employee benefits, and any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located when a legal commitment or constructive obligation exists for them.

Costs subsequent to initial recognition are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the asset will flow to the Company and its cost can be measured reliably. Repairs and maintenance costs are recorded in the statement of operations during the period in which they are incurred.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as components of property, plant and equipment and are depreciated separately. Depreciation begins when construction is complete and the asset is available for use. Land and assets under development are not depreciated. Depreciation on other assets is recognized in the statement of operations on a straight-line basis over the following estimated useful lives:

| <b>Assets</b>         | <b>Estimated useful life<br/>(years)</b> |
|-----------------------|------------------------------------------|
| Buildings             | 15 to 40                                 |
| Systems and equipment | 3 to 32                                  |

Estimated useful lives, residual values and depreciation methods are reviewed, and adjusted prospectively if appropriate, at each reporting date.

An item of property, plant and equipment is derecognized upon disposal, replacement or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is determined by comparing the proceeds from disposal to the carrying amount of the asset. Such gains and losses are recognized in the statement of operations in the period in which the asset is derecognized.

Amounts received from third parties, with whom the Company does not have a customer relationship, related to the installation, development or construction of property, plant and equipment, are deducted from the carrying amount of the asset.

#### (f) Intangible assets

Intangible assets are measured at cost less accumulated amortization and accumulated impairment losses, if applicable. The cost of intangible assets includes the cost of materials, direct labour and employee benefits, and any other costs that are directly attributable to preparing the asset for its intended use.

An internally-developed intangible asset arising from development is recognized if all of the following criteria for recognition have been met: technical feasibility of completing the asset, intent and ability to complete the asset, intent and ability to use or sell the asset, determination on how the intangible asset will generate future benefits, availability of technical, financial and other resources to complete the development and to use or sell the asset, and ability to reliably measure attributable expenditures. Research costs are expensed in the statement of operations as incurred.

Costs subsequent to initial recognition are capitalized only when they increase the future economic benefits embodied in the specific assets to which they relate, and the expenditures can be measured reliably; otherwise they are recorded within operating expenses in the statement of operations.

### 3. Material accounting policies (continued)

#### (f) Intangible assets (continued)

The Company has the right under the ANS Act to provide civil air navigation services and the exclusive ability to set and collect customer service charges for such services. While the ANS Act does not limit the duration of these rights, for accounting purposes the Company's air navigation right will be fully amortized by 2042, which is the recovery period established by the Board, acting as the rate regulator.

Amortization of other intangible assets begins when development is complete and/or the asset is available for use. It is amortized over the period of expected future benefit. Amortization of intangible assets is recognized in the statement of operations on a straight-line basis over the following estimated useful lives:

| Assets                        | Estimated useful life (years) |
|-------------------------------|-------------------------------|
| Air navigation right          | 46                            |
| Purchased software            | 5 to 32                       |
| Internally-developed software | 5 to 32                       |

Intangible assets under development are not amortized.

Estimated useful lives, residual values and amortization methods are reviewed, and adjusted prospectively if appropriate, at each annual reporting date.

An intangible asset is derecognized upon disposal, replacement or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition is determined by comparing the proceeds from disposal to the carrying amount of the asset. Such gains and losses are recognized in the statements of operations as other income or expense in the period in which the asset is derecognized.

#### (g) Impairment of non-financial assets

At each reporting date, the Company reviews its property, plant and equipment and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If so, the assets' recoverable amount is estimated. Assumptions in assessing the recoverable amount of the air navigation right relate to the continuing right to provide civil air navigation services and the exclusive ability to set and collect customer service charges for such services. If changes in any such expectations arise, impairment charges may be required which could materially impact operating results. Assets under development are tested annually for impairment.

#### (h) Provisions

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting estimated future cash flows, adjusted for risks specific to the liability, using a risk-free rate that reflects current market assessments of the time value of money. Increases in the provision due to the passage of time (the unwinding of the discount) are recognized as a finance cost.

Provisions are reviewed at each reporting date and adjusted to reflect current estimates.

Decommissioning liabilities are recognized when the Company has a legal or constructive obligation to dismantle and remove an asset and restore the site on which the asset is located. When the liability is initially recorded, an equivalent amount is capitalized as an inherent cost of the associated buildings, systems or equipment. All changes in the decommissioning provision resulting from changes in the estimated future costs or significant changes in the discount rate are added to or deducted from the cost of the related asset in the current period. The capitalized cost is depreciated over the useful life of the capital asset.

### **3. Material accounting policies (continued)**

#### **(i) Regulatory deferral accounts**

The timing of recognition of certain revenue and expenses differs from what would otherwise be expected for companies that are not subject to regulatory statutes governing the level of their charges, the effect of which is described in note 7.

The Company's approach to determining the level of customer service charges is based upon the charging principles set out in the ANS Act which prescribe, among other things, that charges must not be set at levels which, based on reasonable and prudent projections, would generate revenues exceeding the Company's current and future financial requirements in relation to the provision of civil air navigation services. Pursuant to these principles, the Board, acting as rate regulator, approves the amount and timing of changes to customer service charge rates.

The Company recognizes and records regulatory deferral account balances in accordance with IFRS 14 *Regulatory Deferral Accounts*.

In order to mitigate the effect on its operations of unpredictable and uncontrollable factors, principally unanticipated fluctuations in air traffic levels, the Company maintains a rate stabilization mechanism. Amounts are added to or deducted from the rate stabilization account based upon variations from amounts used when establishing customer service charges. In addition, for certain transactions where the timing of the cash flows differs significantly from the accounting recognition, the Company recognizes other regulatory deferral amounts in order to defer the accounting recognition to the period in which they will be considered for rate setting. These transactions are generally considered for rate setting when the amounts are expected to be realized in cash, with the exception of the cash flows related to hedging instruments, which are considered for rate setting in the same period as the underlying hedged transaction.

Regulatory deferral account balances are anticipated to either be returned or recovered through the Company's customer service charges as approved by the rate regulator per the charging principles set out in the ANS Act. To determine whether there is any indication that regulatory deferral account assets are impaired, the Company reviews its ability to recover regulatory deferral account balances through future customer service charges for the provision of civil air navigation services as defined by the ANS Act.

#### **(j) Revenue**

##### **(i) Customer service charges**

The majority of the Company's revenues are from customer service charges for air navigation services. Revenue is recognized as air navigation services are rendered. Rates for customer service charges are those approved by the Board, acting as rate regulator.

Refunds of customer service charges are recognized when approved by the Board, acting as rate regulator, or when a constructive obligation exists.

##### **(ii) Service and development contracts**

Revenue is recognized as services are rendered. Revenue from a contract to provide services is generally recognized on a straight line basis over the period of service.

In general, revenue for development contracts is recognized as performance obligations are satisfied over time. Revenue is recognized by reference to the stage of completion of the contract activity at the end of the reporting date, measured using the cost-to-cost measure of progress. Under the cost-to-cost measure of progress, the extent of progress toward completion is measured based on the ratio of costs incurred to date to the total estimated costs at completion of the performance obligation.

When management determines that it is probable that total contract costs will exceed total contract revenue, the expected loss is recognized as an expense immediately.

**3. Material accounting policies (continued)****(j) Revenue (continued)***Contract balances*

The timing of revenue recognition, billings and cash collections results in billed accounts receivable or unbilled receivables (accounts receivable and other), and customer advances and deposits (deferred revenue) on the consolidated statements of financial position.

Customer service charges are billed at least on a monthly basis in line with revenue recognition, resulting in accounts receivable. The exception to this are annual / quarterly charges, which generally apply to small propeller aircraft, are billed annually or quarterly and deferred and recognized over the period in which services are rendered, resulting in deferred revenue.

For service and development contracts, amounts are billed as work progresses in accordance with agreed-upon contractual terms, either at periodic intervals or upon achievement of contractual milestones. Depending on the timing of revenue recognition in relation to billing, it may result in accrued or deferred revenue.

**(k) Income taxes****(i) Current taxes**

NAV CANADA is exempt from Canadian income taxes as it meets the definition of a not-for-profit organization under the *Income Tax Act (Canada)* (ITA); however its subsidiaries operating in Canada and branches in other jurisdictions are subject to taxation.

**(ii) Deferred taxes**

Deferred tax assets and liabilities are recognized for the tax effect of the difference between carrying values and the tax bases of assets and liabilities. Deferred tax assets are recognized for deductible temporary differences, for unused tax losses and income tax reductions to the extent that it is probable that they will be able to be utilized against future taxable income. Deferred tax liabilities are recognized for the amounts of income taxes payable in future periods in respect of taxable temporary differences. Deferred tax assets and liabilities are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related benefit or liability will be realized.

Deferred tax assets and deferred tax liabilities are measured using enacted or substantively enacted tax rates and tax laws at the reporting date that are expected to apply to their respective period of realization. These amounts are reassessed each period in the event of changes in income tax rates.

Deferred tax assets and liabilities are offset when there is the legal right and intention to set off current tax assets and liabilities from the same taxation authority.

**(l) Segmented reporting**

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of operations, has been identified as the Company's President and Chief Executive Officer. The Company's core business is to provide air navigation services, for which it collects customer service charges. The core business is the Company's only reportable segment. The Company's air navigation services are provided primarily within Canada. Substantially all of the Company's capital expenditures and assets are located in Canada.

#### 4. Revenue

Customer service charges by type of air navigation service provided were as follows:

| Years ended August 31                                         | 2025            | 2024            |
|---------------------------------------------------------------|-----------------|-----------------|
| Enroute <sup>(1)</sup>                                        | \$ 871          | \$ 853          |
| Terminal <sup>(2)</sup>                                       | 792             | 743             |
| Daily / annual / quarterly <sup>(3)</sup>                     | 57              | 52              |
| North Atlantic and international communication <sup>(4)</sup> | 108             | 112             |
|                                                               | <u>\$ 1,828</u> | <u>\$ 1,760</u> |

(1) Charges related to air navigation services provided or made available to aircraft during the enroute phase of the flight, whether they overfly Canadian-controlled airspace or take-off and/or land in Canada. This performance obligation is satisfied at a point in time.

(2) Charges related to air navigation services provided or made available to aircraft at or in the vicinity of an airport. This performance obligation is satisfied at a point in time.

(3) Charges related to enroute and terminal air navigation services. These charges generally apply to propeller aircraft and the performance obligations are satisfied over the period in which air navigation services are made available.

(4) Charges related to certain air navigation and communication services provided or made available to aircraft while in airspace over the North Atlantic Ocean. These services are provided outside of Canadian sovereign airspace but for which Canada has air traffic control responsibility pursuant to international agreements. The international communication charges also include services provided or made available while in Canadian airspace in the north. These performance obligations are satisfied at a point in time.

The Company revised its customer service charge rates effective January 1, 2025, increasing overall service charges by an average of 3.73% (January 1, 2024 – average decrease of 5.57%).

In each of the years ended August 31, 2025 (fiscal 2025) and fiscal 2024, the Company had two customers each of which represents more than 10% of revenue. For fiscal 2025, revenue from the largest customer was \$416 (fiscal 2024 - \$407) and revenue from the second largest customer was \$213 (fiscal 2024 - \$191), together representing 34% (fiscal 2024 – 33%) of the revenue of the Company. The revenue from these two major customers arose from air navigation services.

Other revenue for fiscal 2025 consists primarily of technology sales and service contracts and revenue from other projects of \$25 (fiscal 2024 - \$36).

**NAV CANADA****Notes to Consolidated Financial Statements***As at and for the years ended August 31, 2025 and 2024 (millions of Canadian dollars)***5. Salaries and benefits**

Salaries and benefits expenses were comprised of the following:

| <b>Years ended August 31</b>                           | <b>2025</b>     | <b>2024</b>     |
|--------------------------------------------------------|-----------------|-----------------|
| Salaries and other                                     | \$ 1,061        | \$ 989          |
| Fringe benefits (excluding pension)                    | 111             | 94              |
| Pension current service cost                           | 135             | 116             |
| Less: capitalized salaries and benefits <sup>(1)</sup> | (55)            | (33)            |
|                                                        | <u>\$ 1,252</u> | <u>\$ 1,166</u> |

<sup>(1)</sup> The impact of asset impairments on capitalized salaries and benefits is \$nil (fiscal 2024 - \$10).

