

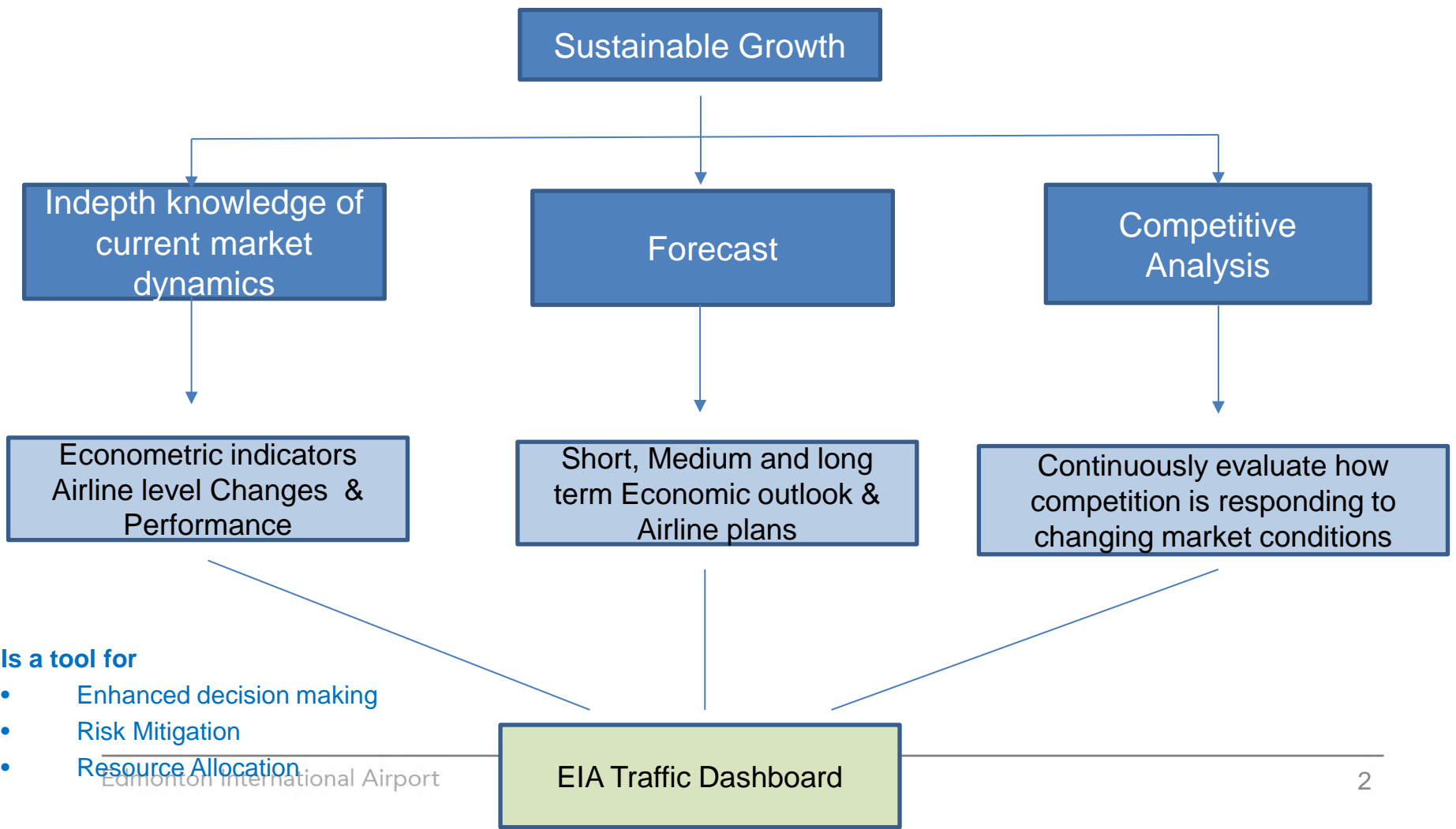
Effective Management Reporting Examples & Techniques



