

VIA RAIL CANADA INC.
2021-2025 CORPORATE PLAN
OPERATING AND CAPITAL BUDGETS

Table 0

VIA FISCAL YEAR ENDING DECEMBER 31								
(MILLIONS OF DOLLARS)	ACTUAL		PLAN					TOTAL
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2021-2025</u>
Operating	691,8	507,8	572,2	705,5	761,2	771,8	841,0	3 651,8
Capital	268,8	252,9	416,3	571,8	513,8	248,9	102,3	1 853,2
Total	960,6	760,7	988,6	1 277,3	1 275,0	1 020,8	943,3	5 504,9

ANTICIPATED SHORTFALL OR SURPLUS

VIA FISCAL YEAR ENDING DECEMBER 31								
(MILLIONS OF DOLLARS)	ACTUAL		PLAN					TOTAL
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2021-2025</u>
Available funding (Government Appropriation)	548,5	802,1	844,5	786,4	805,1	547,7	228,9	3 212,6
Asset Renewal Fund	1,1	0,0	0,0	0,9	0,0	0,0	0,0	0,9
Anticipated External Revenues	411,1	91,9	116,7	393,8	460,1	473,0	539,7	1 983,3
Total Revenues	960,6	894,1	961,2	1 181,1	1 265,2	1 020,8	768,5	5 196,8
Anticipated Expenses (Operating and Capital)	960,6	760,7	988,6	1 277,3	1 275,0	1 020,8	943,3	5 504,9
Anticipated Surplus (Shortfall)	0,0	133,4	(27,4)	(96,2)	(9,8)	0,0	(174,7)	(308,1)
Proposed reprofiling of funding	0,0	(133,4)	27,4	96,2	9,8	0,0	0,0	
Anticipated Surplus (Shortfall) after reprofiling	0,0	0,0	0,0	0,0	0,0	0,0	(174,7)	
Cash on Hand	3,4	12,2	10,0	10,0	10,0	10,0	10,0	

NOTE 1: May not add due to rounding

**VIA RAIL CANADA INC.
2021-2025 CORPORATE PLAN
OPERATING FUNDING STATEMENT**

Table 1

VIA FISCAL YEAR ENDING DECEMBER 31

(MILLIONS OF DOLLARS)	ACTUAL		PLAN					TOTAL	% Change
	2019	2020	2021	2022	2023	2024	2025	2021-2025	2025 vs 2020
<u>REVENUES</u>									
Total Revenues	411,1	91,9	116,7	393,8	460,1	473,0	539,7	1 983,3	486,9%
<u>EXPENSES</u>									
Total Expenses	669,7	488,7	550,5	678,2	735,1	749,1	817,9	3 530,8	67,4%
Operating Deficit Before Government Subsidy and Pension Costs	258,6	396,7	433,8	284,4	275,0	276,1	278,3	1 547,5	-29,9%
Government Subsidy	258,6	360,3	394,0	281,1	275,0	276,1	194,9	1 421,0	
Use of Asset Renewal Fund (ARF)	0,0	0,0	0,0	0,9	0,0	0,0	0,0	0,9	
Transfer of Capital Funding to Operations	0,0	4,2	24,3	0,0	0,0	0,0	0,0	24,3	
Operating Funding Surplus / (Deficit) before Pension Costs	0,0	(32,2)	(15,5)	(2,3)	0,0	0,0	(83,4)	(101,3)	
<u>PENSION COSTS</u>									
Total Pension Costs	22,1	19,1	21,7	27,3	26,2	22,7	23,0	121,0	
less: Supplementary Government Pension Funding	22,1	51,3	37,3	29,6	26,2	22,7	6,7	122,5	
Pension Costs Funding Surplus / (Deficit)	0,0	32,2	15,5	2,3	0,0	0,0	(16,3)	1,5	
Operating Surplus / (Deficit) after Government Funding	0,0	0,0	0,0	0,0	0,0	0,0	(99,8)	(99,8)	

NOTE 1: May not add due to rounding

VIA RAIL CANADA INC.
2021-2025 CORPORATE PLAN
SUMMARY - TOTAL CAPITAL EXPENDITURES

Table 2

VIA FISCAL YEAR ENDING DECEMBER 31								
(MILLIONS OF DOLLARS)	ACTUAL		PLAN					TOTAL
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2021-2025</u>
<u>Major Capital Programs</u>								
Equipment Projects	196,7	199,5	261,5	443,7	426,0	163,5	18,2	1 313,0
Infrastructure Projects	18,4	12,3	73,2	65,3	22,4	12,6	23,8	197,2
Sub-Total Major Programs	215,1	211,8	334,7	509,0	448,4	176,1	42,0	1 510,2
Other Capital Programs	53,7	41,1	81,7	62,8	65,4	72,8	60,3	343,0
Total Capital Expenditures	268,8	252,9	416,3	571,8	513,8	248,9	102,3	1 853,2
less: use of Asset Renewal Fund (ARF)	(1,1)	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Gov't Capital Funding Required	267,7	252,9	416,3	571,8	513,8	248,9	102,3	1 853,2
Total Gov't Capital Funding	267,7	252,9	416,3	571,8	513,8	248,9	27,3	1 778,2
Funding Shortfall / (Surplus)	0,0	0,0	0,0	0,0	0,0	0,0	75,0	75,0