**6. Finance income and other finance expense**

Finance income and other finance expense were comprised of the following:

| <b>Years ended August 31</b>                                         | <b>2025</b>    | <b>2024</b>    |
|----------------------------------------------------------------------|----------------|----------------|
| <b>Finance income</b>                                                |                |                |
| Interest income on financial assets at amortized cost                | \$ (28)        | \$ (39)        |
| Net change in fair value of financial assets at FVTPL <sup>(1)</sup> | (35)           | -              |
|                                                                      | <u>\$ (63)</u> | <u>\$ (39)</u> |
| <b>Other finance expense</b>                                         |                |                |
| Interest expense on financial liabilities at amortized cost          | 77             | 78             |
| Less: capitalized borrowing costs <sup>(2)</sup>                     | (4)            | 5              |
|                                                                      | <u>\$ 73</u>   | <u>\$ 83</u>   |

<sup>(1)</sup> Net change in fair value of financial assets at FVTPL is largely related to the change in the fair value of the Company's investment in preferred interests of Aireon (see note 14).

<sup>(2)</sup> The impact of asset impairments on capitalized borrowing costs is \$nil (fiscal 2024 - \$7).

## 7. Financial statement impact of regulatory accounting

## (a) Regulatory deferral accounts

In accordance with disclosures required for entities subject to rate regulation, the Company's regulatory deferral account balances are as follows:

| As at August 31                                                   | 2024            | Deferral        | Recovery/<br>Reversal | 2025            | Note   |
|-------------------------------------------------------------------|-----------------|-----------------|-----------------------|-----------------|--------|
| Rate stabilization account (b)                                    | \$ 175          | \$ -            | \$ (115)              | \$ 60           | 1)     |
| Derivatives                                                       | -               | 3               | -                     | 3               | 2)     |
| Employee pension benefits:                                        |                 |                 |                       |                 |        |
| Pension costs (c)                                                 | 727             | 63              | -                     | 790             | 3)     |
| Other pension benefits:                                           |                 |                 |                       |                 |        |
| Accumulated non-vested sick leave                                 | 19              | 3               | -                     | 22              | 4)     |
| Supplemental pension re-measurements                              | 59              | (17)            | (6)                   | 36              | 5), 6) |
| Realized hedging transaction                                      | 61              | -               | (2)                   | 59              | 2)     |
| Leases                                                            | 2               | 1               | -                     | 3               | 7)     |
| Decommissioning liability                                         | 1               | -               | -                     | 1               | 8)     |
| Allowance for expected credit losses                              | 3               | -               | (2)                   | 1               | 9)     |
| Cloud computing arrangements                                      | 57              | 22              | (8)                   | 71              | 10)    |
| Asset impairment                                                  | 35              | -               | (9)                   | 26              | 11)    |
| <b>Debit balances</b>                                             | <b>\$ 1,139</b> | <b>\$ 75</b>    | <b>\$ (142)</b>       | <b>\$ 1,072</b> |        |
| Derivatives                                                       | \$ (1)          | \$ (6)          | \$ -                  | \$ (7)          | 2)     |
| Employee pension benefits:                                        |                 |                 |                       |                 |        |
| Pension re-measurements (c)                                       | (346)           | (454)           | -                     | (800)           | 3), 5) |
| Other pension benefits:                                           |                 |                 |                       |                 |        |
| Accumulated vested sick leave                                     | (7)             | 3               | (1)                   | (5)             | 4)     |
| Other post-employment benefits re-measurements                    | (50)            | (2)             | 1                     | (51)            | 5), 6) |
| Long-term disability contributions                                | (2)             | 2               | -                     | -               | 12)    |
| Change in the fair value of the investment in preferred interests | (38)            | (38)            | -                     | (76)            | 13)    |
| <b>Credit balances</b>                                            | <b>\$ (444)</b> | <b>\$ (495)</b> | <b>\$ -</b>           | <b>\$ (939)</b> |        |

## 7. Financial statement impact of regulatory accounting (continued)

## (a) Regulatory deferral accounts (continued)

| As at August 31                                                   | 2023            | Deferral       | Recovery/<br>Reversal | 2024            | Note   |
|-------------------------------------------------------------------|-----------------|----------------|-----------------------|-----------------|--------|
| Rate stabilization account (b)                                    | \$ 342          | \$ -           | \$ (167)              | \$ 175          | 1)     |
| Employee pension benefits:                                        |                 |                |                       |                 |        |
| Pension costs (c)                                                 | 679             | 48             | -                     | 727             | 3)     |
| Other pension benefits:                                           |                 |                |                       |                 |        |
| Accumulated non-vested sick leave                                 | 16              | 3              | -                     | 19              | 4)     |
| Supplemental pension re-measurements                              | 55              | 5              | (1)                   | 59              | 5), 6) |
| Realized hedging transaction                                      | 63              | -              | (2)                   | 61              | 2)     |
| Leases                                                            | 1               | 1              | -                     | 2               | 7)     |
| Decommissioning liability                                         | 1               | -              | -                     | 1               | 8)     |
| Allowance for expected credit losses                              | 5               | -              | (2)                   | 3               | 9)     |
| Cloud computing arrangements                                      | 51              | 13             | (7)                   | 57              | 10)    |
| Asset impairment                                                  | -               | 39             | (4)                   | 35              | 11)    |
| <b>Debit balances</b>                                             | <b>\$ 1,213</b> | <b>\$ 109</b>  | <b>\$ (183)</b>       | <b>\$ 1,139</b> |        |
| Derivatives                                                       | \$ (1)          | \$ -           | \$ -                  | \$ (1)          | 2)     |
| Employee pension benefits:                                        |                 |                |                       |                 |        |
| Pension re-measurements (c)                                       | (269)           | (77)           |                       | (346)           | 3), 5) |
| Other pension benefits:                                           |                 |                |                       |                 |        |
| Accumulated vested sick leave                                     | -               | (6)            | (1)                   | (7)             | 4)     |
| Other post-employment benefits re-measurements                    | (49)            | (2)            | 1                     | (50)            | 5), 6) |
| Long-term disability contributions                                | (4)             | 2              | -                     | (2)             | 12)    |
| Change in the fair value of the investment in preferred interests | (38)            | -              | -                     | (38)            | 13)    |
| <b>Credit balances</b>                                            | <b>\$ (361)</b> | <b>\$ (83)</b> | <b>\$ -</b>           | <b>\$ (444)</b> |        |

- 1) In order to mitigate the effect on its operations of unpredictable and uncontrollable factors, principally unanticipated fluctuations in air traffic levels, the Company maintains a rate stabilization mechanism. Amounts are added to or deducted from the rate stabilization account based upon variations from amounts used when establishing customer service charges.

In addition, for certain transactions where the timing of recognition for rate setting purposes differs from the accounting recognition before applying rate regulated accounting, the Company recognizes regulatory deferral account debits and credits in order to adjust the accounting recognition to the period in which they will be considered for rate setting as described below.

**7. Financial statement impact of regulatory accounting (continued)****(a) Regulatory deferral accounts (continued)**

- 2) Cash flow hedges are considered for rate setting in the same period as the underlying hedged transaction. Fair value changes on foreign exchange forward contracts are considered for rate setting in the period that they are realized.

The net movement in regulatory deferral accounts related to OCI due to changes in fair value of cash flow hedges for fiscal 2025 of \$5 (fiscal 2024 - \$2) is comprised of \$2 (fiscal 2024 - \$2) related to the amortization of losses on realized hedging transactions to net income (loss) and \$3 to defer net positive fair value adjustments related to derivatives designated as cash flow hedges (fiscal 2024 - \$nil).

- 3) The Company's cost of pension benefits for its funded plan is considered for rate setting based on the Company's cash contributions to the pension fund as described in note 7(c) below. Pension adjustments related to the adoption of IFRS Accounting Standards and subsequent re-measurements are deferred.
- 4) The deferral of accumulated sick leave consists of remeasurement losses of \$3 (fiscal 2024 - \$3) of non-vesting accumulated sick leave and remeasurement losses of \$3 (fiscal 2024 - gains of \$6) of vested accumulated sick leave. Non-vesting accumulated sick leave is considered for rate setting when the sick leave benefits are used and paid in cash. Vested accumulated sick leave is considered for rate setting over the period in which the employees render service.
- 5) The deferral of remeasurements for defined benefit plans for fiscal 2025 consists of pension re-measurement gains of \$454 (fiscal 2024 - \$77), supplemental pension re-measurement losses of \$17 (fiscal 2024 - \$5) and other post-employment benefits re-measurement gains of \$2 (fiscal 2024 - \$2).
- 6) These re-measurement amounts will be recovered by amortizing the prior years' annual re-measurements over the expected average service period of the plan members.
- 7) The Company is deferring the non-cash impacts of accounting for leases in accordance with IFRS 16 *Leases* using regulatory accounting. Only actual cash payments made by the Company are included for rate setting purposes.
- 8) The Company is deferring the non-cash impact of accounting for its decommissioning liability. Only actual cash payments are included for rate setting purposes.
- 9) The Company is deferring the non-cash impact of accounting for lifetime expected credit losses in accordance with IFRS 9 using regulatory accounting. See note 14 (b) for discussion of the impact on the Company's credit risk.
- 10) The Company is deferring the impact of the implementation costs associated with cloud computing arrangements. These balances will be recovered over time by amortizing them over the terms of the cloud computing arrangements.
- 11) The Company is deferring the net impact of an asset impairment, which will be recovered for rate setting purposes over the period from March 1, 2024 to August 31, 2028.
- 12) Prior to fiscal 2025, the Company deferred the annual LTD remeasurement gain or loss until the amounts were paid or received in the following year. In fiscal 2025, the Company amended its approach and recovers the annual remeasurement gain or loss as it is accrued.
- 13) The Company is deferring the impact of non-cash adjustments related to the Company's investment in Aireon. The regulatory deferrals are considered for rate setting when they are realized in cash.

The cumulative difference between total regulatory debit balances and total regulatory credit balances is reflected in equity at each reporting date. The Company does not use a rate of return to reflect the time value of money for any of its regulatory deferral account balances.

**7. Financial statement impact of regulatory accounting (continued)****(a) Regulatory deferral accounts (continued)**

The table below shows the impact of rate stabilization adjustments and net movement in regulatory deferral accounts on net income (loss):

| Years ended August 31                                                            | 2025        | 2024        |
|----------------------------------------------------------------------------------|-------------|-------------|
| Revenue                                                                          | \$ 1,856    | \$ 1,800    |
| Operating expenses                                                               | 1,736       | 1,638       |
| Other (income) and expenses                                                      | 39          | 80          |
| Income tax expense                                                               | -           | 1           |
| <b>Net income, before net movement<br/>in regulatory deferral accounts</b>       | <b>81</b>   | <b>81</b>   |
| Rate stabilization adjustments (b)                                               | (112)       | (167)       |
| Other regulatory deferral account adjustments:                                   |             |             |
| Employee benefit pension costs                                                   | 63          | 48          |
| Other employee benefits                                                          | 2           | (2)         |
| Investment in preferred interests                                                | (38)        | -           |
| Cloud computing arrangements                                                     | 14          | 6           |
| Asset impairment                                                                 | (9)         | 35          |
| Other                                                                            | (1)         | (1)         |
|                                                                                  | <b>31</b>   | <b>86</b>   |
| Net movement in regulatory deferral accounts                                     | <b>(81)</b> | <b>(81)</b> |
| <b>Net income (loss), after net movement<br/>in regulatory deferral accounts</b> | <b>\$ -</b> | <b>\$ -</b> |

**(b) Rate stabilization account**

To achieve breakeven results of operations after the application of rate regulated accounting, the Board approves an annual adjustment to the rate stabilization account based on planned results. If actual revenues are higher than planned or actual expenses are lower than planned, such excess is reflected as a credit to the rate stabilization account. Conversely, if actual revenues are less than planned or actual expenses are higher than planned, such shortfall is reflected as a debit to the rate stabilization account. The rate stabilization account is also impacted by the actual net movement in other regulatory deferral accounts versus the plan. A credit balance in the rate stabilization account represents amounts returnable through reductions in future customer service charges, while a debit balance represents amounts recoverable through future customer service charges.