EIA EDMONTON
INTERNATIONAL
AIRPORT



Staying ahead of the Game



Is a tool for

- Enhanced decision making
- Risk Mitigation
- Resource Allocation

EIA Traffic Dashboard



EIA Traffic Dashboard

Monthly Traffic Dashboard December 2015 Traffic

Monthly Traffic (2013-2015)

Monthly Traffic vs Budget (2015)

Monthly Traffic vs 2014 Average

Category	2015	2014	% Change
Overall	13,688	12,588	+8.8%
Passenger	12,688	11,588	+9.4%
Freight	1,000	1,000	0%

Carrier	2015	2014	% Change
WestJet	3,500	3,200	+9.4%
Canadian North	2,500	2,300	+8.7%
Sunwing	1,500	1,400	+7.1%
United	1,000	900	+11.1%
Delta	800	750	+6.7%
Air Canada	700	650	+7.7%
US Airways	600	550	+9.1%
American	500	450	+11.1%
Westjet	400	350	+14.3%
Central Mountain	300	250	+20.0%
Northwest	200	150	+33.3%

Key Insights:

- For 2015, our traffic capacity slightly decreased by 0.2%, while passenger decreased by -0.7%.
- Overall all load passengers was 8.2% below budget for 2015. Turnout for the week 5.7% below budget and consistent 34.1% below budget.
- Total movements are down by 11, 34% (-7,000) for the year 2015.
- WestJet, Sunwing had highest increase in capacity in December, while American Airlines, United and Canadian North had the biggest decline.
- WestJet and Delta had passenger growth in December, while Air Transat and United had the biggest decline.
- Mostly load factors remained with the exception of Delta and Air Canada.

High Growth Routes (12 Month Rolling Total 2014/2015)

Negative Growth Destinations (12 Month Rolling Total 2014/2015)

Major Canada's Airports Performance

Average Fare Change - Canada's Airports

EIA Leakage Comparison to YYC

Carrier	2015	2014	% Change
YYZ	2,750	2,500	+10.0%
YUL	1,500	1,400	+7.1%
YHM	1,200	1,100	+9.1%
YEG	800	750	+6.7%
YXE	600	550	+9.1%
YVC	400	350	+14.3%
YWG	300	250	+20.0%

Key Insights:

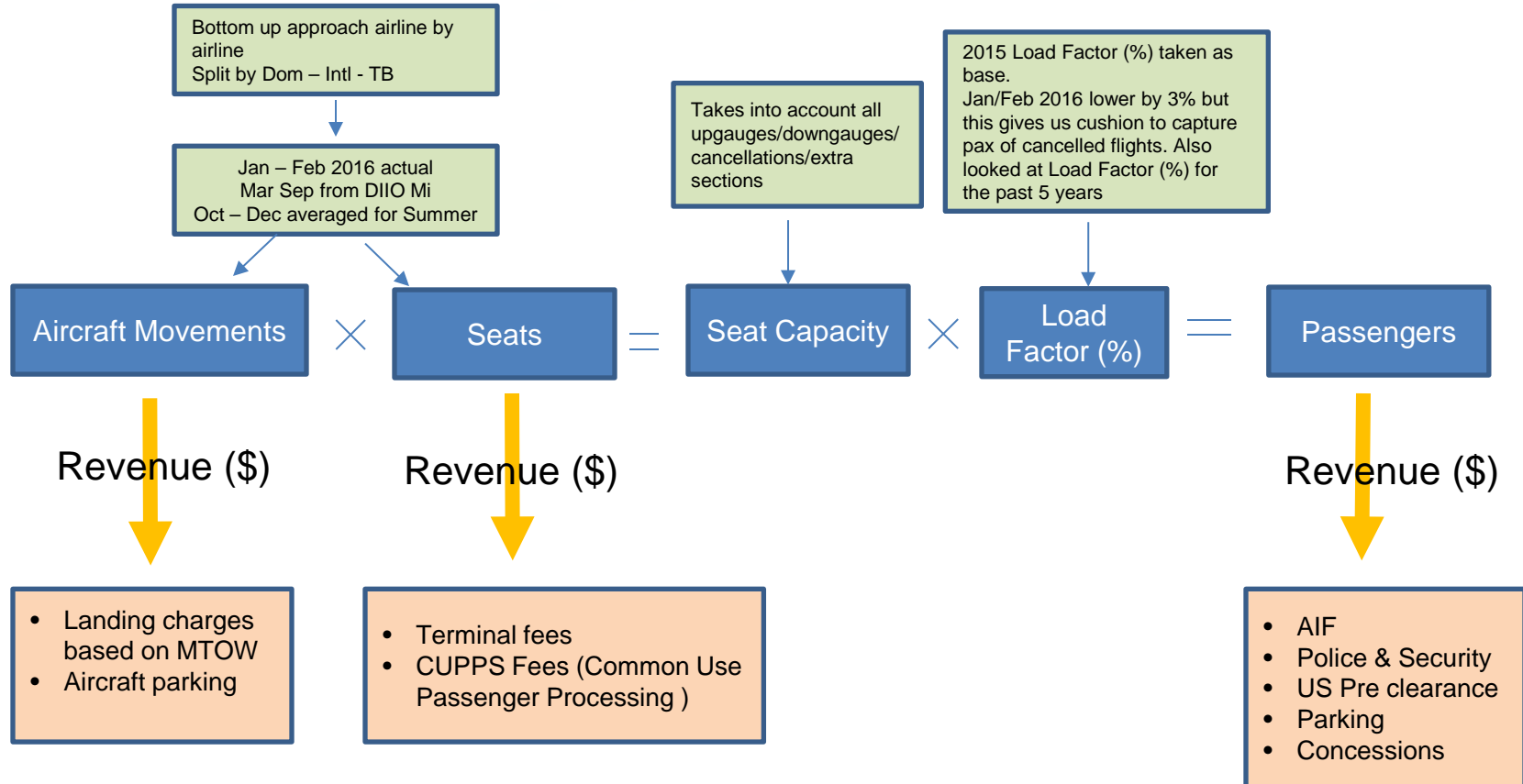
- For the year 2015, our capacity has increased significantly on YYZ and YYC routes etc. While Montreal, Toronto and Denver and Pittsburgh/Whitehorse had a steep decline.
- Aeromex is having a new decline this is exceeding healthy growth.
- A large number of destinations are struggling and exceeding capacity growth.
- Regina is the only airport which has declined in both capacity and passengers.
- Average fares of all five at Canadian airports have declined.
- South Capacity at EIA from January till June 2015 is projected to result in the lowest level this year.

Month	2015	2016	Change %
January	810,000	810,377	0.05%
February	740,000	740,716	0.08%
March	870,000	870,547	0.06%
April	860,000	860,367	0.04%
May	840,000	840,300	0.04%
June	860,000	860,417	0.05%
Total January-June	4,912,000	4,912,379	0.01%