NOTE: May not add due to rounding

VIA RAIL CANADA INC.
2021-2025 CORPORATE PLAN
STATEMENT OF CASH FLOWS

Table 4

VIA FISCAL YEAR ENDING DECEMBER 31							
(MILLIONS OF DOLLARS)	ACTUAL		2021	2022	PLAN 2023	2024	2025
	2019	2020					
Operating activities							
Net income (loss) for the year	(10,9)	(16,0)	(13,6)	(7,5)	(8,5)	(10,8)	(109,7)
Adjustments to determine net cash from (used in) operating activities:							
Amortization of property, plant and equipment, right-of-use assets and intangible assets	121,0	125,5	120,8	156,2	179,2	149,5	218,4
Amortization of deferred capital funding	(117,6)	(121,2)	(111,5)	(147,3)	(170,4)	(141,8)	(211,1)
Post-employment benefits funding in excess of amount expensed	11,6	15,3	7,1	1,5	2,6	6,1	5,8
Drawdown from cash in the Asset Renewal Fund	0,0	0,0	0,0	0,9	0,0	0,0	0,0
Net change in non-cash working capital items and other minor items (operating and investment activities)	(22,5)	(54,5)	(2,4)	0,2	0,3	(0,9)	98,5
Net cash (used in) provided by operating activities	(18,4)	(50,9)	0,4	4,1	3,2	2,1	1,9
Investment activities							
Capital funding from the Government of Canada	267,7	252,9	416,3	571,8	513,8	248,9	102,3
Change in amount receivable (payable) from the Government of Canada - Capital	(19,4)	79,6	0,0	0,0	0,0	0,0	0,0
Change in asset renewal fund	2,0	0,0	1,1	0,0	0,0	0,0	0,0
Acquisition of property, plant and equipment and intangible assets	(268,8)	(252,9)	(416,3)	(571,8)	(513,8)	(248,9)	(102,3)
Change in accounts payable and accruals - Capital assets	27,2	(17,5)	0,0	0,0	0,0	0,0	0,0
Interest received	0,8	0,4	0,0	0,0	0,0	0,0	0,0
Net cash (used in) provided by investing activities	9,5	62,5	1,1	0,0	0,0	0,0	0,0
Repayment of the lease liabilities (1)	(2,5)	(2,8)	(3,7)	(3,1)	(3,2)	(2,1)	(1,9)
Net cash (used in) provided by financing activities	(2,5)	(2,8)	(3,7)	(3,1)	(3,2)	(2,1)	(1,9)
Cash and cash equivalents							
Increase (decrease) during the year	(11,4)	8,8	(2,2)	0,0	0,0	0,0	0,0
Balance, beginning of year	14,8	3,4	12,2	10,0	10,0	10,0	10,0
Balance, end of year	3,4	12,2	10,0	10,0	10,0	10,0	10,0

VIA RAIL CANADA INC.
2021-2025 CORPORATE PLAN
STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME

VIA FISCAL YEAR ENDING DECEMBER 31							
(MILLIONS OF DOLLARS)	ACTUAL		2021	2022	PLAN 2023	2024	2025
	2019	2020					
Operating Deficit Before Government Subsidy	(280,7)	(415,8)	(455,5)	(311,7)	(301,1)	(298,8)	(301,3)
Item (not requiring) not providing operating funds	(128,6)	(137,2)	(125,1)	(154,8)	(178,9)	(152,6)	(221,1)
Operating funding from ARF	-	-	-	0,9	-	-	-
Income tax expense	-	-	-	-	-	-	-
Operating loss before funding from the Government of Canada	(409,3)	(553,0)	(580,6)	(465,6)	(480,0)	(451,4)	(522,4)
Operating funding from the Government of Canada	280,7	415,8	455,5	310,8	301,1	298,8	201,6
Amortization of deferred capital funding	117,7	121,2	111,5	147,3	170,4	141,8	211,1
Net income (loss) for the year	(10,9)	(16,0)	(13,6)	(7,5)	(8,5)	(10,8)	(109,7)

Pro-forma Financial Statements prepared in accordance with International Financial Reporting Standards