**7. Financial statement impact of regulatory accounting (continued)****(b) Rate stabilization account (continued)**

When establishing customer service charge rates, the Board considers, among other things:

- (i) the statutory requirement to provide air navigation services;
- (ii) air traffic results and forecasts;
- (iii) financial and operating requirements, including the current and anticipated balance in the rate stabilization account and the extent to which operating costs are variable and can be contained;
- (iv) the recovery of pension contributions on a cash basis; and
- (v) updates to financial forecasts, debt servicing and financial requirements, and resulting financial coverage ratios.

The table below shows the net movements in the rate stabilization account:

| Years ended August 31                              | 2025            | 2024            |
|----------------------------------------------------|-----------------|-----------------|
| <b>Debit balance, beginning of period</b>          | <b>\$ (175)</b> | <b>\$ (342)</b> |
| Variances from planned results:                    |                 |                 |
| Revenue higher than planned                        | -               | 5               |
| Operating expenses lower than planned              | 59              | 23              |
| Other net expenses lower than planned              | 40              | 8               |
| Net movement in other regulatory deferral accounts | (8)             | 29              |
| Total variances from planned results               | 91              | 65              |
| Initial approved adjustment <sup>(1)</sup>         | 21              | 102             |
| <b>Net movement recorded in net income (loss)</b>  | <b>112</b>      | <b>167</b>      |
| Other adjustments                                  | 3               | -               |
| <b>Debit balance, end of period</b>                | <b>\$ (60)</b>  | <b>\$ (175)</b> |

- <sup>(1)</sup> To achieve breakeven results of operations after the application of rate regulated accounting, the Board approved the budget for fiscal 2025 which included a planned \$21 reduction in the debit position of the rate stabilization account.

**(c) Pension costs**

The Company uses a regulatory approach to determine the net charge to net income (loss) for pension benefit costs for its funded plan. The objective of this approach is to reflect the cash cost of the funded pension plan in net income (loss) by recording regulatory adjustments. These regulatory adjustments represent the cumulative difference between the pension benefit costs as determined by IAS 19 *Employee Benefits* and the annual going concern cash cost of the plan. Regulatory deferral account debit balances related to the planned recovery of pension costs through customer service charges as at August 31, 2025 is \$790 (August 31, 2024 - \$727) which includes the impact of solvency deficiency contributions. Solvency deficiency contributions of \$44 were paid in the fiscal year ended August 31, 2017 and the remaining balance of \$34 is expected to be recovered through future customer service charges.

**7. Financial statement impact of regulatory accounting (continued)****(c) Pension costs (continued)**

|                                                             | August 31<br>2025 | August 31<br>2024 |
|-------------------------------------------------------------|-------------------|-------------------|
| Pension benefit asset (liability)                           | \$ 44             | \$ (347)          |
| Regulatory deferrals of pension remeasurements              | (800)             | (346)             |
|                                                             | (756)             | (693)             |
| <b>Regulatory debit balance - recovery of pension costs</b> | <b>790</b>        | <b>727</b>        |
| <b>Cash contributions to be recovered</b>                   | <b>\$ 34</b>      | <b>\$ 34</b>      |

The cash funding of employee pension benefits as compared to the expense, net of regulatory adjustments, recorded in the consolidated statements of operations is summarized below.

| Years ended August 31                          | 2025         | 2024         |
|------------------------------------------------|--------------|--------------|
| <b>Consolidated statements of operations</b>   |              |              |
| Pension current service expense <sup>(1)</sup> | \$ 131       | \$ 113       |
| Net interest expense <sup>(1)</sup>            | 15           | 17           |
| Less: Regulatory deferrals                     | (63)         | (48)         |
|                                                | <u>\$ 83</u> | <u>\$ 82</u> |
| <b>Company cash pension contributions</b>      |              |              |
| Going concern current service - cash payment   | \$ 83        | \$ 85        |
| Going concern current service - accrued        | -            | (3)          |
|                                                | <u>\$ 83</u> | <u>\$ 82</u> |

<sup>(1)</sup> For fiscal 2025, pension current service expense does not include \$4 related to the Company's unfunded pension plan (fiscal 2024 - \$3) and net interest expense does not include \$8 related to the Company's unfunded pension plan (fiscal 2024 - \$8).

**8. Receivables**

Accounts receivable and other and long-term receivables were comprised of the following:

| As at August 31                                     | 2025          | 2024          |
|-----------------------------------------------------|---------------|---------------|
| Trade receivables                                   | \$ 113        | \$ 103        |
| Accrued receivables and unbilled work in progress   | 23            | 38            |
| Commodity taxes receivable                          | 9             | 4             |
| Allowance for expected credit losses <sup>(1)</sup> | (2)           | (2)           |
|                                                     | <u>\$ 143</u> | <u>\$ 143</u> |
| Long-term receivables                               | 4             | 29            |
| Allowance for expected credit losses <sup>(1)</sup> | -             | (3)           |
|                                                     | <u>\$ 4</u>   | <u>\$ 26</u>  |

<sup>(1)</sup> The Company's exposure to credit and foreign exchange risks and to impairment losses related to receivables is described in note 14.

## 9. Property, plant and equipment

Property, plant and equipment are comprised of the following:

|                                   | Land and<br>buildings <sup>(1)</sup> | Systems<br>and<br>equipment | Assets under <sup>(2)</sup><br>development | Total           |
|-----------------------------------|--------------------------------------|-----------------------------|--------------------------------------------|-----------------|
| <b>Cost</b>                       |                                      |                             |                                            |                 |
| Balance at August 31, 2023        | \$ 461                               | \$ 815                      | \$ 160                                     | \$ 1,436        |
| Additions                         | -                                    | -                           | 131                                        | 131             |
| Derecognition <sup>(4)</sup>      | 1                                    | (1)                         | (48)                                       | (48)            |
| Disposals                         | -                                    | (1)                         | -                                          | (1)             |
| Transfers                         | 21                                   | 56                          | (84)                                       | (7)             |
| Balance at August 31, 2024        | \$ 483                               | \$ 869                      | \$ 159                                     | \$ 1,511        |
| Additions                         | 1                                    | -                           | 185                                        | 186             |
| Disposals                         | -                                    | (2)                         | -                                          | (2)             |
| Transfers <sup>(3)</sup>          | 47                                   | 51                          | (108)                                      | (10)            |
| <b>Balance at August 31, 2025</b> | <b>\$ 531</b>                        | <b>\$ 918</b>               | <b>\$ 236</b>                              | <b>\$ 1,685</b> |
| <b>Accumulated depreciation</b>   |                                      |                             |                                            |                 |
| Balance at August 31, 2023        | \$ 146                               | \$ 554                      | \$ -                                       | \$ 700          |
| Depreciation                      | 22                                   | 57                          | -                                          | 79              |
| Disposals                         | -                                    | (1)                         | -                                          | (1)             |
| Balance at August 31, 2024        | \$ 168                               | \$ 610                      | \$ -                                       | \$ 778          |
| Depreciation                      | 23                                   | 56                          | -                                          | 79              |
| Disposals                         | -                                    | (2)                         | -                                          | (2)             |
| <b>Balance at August 31, 2025</b> | <b>\$ 191</b>                        | <b>\$ 664</b>               | <b>\$ -</b>                                | <b>\$ 855</b>   |
| <b>Carrying amounts</b>           |                                      |                             |                                            |                 |
| At August 31, 2024                | \$ 315                               | \$ 259                      | \$ 159                                     | \$ 733          |
| <b>At August 31, 2025</b>         | <b>\$ 340</b>                        | <b>\$ 254</b>               | <b>\$ 236</b>                              | <b>\$ 830</b>   |

(1) Included in Land and buildings are right-of-use assets related to the Company's leases under IFRS 16. Depreciation of \$2 was recognized during fiscal 2025 (fiscal 2024 - \$2). The carrying amount as at August 31, 2025 is \$32 (fiscal 2024 - \$32).

(2) Additions to assets under development are net of \$6 (fiscal 2024- \$10) related to government funding under the National Trade Corridors Fund (NTCF).

(3) Assets under development may include an estimation of the amounts allocated between property, plant and equipment and intangible assets. During the year the Company adjusted its allocations to better reflect the nature of the related projects. The net transfers balance of \$10 represents a transfer to intangible assets for assets under development during fiscal 2025 (fiscal 2024 - \$7).

(4) The Company entered into a purchase agreement in 2015, that was subsequently amended and restated, in relation to the replacement of certain surveillance equipment. In fiscal 2024, the Company ended the contract. The carrying amount of the related asset was determined not to be recoverable through value in use or fair value less costs of disposal, and the Company recorded an asset impairment of \$48.

## NAV CANADA

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#### 10. Intangible assets

Intangible assets are comprised of the following:

|                                   | Air<br>navigation<br>right | Purchased<br>software | Internally<br>developed<br>software | Assets under<br>development <sup>(1)</sup> | Total           |
|-----------------------------------|----------------------------|-----------------------|-------------------------------------|--------------------------------------------|-----------------|
| <b>Cost</b>                       |                            |                       |                                     |                                            |                 |
| Balance at August 31, 2023        | \$ 702                     | \$ 188                | \$ 302                              | \$ 40                                      | \$ 1,232        |
| Additions                         | -                          | -                     | -                                   | 60                                         | 60              |
| Disposals                         | -                          | -                     | -                                   | (2)                                        | (2)             |
| Transfers                         | -                          | 4                     | 25                                  | (22)                                       | 7               |
| Balance at August 31, 2024        | \$ 702                     | \$ 192                | \$ 327                              | \$ 76                                      | \$ 1,297        |
| Additions                         | -                          | -                     | -                                   | 64                                         | 64              |
| Disposals                         | -                          | (1)                   | -                                   | -                                          | (1)             |
| Transfers <sup>(2)</sup>          | -                          | 3                     | 29                                  | (22)                                       | 10              |
| <b>Balance at August 31, 2025</b> | <b>\$ 702</b>              | <b>\$ 194</b>         | <b>\$ 356</b>                       | <b>\$ 118</b>                              | <b>\$ 1,370</b> |
| <b>Accumulated amortization</b>   |                            |                       |                                     |                                            |                 |
| Balance at August 31, 2023        | \$ 226                     | \$ 125                | \$ 179                              | \$ -                                       | \$ 530          |
| Amortization                      | 25                         | 11                    | 28                                  | -                                          | 64              |
| Balance at August 31, 2024        | \$ 251                     | \$ 136                | \$ 207                              | \$ -                                       | \$ 594          |
| Amortization                      | 25                         | 9                     | 24                                  | -                                          | 58              |
| Disposals                         | -                          | (1)                   | -                                   | -                                          | (1)             |
| <b>Balance at August 31, 2025</b> | <b>\$ 276</b>              | <b>\$ 144</b>         | <b>\$ 231</b>                       | <b>\$ -</b>                                | <b>\$ 651</b>   |
| <b>Carrying amounts</b>           |                            |                       |                                     |                                            |                 |
| At August 31, 2024                | \$ 451                     | \$ 56                 | \$ 120                              | \$ 76                                      | \$ 703          |
| <b>At August 31, 2025</b>         | <b>\$ 426</b>              | <b>\$ 50</b>          | <b>\$ 125</b>                       | <b>\$ 118</b>                              | <b>\$ 719</b>   |

(1) Additions to assets under development are net of \$24 (fiscal 2024 - \$8) related to government funding under the NTCF.

(2) Assets under development may include an estimation of the amounts allocated between property, plant and equipment and intangible assets. During the year the Company adjusted its allocations to better reflect the nature of the related projects. The net transfers balance of \$10 represents a transfer from property, plant and equipment adjustments for assets under development during fiscal 2025 (fiscal 2024 - \$7).

#### 11. Investment in preferred interests of Aireon

The Company holds preferred interests in Aireon, a limited liability company incorporated in Delaware, USA. Aireon provides a space-based air traffic surveillance capability for ANSPs around the world through Automatic Dependent Surveillance-Broadcast (ADS-B) receivers built as an additional payload on the Iridium NEXT satellite constellation.