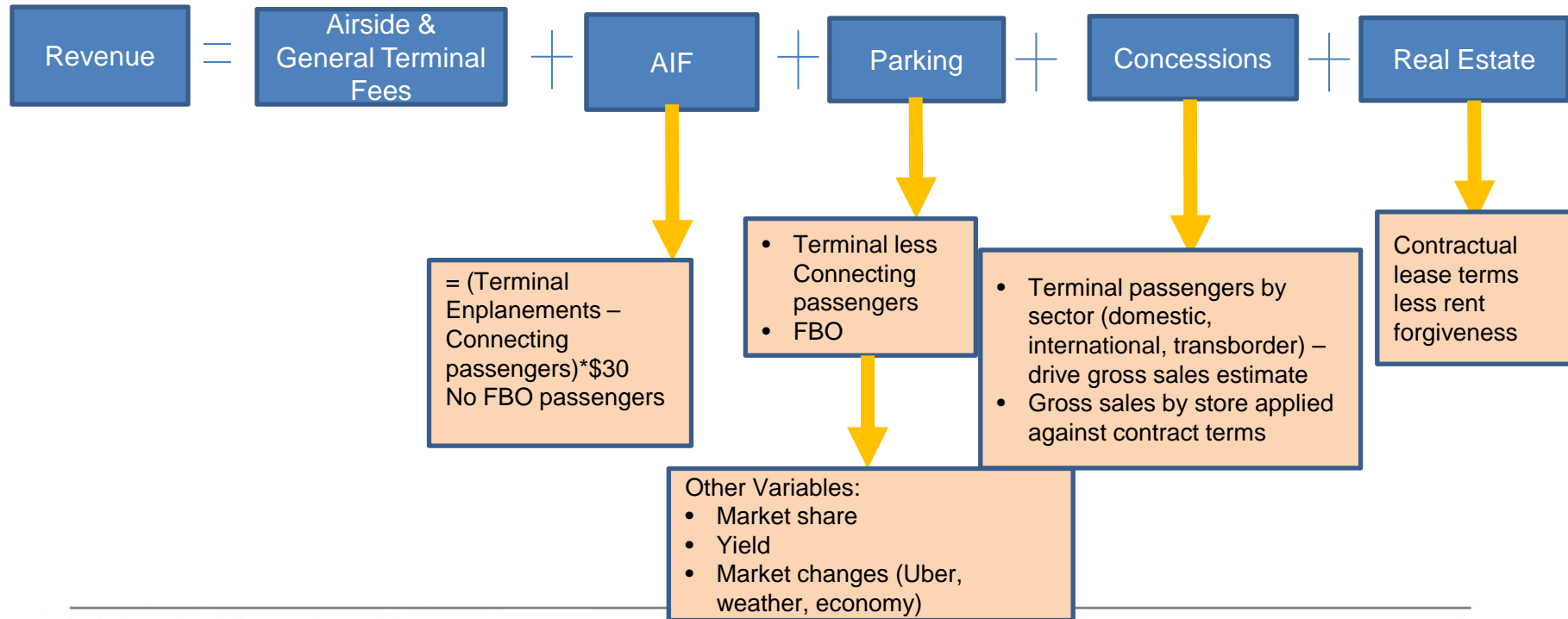
Capacity Growth (2013-2015)

Change in Volume over 12 Months (2013-2015)