The Company's investment in Aireon is held through NAV CANADA Satellite, Inc. (USA) and other investors are Iridium Communications Inc. (Iridium) and four other ANSPs: NATS (UK), ENAV (Italy), the AirNav Ireland (Ireland) and Naviair (Denmark). As at August 31, 2025, the Company's cash investment in Aireon is \$150 U.S. (August 31, 2024 - \$150 U.S.). The Company is represented by five out of the eleven directors on Aireon's board of directors. The shareholder agreement allows the Company to exert significant influence over the strategic financial and operating activities of Aireon.

**11. Investment in preferred interests of Aireon (continued)**

The Company's investment is in convertible redeemable cumulative 5% dividend preferred interests except for the \$55 CDN (\$40 U.S.) second stage investment that is in convertible redeemable cumulative 10% dividend preferred interests. The Company currently holds an approximately 35.0% (August 31, 2024 - 35.0%) preferred interest in Aireon, which is intended to result in fully diluted common interests of 42.2% (August 31, 2024 - 42.2%).

The interests carry a right of conversion to common equity interests until January 2, 2027, or are otherwise mandatorily redeemed in three annual instalments from that date. The dividends are payable on or after January 1, 2027.

As long as the conversion feature remains unexercised, the Company's investment in preferred interests does not give the Company any rights to the residual net assets of Aireon and accordingly the investment is accounted for as a financial instrument classified and measured at FVTPL.

With a non-active market, the inputs used are consistent with Level 3 of the fair value hierarchy.

As at August 31, 2025, the Company measured the fair value of its investment in preferred interests of Aireon at \$241 CDN (\$175 U.S.) (August 31, 2024 - \$203 CDN (\$150 U.S.)). The fair value was determined using a discounted cash flow model, where the model considers the present value of expected future after-tax dividend payments from Aireon, discounted using a risk-adjusted discount rate.

The assumptions and estimates used when determining the fair value are:

- A discount rate of 15.9% (fiscal 2024 - 16.7%) and a growth rate of 1.8% (fiscal 2024 - 1.9%); and
- Future dividend projections based on Aireon management's current LRF for fiscal year ending December 31, 2025 to fiscal year ending December 31, 2040. The Company adjusted the LRF for changes in new core business contracts, new sales contracts not yet secured and long-term growth rate assumptions.

The nature of Aireon's business makes its LRF sensitive to the achievement of management's revenue growth forecast, the risk of which is reflected in the discount rate critical assumption. A 1% increase in the discount rate would result in a \$26 CDN decrease in fair value and a 1% reduction in the discount rate would result in a \$30 CDN increase in fair value.

The Company's deferred tax assets and liabilities relate to its investment in Aireon held in one of the Company's wholly owned subsidiaries. Aireon is treated as a partnership for U.S. federal income tax purposes, and therefore is generally not subject to income taxes directly. Rather, the Company, Iridium and the four other ANSP investors are each allocated a portion of Aireon's taxable income (loss) based on their respective tax basis interests in Aireon's income or loss under U.S. tax regulations.

The Company has deferred tax liabilities amounting to \$38 CDN (August 31, 2024 - \$34 CDN) primarily related to the Company's investment in Aireon, recorded at fair value. The Company has deferred tax assets amounting to \$57 CDN (August 31, 2024 - \$59 CDN) for tax attributes consisting of net operating losses (NOLs), disallowed interest deductions and research and development expenses carried forward that have been allocated to the Company's subsidiary.

As at August 31, 2025, the net deferred tax asset of \$19 CDN has not been recognized in the statement of financial position based on management's assessment that it is not probable that the deferred tax asset will be utilized against future taxable income (August 31, 2024 - \$25 CDN). The pre-tax effected amount of net unrecognized tax attributes consisting of NOLs, disallowed interest deductions and research and development expenses carried forward is \$78 CDN (August 31, 2024 - \$99 CDN). The Company has gross NOLs of \$168 CDN (August 31, 2024 - \$155 CDN) and interest expense of \$67 (August 31, 2024 - \$56 CDN) that can be carried forward indefinitely.

**11. Investment in preferred interests of Aireon (continued)**

The table below shows the impact of the Company's investment in preferred interests of Aireon and the impact of the use of regulatory accounting on the Company's consolidated statements of financial position:

| <b>As at August 31</b>                                                   | <b>2025</b>   | <b>2024</b>   |
|--------------------------------------------------------------------------|---------------|---------------|
| Investment in preferred interests                                        | \$ 241        | \$ 203        |
| <b>Financial position impact before regulatory accounting</b>            | <b>241</b>    | <b>203</b>    |
| <b>Regulatory deferral account debit (credit) balances</b>               |               |               |
| Cumulative change in fair value of the investment in preferred interests | (76)          | (38)          |
|                                                                          | <b>(76)</b>   | <b>(38)</b>   |
| <b>Net financial position impact after regulatory accounting</b>         | <b>\$ 165</b> | <b>\$ 165</b> |

After regulatory accounting, the Company's investment in preferred interests of Aireon on the statement of financial position reflects the actual amounts paid by the Company (at the exchange rates prevailing on the dates of the transactions). The use of regulatory deferral accounts defers the accounting recognition of unrealized fair value and foreign exchange gains and losses related to the Company's investment in Aireon. As a result, there is no net impact on the Company's consolidated statements of operations for fiscal 2025 related to the Company's investment in Aireon. These amounts are not considered for rate setting purposes until realized in cash.

Aireon's fiscal year end is December 31. IAS 28 *Investments in Associates and Joint Ventures* limits the difference between the end of the reporting period of an associate or joint venture and that of the investor to no more than three months and requires adjustment to the results for any significant transactions that occur during the intervening period. The Company has chosen a two-month lag period and therefore the August 31, 2025 and August 31, 2024 information presented below is based on Aireon's financial position and financial performance as at June 30, 2025 and June 30, 2024, respectively. All amounts are translated from U.S. dollars.

No significant transactions occurred during the intervening periods that were necessary to adjust for in Aireon's financial information presented for fiscal 2025.

**NAV CANADA**
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**11. Investment in preferred interests of Aireon (continued)**

| <b>As at August 31</b>            | <b>2025</b>       | <b>2024</b>       |
|-----------------------------------|-------------------|-------------------|
| <b>Current assets</b>             |                   |                   |
| Cash and cash equivalents         | \$ 22             | \$ 38             |
| Other current assets              | 41                | 37                |
| <b>Non-current assets</b>         |                   |                   |
| Property, plant and equipment     | 332               | 357               |
| Restricted cash                   | 19                | 17                |
| Other non-current assets          | 43                | 47                |
|                                   | <u>\$ 457</u>     | <u>\$ 496</u>     |
| <b>Current liabilities</b>        |                   |                   |
| Trade and other payables          | \$ (45)           | \$ (36)           |
| Other financial liabilities       | (16)              | (9)               |
| Deferred revenue                  | (1)               | (1)               |
| <b>Non-current liabilities</b>    |                   |                   |
| Financial liabilities             | (1,291)           | (1,249)           |
|                                   | <u>\$ (1,353)</u> | <u>\$ (1,295)</u> |
| <b>Net assets</b>                 | <u>\$ (896)</u>   | <u>\$ (799)</u>   |
| <b>Years ended August 31</b>      | <b>2025</b>       | <b>2024</b>       |
| Revenue                           | \$ 178            | \$ 164            |
| Operating expense                 | \$ 125            | \$ 103            |
| Interest expense                  | \$ 106            | \$ 101            |
| Depreciation                      | \$ 40             | \$ 51             |
| Net loss                          | \$ (95)           | \$ (89)           |
| Other comprehensive income (loss) | 6                 | (24)              |
| <b>Total comprehensive loss</b>   | <u>\$ (89)</u>    | <u>\$ (113)</u>   |

## 12. Long-term debt

As NAV CANADA is a non-share capital corporation, the Company's initial acquisition of the ANS and its ongoing requirements are financed with debt. Until February 21, 2006, all indebtedness was incurred and secured under a Master Trust Indenture (MTI) that provided the Company with a maximum borrowing capacity, which declines each year. On February 21, 2006, the Company entered into a new indenture (the General Obligation Indenture (GOI)) that established an unsecured borrowing program that qualifies as subordinated debt under the MTI. The borrowing capacity under the GOI does not decline each year. In addition, there is no limit on the issuance of notes under the GOI so long as the Company is able to meet an additional indebtedness test.

### (a) Security

The MTI established a borrowing platform secured by an assignment of revenue and the debt service reserve fund. As at August 31, 2025, the Company has a debt service reserve of \$84 (August 31, 2024 - \$81). At the end of each fiscal year, the amount in the debt service reserve fund must be equal to or greater than the annual projected debt service requirement (principal amortization, interest and fees) on outstanding MTI obligations determined in the manner required by the MTI. Any additional contributions required to be made to the debt service reserve fund must, at a minimum, be made in equal instalments over the following four fiscal quarters. Funds deposited into the debt service reserve fund are held by a trustee in high-quality short-term money market instruments and are released only to pay principal, interest and fees owing in respect of outstanding borrowings under the MTI except that, provided no event of default has occurred and is continuing, surplus funds may be released from time to time at the request of the Company.

Pursuant to the MTI, the Company is required to maintain an operations and maintenance reserve. The operations and maintenance reserve may be used to pay operating and maintenance expenses, if required. If at any fiscal year end the amount in the operations and maintenance reserve is less than 25% of the Company's operating and maintenance expense for the year, as defined in the MTI (before other regulatory deferral account adjustments, depreciation, amortization, finance costs, OCI and extraordinary expenses), the Company must, at a minimum, increase the balance in the reserve to the required level over the following four fiscal quarters through additional contributions or an allocation of its committed credit facility.

The Company established revenue accounts under the dominion and control of the Company but subject to the lien and the terms of MTI. The balance of the revenue accounts include cash, qualified investments, and the undrawn availability under committed credit facilities to the extent allocated exclusively to the MTI.

The GOI is unsecured but provides a set of positive and negative covenants similar to those of the MTI. In addition, under the terms of the GOI, no further indebtedness may be incurred under the MTI; furthermore, the amount of the Company's \$850 syndicated bank credit facility (note 14(c)) that is secured under the MTI is limited to the declining amount of outstanding bonds issued under the MTI. As at August 31, 2025, this amount is \$239. The remaining \$611 of the \$850 credit facility ranks *pari passu* to the borrowings under the GOI and will increase by \$16 on March 1 of each year to offset the decline in the amount secured under the MTI.

As bonds mature or are redeemed under the MTI, they may be replaced with notes issued under the GOI. Borrowings under the GOI are unsecured and repayment is subordinated and postponed to prior payment of MTI obligations unless the Company can meet an additional indebtedness test.

Pursuant to the GOI, the Company is required to maintain certain liquidity levels similar to the reserve fund requirements of the MTI. Specifically, the Company must maintain a minimum liquidity level equal to 12 months net interest expense on all debt plus 25% of the annual operating and maintenance expenses of the previous fiscal year. Liquidity is defined to include all cash and qualified investments, amounts held in the operations and maintenance reserve and debt service reserve funds and any undrawn amounts available under a committed credit facility. In addition, the Company must maintain cash liquidity equal to 12 months net interest expense on all debt. Cash liquidity includes cash and qualified investments held in the reserve funds maintained under the MTI.

**12. Long-term debt (continued)****(b) Debt**

The Company's outstanding debt was comprised of the following:

|                                                                                    | August 31<br>2025 | August 31<br>2024 |
|------------------------------------------------------------------------------------|-------------------|-------------------|
| <b>Bonds and notes payable <sup>(1)</sup></b>                                      |                   |                   |
| <b>Issued under the MTI:</b>                                                       |                   |                   |
| 7.40% revenue bonds,<br>series 96-3, maturing June 1, 2027                         | \$ 207            | \$ 207            |
| 7.56% amortizing revenue bonds,<br>series 97-2, maturing March 1, 2027             | 32                | 48                |
|                                                                                    | <u>239</u>        | <u>255</u>        |
| <b>Issued under the GOI:</b>                                                       |                   |                   |
| 0.937% general obligation notes,<br>series 2021-1, maturing February 9, 2026       | 285               | 285               |
| 2.924% general obligation notes,<br>series 2020-1, maturing September 29, 2051     | 550               | 550               |
| 2.063% general obligation notes,<br>series 2020-2, maturing May 29, 2030           | 300               | 300               |
| 3.209% general obligation notes,<br>series MTN 2019-1, maturing September 29, 2050 | 250               | 250               |
| 3.293% general obligation notes,<br>series MTN 2018-1, maturing March 30, 2048     | 275               | 275               |
| 3.534% general obligation notes,<br>series MTN 2016-1, maturing February 23, 2046  | 250               | 250               |
|                                                                                    | <u>1,910</u>      | <u>1,910</u>      |
| <b>Total bonds and notes payable</b>                                               | <b>2,149</b>      | <b>2,165</b>      |
| Adjusted for deferred financing costs and discounts                                | (9)               | (10)              |
| <b>Carrying value of total bonds and notes payable</b>                             | <b>2,140</b>      | <b>2,155</b>      |
| Less: current portion of long-term debt <sup>(2)</sup>                             | (301)             | (16)              |
| <b>Total long-term debt</b>                                                        | <b>\$ 1,839</b>   | <b>\$ 2,139</b>   |

(1) The bonds and notes payable are redeemable in whole or in part at the option of the Company at any time at the higher of par and the Canada yield price plus a redemption premium.