Revenue Forecast - Assumptions & Methodology



Revenue Forecast - Assumptions & Methodology





Balanced Scorecard

EIA Corporate Targets



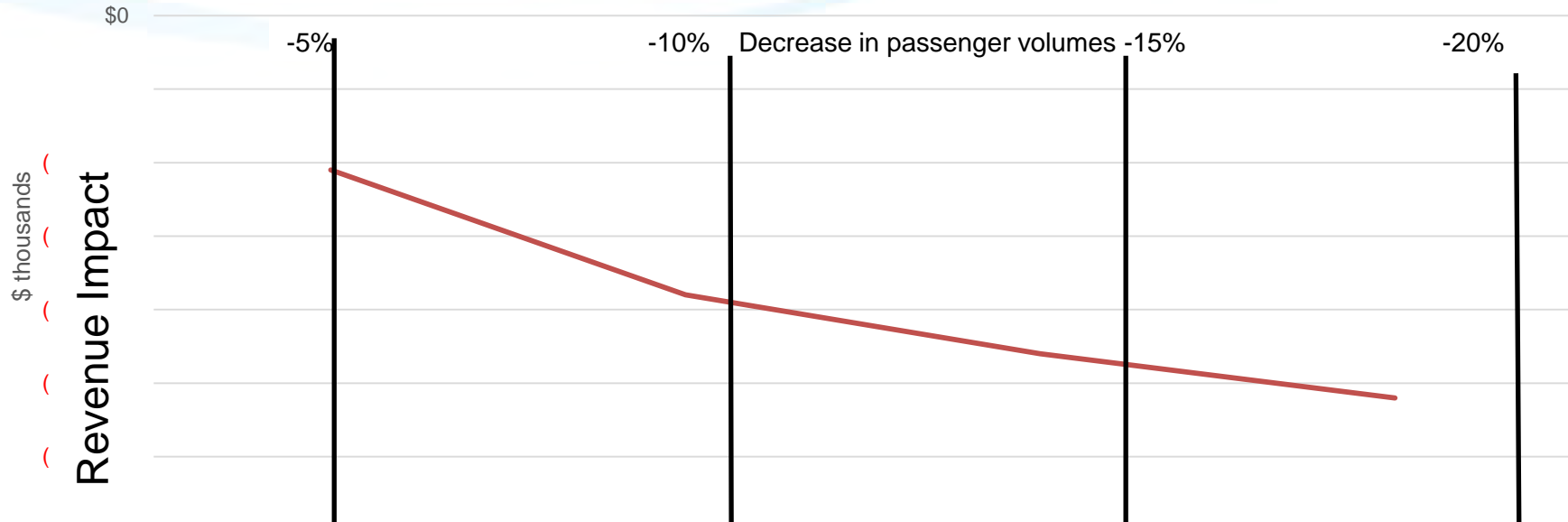
Corporate		Target	YTD Result	YTD Target	YE Result
Improve Financial Sustainability	Total Revenue	Maximum: \$231.7M Target: \$226.7M Threshold: \$221.7M	210.4M	226.7M	 Achieved Below Threshold
	EBITDA Margin	Maximum: 49.1% Target: 48.0% Threshold: 46.9%	49.7%	48.0%	 Achieved Maximum
	Passengers	Maximum: 8.84M Target: 8.79M Threshold: 8.74M	7.981M	8.787M	 Achieved Below Threshold
	Operating Expense/E-Pax	Maximum: \$16.88 Target: \$17.33 Threshold: \$17.78	\$17.44	\$17.33	 Achieved Threshold
Enhance Passenger Experience	ASQ Overall Satisfaction Score	Maximum: 4.32 Target: 4.26 Threshold: 4.20	4.35	4.26	 Achieved Maximum
Improve Social and Environmental Sustainability	Establish methodology and set baseline for an Energy Consumption Intensity Measure	Maximum: n/a Target: Sept 30/15 Threshold: n/a	Achieved Target - completed Sept 14		 Achieved Target
	Employee Participation in Volunteer Program	Maximum: 40% Target: 30% Threshold: 20%	39.3% 99 / 252	30%	 Achieved Target
Enhance Airline Productivity	On-Time Departure Rate	Maximum: 88.0% Target: 85.5% Threshold: 84.0%	89.7%	85.5%	 Achieved Maximum
Exemplify Exceptional Leadership	Employee Engagement Survey Score	Maximum: 75% Target: 69% Threshold: 63%	Achieved Target - 74%		 Achieved Target

Objective

Managing Through Volatility – Scenario Analysis



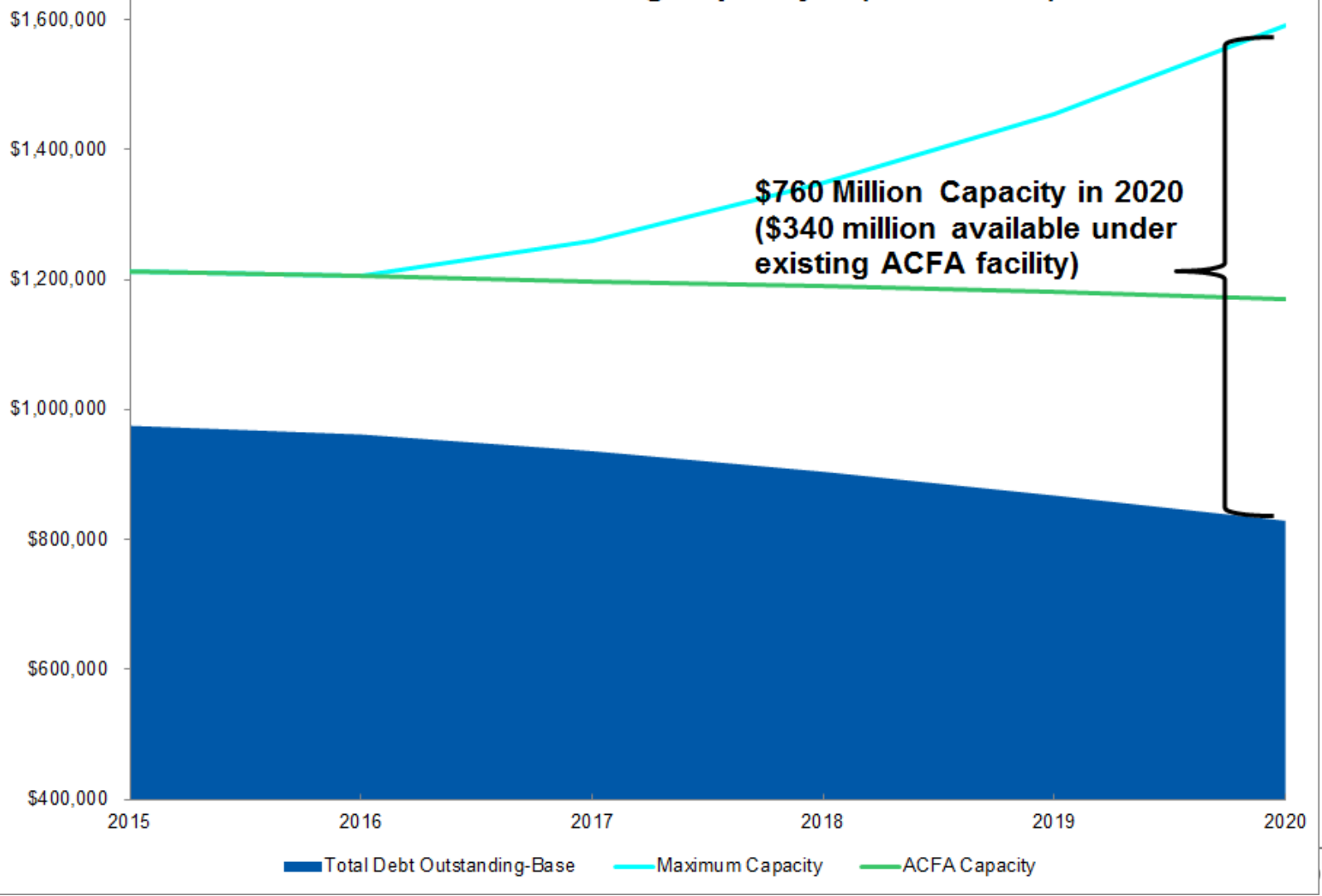
Revenue Impact (to 2016 Budget) by Growth Range



Range	Base Range	Additional Levers Range	Deeper and/or Prolonged Range
Passenger Decline	5% to 10%	10% to 15%	15% to 20%
Revenue Variance to 2016 Budget	\$X Million	\$X Million	\$X Million
Mitigating Actions	<ul style="list-style-type: none"> - Capital alignment - Vacancy management - Operating expense reductions \$X.X million reduction from Budget	All of the previous mitigation actions plus the following: <ul style="list-style-type: none"> - Strategy prioritization and reductions - Capital deferrals and cuts - Further operating expense reductions - Service level adjustments \$X.X million reduction from Budget	All of the previous mitigation actions and additional levers range plus the following: <ul style="list-style-type: none"> - Fee increases (AIF and aeronautical) - X% increase to AIF or X% to AGT fees - Restructuring \$X million reduction from Budget
Edmonton International Airport			8
Expense Reductions @ 50%	\$X.X Million	\$X.X Million	\$X.X Million



Future Financing Capacity \$ (thousands)





Creating Capacity to Reinvest in Growth

Questions



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