(2) The current portion of long-term debt relates to the \$285 Series 2021-1 General Obligation Notes, that matures on February 9, 2026 and the annual amortization payment of \$16 for the Series 97-2 amortizing revenue bonds.

The Series 97-2 bonds are amortizing bonds repayable in annual instalments of \$16 principal on March 1 of each year until maturity on March 1, 2027.

The Company is in compliance with all covenants of the MTI and GOI as at August 31, 2025.

For information about the Company's exposure to interest rate and liquidity risk, see note 14.

### 13. Employee benefits

The Company maintains defined benefit plans that provide pension and other post-employment benefits to employees. Long-term employee benefit plans provide accumulating sick leave benefits (vested and non-vesting), LTD benefits and long-term executive incentive plan benefits. Registered pension plan and LTD benefits are funded. The supplemental pension plan is unfunded though, partially secured through a letter of credit facility. Other post-employment benefits and other long-term employee benefits are not funded. The Company has recorded net defined pension and other post-employment benefits expenses as follows:

| Years ended August 31                                                   | Pension benefit plans |                | Other benefit plans |               |
|-------------------------------------------------------------------------|-----------------------|----------------|---------------------|---------------|
|                                                                         | 2025                  | 2024           | 2025                | 2024          |
| <b>Statement of operations</b>                                          |                       |                |                     |               |
| Current service costs                                                   | \$ 135                | \$ 116         | \$ 6                | \$ 4          |
| Interest cost                                                           | 357                   | 350            | 8                   | 9             |
| Interest income on plan assets                                          | (334)                 | (325)          | -                   | -             |
| <b>Total expense</b>                                                    | <b>\$ 158</b>         | <b>\$ 141</b>  | <b>\$ 14</b>        | <b>\$ 13</b>  |
| <b>Statement of other comprehensive income (loss)</b>                   |                       |                |                     |               |
| Re-measurements:                                                        |                       |                |                     |               |
| Return on plan assets, excluding interest income                        | \$ (262)              | \$ (414)       | \$ -                | \$ -          |
| Actuarial loss (gain)                                                   | (209)                 | 342            | (2)                 | (2)           |
| <b>Total net income recognized in other comprehensive income (loss)</b> | <b>\$ (471)</b>       | <b>\$ (72)</b> | <b>\$ (2)</b>       | <b>\$ (2)</b> |

Net interest costs relating to employee benefits of \$33 for fiscal 2025 (fiscal 2024 - \$36) are comprised of interest costs and interest income on plan assets as noted above for pension benefit plans and other benefit plans, including an additional \$2 (fiscal 2024 - \$2) of interest costs related to long-term sick leave benefits.

The balances of employee benefits recorded on the consolidated statements of financial position are as follows:

| As at August 31                                                 | 2025            | 2024            |
|-----------------------------------------------------------------|-----------------|-----------------|
| Present value of funded defined benefit obligations             | \$ (7,289)      | \$ (7,259)      |
| Fair value of plan assets                                       | 7,333           | 6,912           |
| <b>Asset (liability) for funded defined benefit obligations</b> | <b>\$ 44</b>    | <b>\$ (347)</b> |
| Asset for funded defined benefit obligations                    | \$ 44           | \$ -            |
| Recognized asset for long-term disability benefits              | -               | 1               |
| <b>Total long-term employee benefit assets</b>                  | <b>\$ 44</b>    | <b>\$ 1</b>     |
| Liability for funded defined benefit obligations                | \$ -            | \$ (347)        |
| Liability for unfunded pension defined benefit obligations      | (162)           | (172)           |
| Liability for unfunded other defined benefit obligations        | (187)           | (182)           |
| <b>Recognized liability for defined benefit plans</b>           | <b>(349)</b>    | <b>(701)</b>    |
| Long-term employee benefit liabilities                          | (58)            | (48)            |
| <b>Total long-term employee benefit liabilities</b>             | <b>\$ (407)</b> | <b>\$ (749)</b> |

### **13. Employee benefits (continued)**

The most recent actuarial funding valuations was carried out as at January 1, 2025.

The Company has determined that no increase in the defined benefit liability is necessary as at August 31, 2025 and August 31, 2024 in respect of the minimum funding requirements for the registered pension plan. The present value of reductions in future contributions is greater than the balance of the total fair value of the plan assets plus any minimum funding requirement in respect of past service less the total present value of obligations. This determination was made in accordance with:

- the terms and conditions of the funded defined benefit pension plan,
- statutory requirements (such as minimum funding requirements, the ability to take contribution holidays, and the ability to use letters of credit to secure solvency special payments revealed by funding actuarial valuations), and
- the assumptions and methodology adopted to calculate the economic benefit available.

#### **(a) Characteristics of defined benefit plans**

The Company has established and maintains defined benefit pension plans for its employees.

- (i) The NAV CANADA Pension Plan (the Plan) was established on November 1, 1996 to provide pension benefits to the employees of the Company. The Plan was established pursuant to an agreement with the Federal Government to provide continuity of pension and other benefits to the employees who transferred to the Company from the public service. The Plan covers substantially all employees of the Company. The Plan is registered under the federal Pension Benefits Standards Act, 1985 (PBSA) and consists of three parts, all being defined benefit designs:
  - Part A is a contributory component that provides benefits under the original plan, with employee contribution rates varying by position at predetermined rates;
  - Part B is a non-contributory component that provides benefits in respect of all service for (a) all new management hires on a mandatory basis after January 1, 2009 and (b) effective in 2014, to new hires represented by unions. In addition, effective April 1, 2022, all future pensionable service for management and executive employees is recognized under Part B; and
  - Part C is a non-contributory component that provides benefits to those formerly participating in the NAV CANADA Executive Pension Plan. Effective January 1, 2021, the Executive Pension Plan was merged into the Plan.

Under the Plan, the Company is required to contribute the balance of the funding necessary to ensure that benefits will be fully provided. The determination of the value of these benefits is made on the basis of an annual actuarial valuation for funding purposes performed as at January 1.

All parts of the Plan provide a benefit based on pensionable service and the average of the best six years' pensionable earnings (five years for members represented by CATCA/Unifor and Part C) prior to retirement or termination. Pensionable benefits are reduced at age 65 due to Canada Pension Plan (CPP)/ and Quebec Pension Plan (QPP) integration. All three parts of the Plan have different calculation formulas that include benefit entitlement, CPP/QPP integration and early retirement reductions.

**13. Employee benefits (continued)****(a) Characteristics of defined benefit plans (continued)**

Pensions are fully indexed during retirement to increases in the Consumer Price Index for Part A members and on an ad-hoc basis for Part B and Part C members.

The investment objective of the Plan is to provide for the security of the promised benefits under the Plan at a reasonable cost. In order to achieve this objective, the Plan has adopted a Liability-Driven Investment (LDI) strategy. The strategy aims to reduce and manage the interest rate and inflation risk mismatch between the Plan's assets and liabilities and to balance the risk/reward trade-offs in the selection of a long-term asset mix.

In addition, the Company maintains a Supplemental Retirement Plan (the Supplemental Plan) to provide for benefits that exceed the maximum amount allowable under the ITA for the registered pension plan.

The Company's net obligation is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value.

- (ii) The Company also provides other post-employment benefits for its employees including certain health care, life insurance and retiring allowance benefits to eligible retirees and their eligible dependents. Other post-employment benefits are not funded.

Benefit payments for the registered pension plan are made from trustee administered funds, and benefit payments for the Supplemental Plan and other post-employment benefit plans are met by the Company as the benefit payment obligations come due. The Company is the administrator and sponsoring employer for the funded registered pension plan, and the Plan's assets are held in trust and are governed by PBSA regulations. The Pension Committee, a committee of the Board, oversees the investment management of the plan's assets and administration of the Company's registered pension plan and the Supplemental Plan.

**(b) Pension plan funding requirements**

Actuarial valuations for pension funding purposes are performed annually as at January 1 and are required to be filed with the Office of the Superintendent of Financial Institutions (OSFI) by June of the same year. The January 1, 2025 funding valuation was filed with OSFI in June 2025.

Once the valuations are filed, going concern pension contributions are based on the January 1 actuarial valuations, with a retroactive adjustment to the beginning of the calendar year. The regulations governing the funding of federally regulated pension plans require actuarial valuations to be performed on both a going concern and a solvency basis. The actuarial valuations performed as at January 1, 2025 reported a going concern surplus of \$1,436 (January 1, 2024 - \$1,325) and a statutory solvency excess of \$100 (January 1, 2024 - deficiency of \$98). As permitted by regulations, the Company has elected to reduce the outstanding letters of credit by the statutory solvency excess, thereby reducing such excess to \$nil.

**13. Employee benefits (continued)****(b) Pension plan funding requirements (continued)**

The Company's contributions to its defined benefits plans included in the statements of cash flows were as follows:

| Years ended August 31                | 2025         | 2024         |
|--------------------------------------|--------------|--------------|
| Funded pension plan                  |              |              |
| Going concern current service costs  | \$ 83        | \$ 85        |
| Unfunded pension plan                | 5            | 4            |
| Unfunded other defined benefit plans | 7            | 7            |
| Less: capitalized amounts            | (5)          | (3)          |
|                                      | <u>\$ 90</u> | <u>\$ 93</u> |

On a preliminary basis, fiscal 2026 going concern pension contributions for the registered pension plan are estimated to be \$84 with no requirement for cash special payments expected.

The funding period for solvency deficiencies is five years and past deficits are consolidated on a permanent basis for establishing solvency special payments, resulting in a fresh start every year. Funding of solvency deficits is based on an average of solvency ratios over the three most recent consecutive years (statutory solvency deficiency).

The Company has the option of meeting its pension solvency funding requirements with letters of credit or cash contributions, with the maximum letters of credit based on 15% of solvency liabilities. As at August 31, 2025, the Company has put in place letters of credit totaling \$670 to meet its cumulative pension solvency funding requirements. At January 1, 2025, outstanding letters of credit of \$795 represented 10.6% of solvency liabilities (January 1, 2024 - \$775 and 10.3%).

The amount of required Company contributions and additional letters of credit in future years will be dependent on the investment experience of plan assets, the discount rates and other assumptions that will be used in future actuarial valuations to determine plan liabilities, as well as any changes in pension plan design or funding requirements that may be enacted.

**13. Employee benefits (continued)****(c) Movements in defined pension benefit plans and other post-employment employee benefit plans**

The movement in the defined benefit pension plans and other post-employment employee benefit plans was as follows:

|                                                                              | Pension benefit plans |                 | Other benefit plans |                 |
|------------------------------------------------------------------------------|-----------------------|-----------------|---------------------|-----------------|
|                                                                              | 2025                  | 2024            | 2025                | 2024            |
| <b>Change in benefit obligations</b>                                         |                       |                 |                     |                 |
| Defined benefit obligations at                                               |                       |                 |                     |                 |
| August 31, prior year                                                        | \$ 7,431              | \$ 6,870        | \$ 182              | \$ 178          |
| Benefits paid                                                                | (290)                 | (273)           | (7)                 | (7)             |
| Plan participants' contributions                                             | 27                    | 26              | -                   | -               |
| Current service cost                                                         | 135                   | 116             | 6                   | 4               |
| Interest cost                                                                | 357                   | 350             | 8                   | 9               |
| Actuarial loss (gain) from change in financial assumptions                   | (210)                 | 348             | (3)                 | 10              |
| Actuarial loss (gain) arising from experience adjustments                    | 1                     | (6)             | 1                   | (12)            |
| <b>Defined benefit obligations at August 31</b>                              | <b>\$ 7,451</b>       | <b>\$ 7,431</b> | <b>\$ 187</b>       | <b>\$ 182</b>   |
| <b>Change in plan assets</b>                                                 |                       |                 |                     |                 |
| Fair value of plan assets at                                                 |                       |                 |                     |                 |
| August 31, prior year                                                        | \$ 6,912              | \$ 6,334        | \$ -                | \$ -            |
| Return on plan assets, excluding interest income                             | 262                   | 414             | -                   | -               |
| Interest income                                                              | 334                   | 325             | -                   | -               |
| Employer contributions                                                       | 87                    | 86              | 7                   | 7               |
| Plan participants' contributions                                             | 28                    | 26              | -                   | -               |
| Benefits paid                                                                | (290)                 | (273)           | (7)                 | (7)             |
| <b>Fair value of plan assets at August 31</b>                                | <b>\$ 7,333</b>       | <b>\$ 6,912</b> | <b>\$ -</b>         | <b>\$ -</b>     |
| <b>Net defined benefit liability</b>                                         | <b>\$ (118)</b>       | <b>\$ (519)</b> | <b>\$ (187)</b>     | <b>\$ (182)</b> |
| <b>Liability for unfunded defined benefit obligations at August 31</b>       | <b>\$ (162)</b>       | <b>(172)</b>    | <b>(187)</b>        | <b>(182)</b>    |
| <b>Asset (liability) for funded defined benefit obligations at August 31</b> | <b>\$ 44</b>          | <b>(347)</b>    | <b>\$ -</b>         | <b>\$ -</b>     |

**13. Employee benefits (continued)****(d) Fair value measurement of pension plan assets**

The composition of the plan assets by major category of the Company's funded pension plan is as follows:

|                             | August 31, 2025                         |                                            | August 31, 2024                         |                                            |
|-----------------------------|-----------------------------------------|--------------------------------------------|-----------------------------------------|--------------------------------------------|
|                             | Quoted market price in an active market | No quoted market price in an active market | Quoted market price in an active market | No quoted market price in an active market |
| Equities                    | 24%                                     | 13%                                        | 21%                                     | 16%                                        |
| Fixed income <sup>(1)</sup> | 0%                                      | 26%                                        | 0%                                      | 27%                                        |
| Real assets                 | 0%                                      | 19%                                        | 0%                                      | 18%                                        |
| Absolute return strategies  | 0%                                      | 7%                                         | 0%                                      | 8%                                         |
| Private debt                | 0%                                      | 8%                                         | 0%                                      | 8%                                         |
| Cash                        | 3%                                      | 0%                                         | 2%                                      | 0%                                         |
|                             | <u>27%</u>                              | <u>73%</u>                                 | <u>23%</u>                              | <u>77%</u>                                 |

<sup>(1)</sup> The LDI strategy (discussed in (g) below) is comprised of a leveraged portfolio of Canadian nominal and real return bonds. Leverage is achieved through the use of bond forward contracts and total return swaps. As at August 31, 2025, the strategy represented 26% of net plan assets (fiscal 2024 - 27%) with leverage providing an additional 22% exposure (fiscal 2024 - 19%).

**(e) Actuarial assumptions**

Principal actuarial assumptions (expressed as weighted averages) are as follows:

| As at August 31                            | Funded plan |       | Unfunded plans |       |
|--------------------------------------------|-------------|-------|----------------|-------|
|                                            | 2025        | 2024  | 2025           | 2024  |
| Discount rate, defined benefit obligations | 5.10%       | 4.90% | 5.06%          | 4.86% |
| Discount rate, defined benefit expense     | 4.90%       | 5.20% | 4.86%          | 5.20% |

The inflation assumptions remained consistent at 3.00% in fiscal 2025 and are expected to stabilize at 2.00% in the long-term. The average long-term rate of salary increases is assumed to be 2.75% (fiscal 2024 - 2.75%). Short-term salary increases reflect actual or assumed wage settlements, and have been updated for new and expected collective bargaining agreements. Additional increases for merit and promotion are also assumed. An increase of 4.50% - 4.70% in drug and other health benefit costs were assumed for fiscal 2025 and all years thereafter (fiscal 2024 - 4.5% - 4.80%).

**13. Employee benefits (continued)****(e) Actuarial assumptions (continued)**

Assumptions regarding future mortality are based on published statistics and mortality tables. Longevities (in years) underlying the values of the liabilities in the defined benefit plans are as follows:

| As at August 31                                       | 2025        | 2024 |
|-------------------------------------------------------|-------------|------|
| <b>Longevity at age 65 for current pensioners</b>     |             |      |
| Males                                                 | <b>23.3</b> | 23.2 |
| Females                                               | <b>25.1</b> | 25.0 |
| <b>Longevity at age 65 for current members age 45</b> |             |      |
| Males                                                 | <b>24.2</b> | 24.1 |
| Females                                               | <b>26.0</b> | 25.9 |

As at the annual measurement date of August 31, 2025, the weighted-average duration of the defined benefit obligation was 15 years (August 31, 2024 – 15 years).

**(f) Sensitivity analysis**

In the sensitivity analysis shown below, the defined benefit obligation is determined using the same method used to calculate the defined benefit obligation recognized in the statement of financial position. The assumptions used are the weighted average rates. The method used is consistent between all periods presented. The sensitivity is calculated by changing one assumption (or set of assumptions, in relation to the assumptions for salary, indexation and government benefit increases) while holding the others constant. The actual change in defined benefit obligation will likely be different from that shown in the table, since it is likely that more than one assumption considered independently will change, and that some assumptions are correlated.

|                                                  | Change in assumption<br>+ or - | Defined benefit obligation |                     | Benefit cost        |                     |
|--------------------------------------------------|--------------------------------|----------------------------|---------------------|---------------------|---------------------|
|                                                  |                                | Assumption increase        | Assumption decrease | Assumption increase | Assumption decrease |
| Discount rate                                    | 0.25%                          | \$ (268)                   | \$ 284              | \$ (22)             | \$ 22               |
| Salary, indexation, government benefit increases | 0.25%                          | \$ 264                     | \$ (251)            | \$ 20               | \$ (19)             |
| Health care trend rate                           | 1%                             | \$ 13                      | \$ (10)             | \$ 1                | \$ (1)              |
| Longevity (in years) for those currently aged 65 | 1 year                         | \$ 203                     | \$ (208)            | \$ 13               | \$ (13)             |

**13. Employee benefits (continued)****(g) Risks associated with the defined benefit plans**

The nature of these benefit obligations exposes the Company to a number of risks, the most significant of which is funding risk. Funding risk can be expressed as the probability of an unusually high level of required pension contributions or significant fluctuation in required pension contributions.

Adverse changes in the value of plan assets of the funded plan, long-term return and inflation expectations, interest rates and life expectancy could have a significant impact on pension funding requirements. The funded plan invests in assets that expose it to a range of investment risks. It has strategies, policies and processes in place to manage these risks. More specifically, funding risk is managed as follows:

- (i) interest rate and inflation risks are managed via implementation of a LDI strategy that focuses on reducing the interest rate and inflation risk mismatch between the plan assets and its pension benefit obligations; and
- (ii) market risk, credit risk and liquidity risk related to the plan assets are managed through diversification amongst different asset classes, securities, risk factors and geographies while adhering to established investment policies, guidelines and collateral requirements.

**14. Financial instruments and financial risk management***Summary of financial instruments*

Financial instruments recorded at fair value on the consolidated statements of financial position are classified using a fair value hierarchy that reflects the observability of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- |         |                                                                                                                                                                                      |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Level 1 | Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company can access at the measurement date.                                                |
| Level 2 | Inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities either directly (i.e. as prices) or indirectly (i.e. derived from prices). |
| Level 3 | Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).                                                                             |

The Company recognizes any transfers between levels of the fair value measurement hierarchy at the beginning of the fiscal year in which the change occurs. There have been no transfers between levels of the fair value hierarchy since August 31, 2024.

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value is an exit price, regardless of whether that price is directly observable or estimated using another valuation technique. The calculation of estimated fair value is based on market conditions at a specific point in time and therefore may not be reflective of future fair values.

**14. Financial instruments and financial risk management (continued)***Summary of financial instruments (continued)*

The following table presents the carrying amount of the Company's financial instruments, by classification category and includes the fair value hierarchy classification for each financial instrument. Excluding long-term debt, the carrying amount approximates the fair value of all the Company's financial instruments.

| As at August 31, 2025                            | Amortized Cost |       | FVTPL | Fair value hierarchy |
|--------------------------------------------------|----------------|-------|-------|----------------------|
| <b>Financial assets</b>                          |                |       |       |                      |
| Cash and cash equivalents                        | \$             | 742   | \$    | -                    |
| Accounts receivable and other                    |                | 134   |       | -                    |
| Current investments                              |                |       |       |                      |
| Debt service reserve fund                        |                | 84    |       | -                    |
| Other current assets                             |                |       |       |                      |
| Derivative assets <sup>(1)</sup>                 |                | -     | 3     | Level 2              |
| Investment in preferred interests <sup>(2)</sup> |                | -     | 241   | Level 3              |
| Long-term receivables <sup>(3)</sup>             |                | 4     | -     |                      |
| Other non-current assets                         |                |       |       |                      |
| Derivative assets                                |                | -     | 3     | Level 2              |
|                                                  | \$             | 964   | \$    | 247                  |
| <b>Financial liabilities</b>                     |                |       |       |                      |
| Trade and other payables                         |                |       |       |                      |
| Trade payables and accrued liabilities           | \$             | 345   | \$    | -                    |
| Other current liabilities                        |                |       |       |                      |
| Derivative liabilities <sup>(1)</sup>            |                | -     | 3     | Level 2              |
| Long-term debt (including current portion)       |                |       |       |                      |
| Bonds and notes payable <sup>(4)</sup>           |                | 2,140 | -     | Level 2              |
|                                                  | \$             | 2,485 | \$    | 3                    |
| As at August 31, 2024                            | Amortized Cost |       | FVTPL | Fair value hierarchy |
| <b>Financial assets</b>                          |                |       |       |                      |
| Cash and cash equivalents                        | \$             | 647   | \$    | -                    |
| Accounts receivable and other                    |                | 139   |       | -                    |
| Current investments                              |                |       |       |                      |
| Debt service reserve fund                        |                | 81    |       | -                    |
| Other current assets                             |                |       |       |                      |
| Derivative assets <sup>(1)</sup>                 |                | -     | 1     | Level 2              |
| Investment in preferred interests <sup>(2)</sup> |                | -     | 203   | Level 3              |
| Long-term receivables <sup>(3)</sup>             |                | 26    | -     |                      |
|                                                  | \$             | 893   | \$    | 204                  |
| <b>Financial liabilities</b>                     |                |       |       |                      |
| Trade and other payables                         |                |       |       |                      |
| Trade payables and accrued liabilities           | \$             | 266   | \$    | -                    |
| Long-term debt (including current portion)       |                |       |       |                      |
| Bonds and notes payable <sup>(4)</sup>           |                | 2,155 | -     | Level 2              |
|                                                  | \$             | 2,421 | \$    | -                    |

**14. Financial instruments and financial risk management (continued)***Summary of financial instruments (continued)*

- (1) Derivative assets and liabilities are recorded at fair value determined using prevailing foreign exchange market rates and interest rates at the reporting date.
- (2) This instrument is recorded at fair value based on the valuation technique described in note 11.
- (3) Long-term receivables include \$3 of deferred payments related to the September 1, 2020 customer service charge rates increase as described in note 14 (b) (fiscal 2024 - \$27), which are presented net of an estimated credit loss provision of \$nil (fiscal 2024 - \$3).
- (4) The fair value of the Company's bonds and notes payable is classified as Level 2 in the fair value hierarchy as it is determined using secondary market ask prices at the reporting date. As at August 31, 2025, the fair value was \$1,862 (August 31, 2024 - \$1,908) inclusive of accrued interest of \$21 (August 31, 2024 - \$22).

*Level 3 financial instruments*

The following table summarizes the changes in the fair value of the Company's investment in preferred interests of Aireon, which is classified as Level 3:

|                                           | 2025          | 2024          |
|-------------------------------------------|---------------|---------------|
| Fair value as at August 31, prior year    | \$ 203        | \$ 203        |
| Net change in fair value <sup>(1)</sup>   | 35            | -             |
| Effect of foreign exchange <sup>(2)</sup> | 3             | -             |
| <b>Fair value as at August 31</b>         | <b>\$ 241</b> | <b>\$ 203</b> |

- (1) Net change in fair value is based on discounted future cash flows, which include preferred and common dividends. See note 6.
- (2) Included in Other (within Other (income) and expenses) on the consolidated statements of operations.

*Derivative financial instruments*

From time to time, the Company holds forward dated interest rate swap agreements and bond and foreign exchange forward agreements to hedge risks from fluctuations in foreign exchange rates and interest rates. The time frame and manner in which the Company manages these risks varies for each item based upon the Company's assessment of the risk and available alternatives for mitigating the risk. Details of the derivative financial instruments for which the Company has applied hedge accounting are as follows:

- (1) The Company holds foreign exchange forward agreements with a notional value of \$86 CDN (€57 EUR) to hedge future payments related to the acquisition of systems and equipment over the four-year period ending August 31, 2030. The weighted average contract rate is 1.52. The net carrying amount of these contracts is an asset of \$6 as at August 31, 2025.

As at August 31, 2024, the Company held foreign exchange forward agreements to purchase a total of \$112 CDN (€75 EUR) with a weighted average rate of 1.50. The carrying amount of these contracts was \$nil as at August 31, 2024.

- (2) The Company holds foreign exchange forward agreements with a total notional value of \$128 CDN (\$93 U.S.) to hedge payments for operating expenditures in the year ending August 31, 2026 and capital expenditures over the two-year period ending August 31, 2027. The weighted average contract rate is 1.38. The asset carrying amount of these contracts is a liability of \$3 as at August 31, 2025.

As at August 31, 2024, the Company held foreign exchange forward agreements to purchase a total of \$104 CDN (\$78 U.S.) with a weighted average rate of 1.34. The carrying amount of these contracts was \$nil as at August 31, 2024.

**14. Financial instruments and financial risk management (continued)***Derivative financial instruments (continued)*

The Company's hedging relationships are subject to ineffectiveness should the timing of the forecasted transaction not occur as intended, when actual amounts significantly differ to the estimates, or as a result of changes in counterparty risk. For the years ended August 31, 2025 and 2024, the derivatives designated as cash flow hedges were considered to be fully effective and no ineffectiveness has been recognized in net income (loss).

For fiscal 2025, a gain of \$3 was recorded in OCI (fiscal 2024 - \$nil).

*Financial risk management*

The Company is exposed to several risks as a result of holding financial instruments. The following is a description of these risks and how they are managed.

**(a) Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, foreign exchange risk and other price risk. The objective of market risk management is to contain market risk exposures within acceptable parameters, as set out in the Company's treasury policy that is approved by the Board.

**(i) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The following table summarizes financial assets and liabilities exposed to interest risk:

| As at August 31                             | 2025          | 2024          |
|---------------------------------------------|---------------|---------------|
| <b>Floating rate financial assets</b>       |               |               |
| Cash                                        | \$ 742        | \$ 647        |
| <b>Total floating rate financial assets</b> | <b>\$ 742</b> | <b>\$ 647</b> |
| <b>Fixed rate financial assets</b>          |               |               |
| Debt service reserve fund investments       | 84            | 81            |
| <b>Total fixed rate financial assets</b>    | <b>\$ 84</b>  | <b>\$ 81</b>  |
| <b>Fixed rate financial liabilities</b>     |               |               |
| Bonds and notes payable <sup>(1)</sup>      | \$ 2,140      | \$ 2,155      |

<sup>(1)</sup> Bonds and notes payable includes both short-term and long-term portion.

Instruments included in the Company's cash and cash equivalents earn interest at prevailing and fluctuating market rates. If interest rates decline, earnings on these instruments would fall. A 100 basis point change in variable interest rates would result in an annual difference of approximately \$7 in the Company's earnings before rate stabilization adjustments (fiscal 2024 - \$6).

The Company does not account for any fixed rate financial assets or liabilities as FVTPL. Therefore, the impact of a change in interest rates at the reporting date on fixed rate assets or liabilities would not affect the Company's earnings.

**14. Financial instruments and financial risk management (continued)***Financial risk management (continued)***(a) Market risk (continued)****(i) Interest rate risk (continued)**

Interest rate risk related to the Company's fixed-interest long-term debt relates to the re-setting of interest rates upon maturity and refinancing of the debt. The Company mitigates this source of interest rate risk by spreading maturities of borrowings over periods currently up to and including 2051 so that only a portion of outstanding debt will mature in any given fiscal year. The Company has not entered into any derivative contracts to manage interest rate risk as at August 31, 2025.

**(ii) Foreign exchange risk**

The Company is exposed to foreign exchange risk on sales and purchases that are denominated in currencies other than in the functional currency of the Company. However, the Company invoices and receives the vast majority of its revenue in Canadian dollars and also incurs operating expenses and capital expenditures primarily in Canadian dollars. In some cases, the Company uses forward foreign exchange contracts to mitigate its risk on contractual agreements in foreign currencies. The majority of the Company's exposure to foreign exchange risk relates to the U.S. dollar. The Company does not have a significant exposure arising from other currencies.

The Company's exposure to foreign exchange risk related to the U.S. dollar is as follows:

|                                   | August 31, 2025 |               | August 31, 2024 |               |
|-----------------------------------|-----------------|---------------|-----------------|---------------|
|                                   | CDN             | U.S.          | CDN             | U.S.          |
| <b>Financial assets</b>           |                 |               |                 |               |
| <b>Current</b>                    |                 |               |                 |               |
| Cash and cash equivalents         | \$ 3            | \$ 3          | \$ 5            | \$ 3          |
| Accounts receivable and other     | -               | -             | 1               | -             |
| <b>Non-current</b>                |                 |               |                 |               |
| Investment in preferred interests | 241             | 175           | 203             | 150           |
| Long-term receivables             | 1               | 1             | 1               | 1             |
|                                   | <u>\$ 245</u>   | <u>\$ 179</u> | <u>\$ 210</u>   | <u>\$ 154</u> |
| <b>Financial liabilities</b>      |                 |               |                 |               |
| <b>Current</b>                    |                 |               |                 |               |
| Trade and other payables          | <u>\$ 23</u>    | <u>\$ 17</u>  | <u>\$ 9</u>     | <u>\$ 7</u>   |
| <b>Net exposure</b>               | <u>\$ 222</u>   | <u>\$ 162</u> | <u>\$ 201</u>   | <u>\$ 147</u> |

The Company designates certain of its forward contracts as cash flow hedging instruments to hedge the Company's exposure to the impact of exchange rate fluctuations. As at August 31, 2025, the Company has forward foreign exchange contracts designated as cash flow hedging instruments with a fair value of \$3. Refer to the *Derivative financial instruments* section for further details. These instruments are not included in the table above.

The foreign exchange rate sensitivity is the net amount of foreign exchange rate exposure of the items at the reporting date, less foreign currency hedges. As at August 31, 2025, if the Canadian dollar strengthened or weakened by 10% against the U.S. dollar, all other variables remaining constant, net income (loss) before net movement in regulatory deferral accounts would have been impacted by \$20 (fiscal 2024 - \$20).

**14. Financial instruments and financial risk management (continued)***Financial risk management (continued)***(a) Market risk (continued)****(iii) Other price risk**

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. In order to mitigate the risk of losses arising from investment activities, the Company only invests in highly-rated and short-term instruments, excluding Aireon.

The fair value of the Company's investment in preferred interests of Aireon was determined using a discounted cash flow model (see note 11). The estimated fair value of the investment may change in subsequent periods. Any such changes could be material and would be reflected in the statement of operations as they occur. A sensitivity analysis with respect to changes in the unobservable inputs to the valuations is discussed in note 11.

**(b) Credit risk**

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The maximum credit risk to which the Company is exposed as at August 31 represents the carrying amount of cash, accounts receivable, reserve funds and forward contracts to purchase or sell foreign currencies.

The cash is held in operating bank accounts or high-interest savings accounts with Canadian chartered banks. The current investments and cash equivalents, when applicable, are invested in accordance with the Company's restrictive investment policy to manage credit risk. The Company invests only in short-term obligations. The Company limits investments to obligations of the federal government, certain provincial governments, entities guaranteed by a federal or provincial government or other obligations of entities. The cash, cash equivalents and investments are held or issued by entities rated by at least two Nationally Recognized Statistical Rating Organizations with short-term ratings of high or highest quality. The Company does not invest in instruments with exposure to underlying synthetic assets and its portfolio is diversified, with dollar and percentage investment limits per counterparty. None of the Company's holdings in cash and cash equivalents or investments are past due and all have short-term ratings in the high or highest quality category. Based on default rates and loss ratios for investment-grade bonds with similar maturities, any loss allowance is not significant and therefore none has been recognized.

Historically, accounts receivable are primarily short-term receivables from customers that arise in the normal course of business. The Company provides air navigation services to various aircraft operators, including Canadian and foreign commercial air carriers as well as small general aviation aircraft. Credit limits and compliance with payment terms are monitored by the Company to manage its exposure to credit loss. The Company has established a maximum credit limit of \$4 for its largest air navigation services customers (with the exclusion for deferred payments), and it has other credit control measures that reduce its credit exposure. The Company's general payment terms provide for payment periods of thirty days for air navigation services and payment periods of up to forty-five days for some other types of services. Shorter payment terms are imposed where customer circumstances warrant. The Company's credit policies also require payments in advance or satisfactory security to be posted under certain circumstances for amounts receivable, including amounts that have been deferred for later collection.

**14. Financial instruments and financial risk management (continued)***Financial risk management (continued)***(b) Credit risk (continued)**

The Company revised its customer service charge rates effective September 1, 2020, increasing customer service charge rates by an average of 29.5% on base rate levels. The customer service charge rates increase included provisions to ease the cash flow burden of the increase on customers through payment deferral mechanisms. For the Company's fiscal 2021, the portion of monthly invoices related to the customer service charge rates increase could be deferred and would become payable by customers in equal installments over the next five fiscal years, beginning in fiscal 2022. One-fifth of the deferred portion was payable by customers during fiscal 2025. The outstanding deferred customer service charges is \$25 as at August 31, 2025 (August 31, 2024 - \$50). These longer term payment provisions increase the Company's exposure to credit risk as payments required in advance and security deposits under the Company's credit policies may not be sufficient to cover potential losses.

The Company establishes an allowance for expected credit losses that represents its estimate of lifetime expected credit losses to be incurred in respect of accounts receivable. Based on the Company's current estimates and assumptions, including but not limited to current and forecasted economic and credit conditions as well as recent trends for customer collections, the allowance for expected credit losses is \$2 as at August 31, 2025 (August 31, 2024 - \$5). There were no significant balances past due.

**(c) Liquidity risk**

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to evaluate current and expected liquidity requirements under both normal and stressed conditions to ensure that it maintains sufficient reserves of cash and cash equivalents or an available undrawn committed credit facility to meet its liquidity requirements in the short and longer term. Under the Company's MTI and GOI, the Company is required to maintain certain reserve funds and liquidity levels, as described in note 12.

The Company has a revolving credit facility with a syndicate of Canadian financial institutions, and separate letter of credit facilities for pension obligations. The credit facilities have been utilized as follows:

| As at August 31                                                                                  | 2025          |
|--------------------------------------------------------------------------------------------------|---------------|
| <b>Credit facilities for general purposes:</b>                                                   |               |
| Credit facility with a syndicate of Canadian financial institutions - undrawn <sup>(1) (2)</sup> | \$ 850        |
| Less: Operations and maintenance reserve allocation <sup>(3)</sup>                               | (390)         |
| <b>Available for unrestricted use</b>                                                            | <b>\$ 460</b> |
| <b>Credit facilities for pension obligations:</b>                                                |               |
| Letter of credit facilities for pension obligations <sup>(4)</sup>                               | \$ 860        |
| Less: Outstanding letters of credit for pension obligations <sup>(4)</sup>                       | (714)         |
| <b>Undrawn committed letter of credit facilities</b>                                             | <b>\$ 146</b> |

<sup>(1)</sup> The Company's credit facility with a syndicate of Canadian financial institutions of \$850 is comprised of two equal tranches maturing on March 27, 2028 and March 26, 2030, respectively. The credit facility agreement provides for loans at varying rates of interest based on certain benchmark interest rates, specifically the Canadian prime rate and the Canadian Overnight Repo Rate Average (CORRA) rate, and on the Company's credit rating at the time of drawdown. The Company is required to pay commitment fees, which are dependent on the Company's credit rating.

<sup>(2)</sup> An allocation of \$25 with a Canadian financial institution has been made under the \$850 committed credit facility. As at August 31, 2025, \$nil was drawn from an uncommitted revolving credit facility.

**14. Financial instruments and financial risk management (continued)***Financial risk management (continued)***(c) Liquidity risk (continued)**

- (3) The Company is required to maintain a reserve of at least 25% of its prior year's annual operating and maintenance expenses, as defined in the MTI. As at August 31, 2025, the Company met this requirement with an allocation of \$390 in undrawn availability under its committed credit facility.
- (4) The letter of credit facilities for pension obligations are comprised of four facilities with Canadian financial institutions totalling \$860, whereby \$450 will mature on December 31, 2025 and \$410 will mature on December 31, 2026, unless extended.

During fiscal 2025, the Company filed the actuarial valuation for the registered pension plan dated January 1, 2025 with OSFI. As permitted by regulations, the filed valuation reflects the Company's election to reduce the outstanding letters of credit by the \$100 statutory solvency excess. The total reduction of \$131 in the outstanding letters of credit in June 2025 also included the reversal of \$6 in letter of credit increments since the beginning of the calendar year that were not required based on the latest valuation and \$25, as the cash contributions made to the registered pension plan to date in calendar 2025 exceeded the minimum required contributions of the January 1, 2025 valuation. As at August 31, 2025, \$670 was drawn for solvency funding (August 31, 2024 - \$795) for the registered pension plan and \$44 for supplemental retirement arrangements (August 31, 2024 - \$42).

**15. Commitments**

The following table presents a maturity analysis of the Company's undiscounted contractual cash flows for its financial liabilities, capital commitments, lease liabilities and other commitments as at August 31, 2025:

|                                                                | Remaining payments – for years ending August 31 |               |               |              |              |               |                 |
|----------------------------------------------------------------|-------------------------------------------------|---------------|---------------|--------------|--------------|---------------|-----------------|
|                                                                | Total                                           | 2026          | 2027          | 2028         | 2029         | 2030          | Thereafter      |
| Trade payables and accrued liabilities                         | \$ 329                                          | \$ 329        | \$ -          | \$ -         | \$ -         | \$ -          | \$ -            |
| Derivative liabilities                                         | 3                                               | 3             | -             | -            | -            | -             | -               |
| Long-term debt (including current portion) <sup>(1), (2)</sup> | 2,149                                           | 301           | 223           | -            | -            | 300           | 1,325           |
| Interest payments <sup>(2)</sup>                               | 1,086                                           | 67            | 65            | 48           | 48           | 48            | 810             |
| Capital commitments <sup>(3)</sup>                             | 238                                             | 169           | 43            | 12           | 9            | 5             | -               |
| Lease liability                                                | 53                                              | 3             | 3             | 3            | 3            | 3             | 38              |
| Related party loan <sup>(4)</sup>                              | 15                                              | 15            | -             | -            | -            | -             | -               |
|                                                                | <u>\$ 3,873</u>                                 | <u>\$ 887</u> | <u>\$ 334</u> | <u>\$ 63</u> | <u>\$ 60</u> | <u>\$ 356</u> | <u>\$ 2,173</u> |

- (1) Payments represent principal of \$2,149. The Company may choose to repay a portion of these maturities with available cash and/or may increase the size of a re-financing to generate additional liquidity or for other purposes, and/or may choose to redeem in whole or in part an issue in advance of its scheduled maturity.
- (2) Further details on interest rates and maturity dates on long-term debt are provided in note 12.
- (3) The Company has commitments for the acquisition of property, plant and equipment and intangible assets amounting to \$238 as at August 31, 2025 (August 31, 2024 - \$253).
- (4) The Company has an agreement with Aireon to provide a subordinated loan up to a total of \$15 CDN (\$11 U.S.) through the earlier of October 10, 2028 or the date on which Aireon's senior credit facility is paid in full and terminated or refinanced.

**15. Commitments (continued)**

In addition to the above commitments, as at August 31, 2025, there are outstanding letters of credit in the amount of \$714 (note 14 (c)), which are comprised of amounts drawn for pension solvency funding purposes (note 13).

**16. Contingencies****(a) Legal contingencies**

The Company is party to legal proceedings in the ordinary course of its business. Management does not expect the outcome of any of these proceedings to have a material adverse effect on the consolidated financial position or results of operations of the Company.

**(b) Indemnification commitments**

The Company has not provided any material guarantees other than indemnification commitments typically provided in the ordinary course of business as described below. These indemnification commitments require the Company to compensate the counterparties for costs and losses incurred as a result of various events and are similar to the type of indemnifications required by the Company from suppliers of services and products, or by other companies in the aviation industry.

The Company has provided the following significant indemnification commitments:

Provision of service and system sales

- (i) The Company has entered into two agreements for the sale and maintenance of technology that would indemnify the counterparties up to a maximum of \$1,000 for each occurrence and in the aggregate for losses sustained as a result of the negligence of the Company. The Company's ANS liability insurance provides coverage, subject to the terms and conditions of the policy, for these indemnification commitments. These indemnities survive termination of the agreements.
- (ii) The Company entered into a sales agreement for the supply of an air traffic services data management system and provision of related services, which includes an indemnity to the counterparty for the cumulative liability of the Company in relation to any claim in any manner howsoever arising out of or in connection with the agreement, up to a maximum. The Company's liability insurance provides coverage, subject to the terms and conditions of the policy, for this indemnification commitment. This indemnity survives termination of the agreement.

Other agreements

In the ordinary course of business, the Company provides indemnification commitments to counterparties in transactions such as service arrangements, provision of maintenance services, system sales, sales of assets, licensing agreements, leasing and site usage transactions, contribution agreements, and director and officer indemnification commitments. These indemnification commitments require the Company to compensate the counterparties for costs and losses as a result of various events such as results of litigation claims, environmental contamination or statutory sanctions that may be suffered by a counterparty or third party as a consequence of the transaction or in limited cases, for liabilities arising from acts performed by or the negligence of the indemnified parties. The terms of these indemnification commitments vary based on the contract. Certain indemnification agreements extend for an unlimited period and generally do not provide for any limit on the maximum potential amount. The nature of these indemnification commitments does not permit a reasonable estimate of the aggregate potential amount that could be required to be paid. The Company has acquired liability insurance that provides coverage, subject to the terms and conditions of the insurance policy, for most of the indemnification commitments described in this paragraph.

Historically, the Company has not made any significant payments under any indemnification commitments and no material amount has been accrued in the financial statements with respect to these indemnification commitments.

**17. Transactions with the Government of Canada**

The Company has arrangements with a number of federal government departments and agencies for the provision of various services, such as enhanced security services, weather forecasting and observation, and facilities. These arrangements are based on commercially negotiated terms and conditions.

The Company also has an agreement with the Department of National Defence (DND) relating to the exchange of a variety of services with DND such as airspace controls, facilities, information and protocols and systems, for mutual benefit without significant cost or expense to either party.

The Company is contractually obligated to indemnify the Government of Canada for any loss suffered by or claimed against it which is covered by the Company's aviation operations liability insurance.

The Company has agreements with Transport Canada to receive funding under the NTCF for the financing of aviation network capacity and resilience improvements. Additions for assets under development for Property, plant and equipment and Intangible assets were reduced by \$24 and \$6, respectively, in fiscal 2025 (fiscal 2024 - \$10 and \$8, respectively) for amounts reimbursable under the agreements.

**18. Related party transactions**

The Company's related parties include its key management personnel, subsidiaries and associates and registered pension plan for its employees.

Balances and transactions between NAV CANADA and its subsidiaries have been eliminated on consolidation and are not disclosed in this note. Details of transactions between the Company and other related parties are disclosed below.

Compensation of key management personnel

Key management personnel of the Company include members of the Board and Executive Management Committee. Key management personnel compensation included in the Company's net income (loss) was comprised of the following:

| Years ended August 31                        | 2025         | 2024         |
|----------------------------------------------|--------------|--------------|
| Salaries, fees and other benefits            | \$ 6         | \$ 6         |
| Defined benefits, including pension benefits | 2            | 2            |
| Management incentive plan                    | 2            | 2            |
| Other long-term benefits                     | 2            | 2            |
|                                              | <u>\$ 12</u> | <u>\$ 12</u> |

Transactions with associates

As discussed in note 11, the Company has a participation in Aireon. The net change in fair value of the Company's investment in preferred interests of Aireon is based on discounted future cash flows, which include preferred dividends. In addition, the Company has a 12-year commitment with Aireon to purchase data services, which commenced in March 2019. During fiscal 2025, the Company incurred \$61 for the purchase of data services under this agreement (fiscal 2024 - \$59). The estimated total remaining commitment is \$368 CDN (\$266 U.S.).

Transactions with the registered pension plan

The Company's transactions with the Plan include contributions paid to the Plan and letters of credit for pension solvency funding purposes, which are disclosed in note 13, reimbursements from the Plan for certain costs in the amount of \$18 for fiscal 2025 (fiscal 2024 - \$18) and receivables from the Plan in the amount of \$3 for fiscal 2025 (fiscal 2024 - \$3).

## 19. Capital management

The Company is a non-share capital corporation and, as discussed in note 1, must not set customer service charges higher than what is required to meet its current and future financial requirements for the provision of civil air navigation services. The Company views capital as the sum of its issued long-term debt, retained earnings and accumulated other comprehensive income, regulatory deferral accounts and balances under certain employee benefit plans. This definition of capital is used by management and may not be comparable to measures presented by other companies. The Company's capital is as follows:

| As at August 31                             | 2025            | 2024            |
|---------------------------------------------|-----------------|-----------------|
| <b>Bonds and notes payable (note 12)</b>    | <b>\$ 2,140</b> | <b>\$ 2,155</b> |
| <b>Equity:</b>                              |                 |                 |
| Retained earnings                           | 28              | 28              |
| <b>Regulatory deferral accounts:</b>        |                 |                 |
| Debit balances (note 7)                     | (1,072)         | (1,139)         |
| Credit balances (note 7)                    | 939             | 444             |
| <b>Employee benefits (note 13):</b>         |                 |                 |
| LTD asset                                   | -               | (1)             |
| Asset for funded pension benefits           | (44)            | -               |
| Liability for funded pension benefits       | -               | 347             |
| Liability for accumulated vested sick leave | 22              | 19              |
| <b>Total capital</b>                        | <b>\$ 2,013</b> | <b>\$ 1,853</b> |

In addition to tracking its capital as defined above for purposes of managing capital adequacy, the Company also takes into consideration known contingent exposures and obligations such as rate setting decisions made by the Board.

The Company's main objectives when managing capital are:

- (i) to safeguard the Company's ability to continue as a going concern;
- (ii) to provide funds for the ongoing acquisition of systems and equipment necessary to implement and maintain a modern, cost-efficient ANS technology platform;
- (iii) to ensure the funding of reserve funds as well as working capital and liquidity requirements;
- (iv) to ensure the funding of regulatory requirements such as funding defined benefit pension plan contributions;
- (v) to maintain the Company's credit ratings to facilitate access to capital markets at competitive interest rates; and
- (vi) to minimize interest costs incurred by the Company subject to appropriate risk mitigation actions.

Given that the Company has no share capital, these objectives are achieved through a process that determines an appropriate period and level of cost recoveries through customer service charge rate setting, as well as the appropriate amount of debt and committed credit facilities. This process includes the Company's operational and capital budgeting process and considers the overall economic and capital market environments. The optimal level of debt is reviewed on a regular basis and approved by the Board. The Company is not subject to any externally imposed capital requirements.

There were no changes in the Company's approach to capital management during fiscal 2025.