VIA RAIL CANADA INC.
2021-2025 CORPORATE PLAN
STATEMENT OF FINANCIAL POSITION

Table 5

VIA FISCAL YEAR ENDING DECEMBER 31							
(MILLIONS OF DOLLARS)	ACTUAL		PLAN				
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2 023,00</u>	<u>2024</u>	<u>2025</u>
Current assets	128,4	79,0	61,1	70,1	73,1	74,6	77,6
Long-term assets	1 469,5	1 606,7	2 024,2	2 429,0	2 753,6	2 833,0	2 716,9
TOTAL ASSETS	1 597,9	1 685,7	2 085,3	2 499,1	2 826,7	2 907,6	2 794,5
Current liabilities	209,2	159,1	142,2	140,5	133,8	114,4	216,0
Other payables	9,4	16,8	0,0	0,0	0,0	0,0	0,0
Accrued benefit liability	78,9	97,9	104,9	106,4	109,0	115,2	120,9
Lease Obligation (Operating) (1)	30,3	32,1	167,2	164,1	160,9	158,8	156,9
Deferred capital funding	1 407,0	1 538,7	1 843,5	2 268,0	2 611,4	2 718,5	2 609,7
TOTAL LIABILITIES	1 734,8	1 844,6	2 257,8	2 679,1	3 015,1	3 106,9	3 103,5
Share capital	9,3	9,3	9,3	9,3	9,3	9,3	9,3
Balance, beginning of year	(94,9)	(146,2)	(168,2)	(181,8)	(189,3)	(197,8)	(208,6)
Net income (loss) for the year	(10,9)	(16,0)	(13,6)	(7,5)	(8,5)	(10,8)	(109,7)
Other comprehensive loss	(40,4)	(6,0)	0,0	0,0	0,0	0,0	0,0
Balance, ending of year	(146,2)	(168,2)	(181,8)	(189,3)	(197,8)	(208,6)	(318,3)
SHAREHOLDER'S DEFICIENCY	(136,9)	(158,9)	(172,5)	(180,0)	(188,5)	(199,3)	(309,0)
TOTAL LIABILITIES AND SHAREHOLDER'S DEFICIENCY	1 597,9	1 685,7	2 085,3	2 499,1	2 826,6	2 907,6	2 794,5

(1) IFRS 16 adjustments

Pro-forma Financial Statements prepared in accordance with International Financial Reporting Standards

**VIA RAIL CANADA INC.
2021-2025 CORPORATE PLAN
KEY PERFORMANCE INDICATORS**

Table 7

VIA FISCAL YEAR ENDING DECEMBER 31								
		ACTUAL				PLAN		
	Unit	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
<u>CORPORATE KPIs</u>								
Total Revenues per Available Seat Miles (RASM)	cents	23,20	13,31	6,85	21,85	25,53	26,25	29,94
Total Costs per Available Seat Miles (CASM)	cents	39,04	73,51	33,59	39,14	42,23	42,82	46,66
RASM / CASM	%	59,4%	18,1%	20,4%	55,8%	60,4%	61,3%	64,2%
On time Performance	%	68	70	70	70	70	70	70
Train Incidents	#	5	5	5	5	5	5	5
Employee Attendance	%	94	94	94	94	94	94	94
<u>STATISTICS</u>								
Train Miles (thousands)	#	6 933	2 870	3 387	7 006	7 006	7 006	7 006
Car Miles (thousands)	#	43 661	14 583	19 397	44 234	44 234	44 234	44 234
Seat Miles (millions)	#	1 772	508	657	1 802	1 802	1 802	1 802
Average Psgrs per Train	#	152	79	92	152	154	155	157
Fuel Consumption (litres 000)	#	46 313	20 855	21 519	47 385	47 385	47 385	47 385
Litres of Fuel Consumed per Train Mile	#	6,7	7,3	6,4	6,8	6,8	6,8	6,8
Average Load Factor (%)	%	60	45	47	59	60	60	61
Number of full time equivalent employees during the period	#	3 308	2 268	2 621	3 387	3 322	3 312	3 292

2021-2025 CORPORATE PLAN

RECONCILIATION FROM VIA'S FISCAL YEAR TO GOV'T FISCAL YEAR

	(MILLIONS OF DOLLARS)	ACTUAL		PLAN					TOTAL
		2019	2020	2021	2022	2023	2024	2025	2021-2025
APPROVED FUNDING	Operating Deficit VIA's fiscal year	258,6	364,5	418,3	281,1	275,0	276,1	194,9	1 445,3
	Adjustment*	7,0	98,8	(103,0)	(1,3)	(0,1)	6,0	(48,1)	(146,5)
	Operating Deficit Gov't fiscal year	265,6	463,4	315,3	279,8	274,9	282,1	146,8	1 298,8
	Pension Expenses VIA's fiscal year	22,1	51,3	37,3	29,6	26,2	22,7	6,7	122,5
	Adjustment*	13,6	(10,4)	(1,9)	(0,8)	(0,8)	0,2	(6,7)	(10,1)
	Pension Expenses Gov't fiscal year	35,8	41,0	35,4	28,8	25,3	22,9	0,0	112,4
	Capital VIA's fiscal year	267,7	386,3	389,0	475,7	504,0	248,9	27,3	1 644,9
	Adjustment*	(62,8)	51,0	30,1	(4,9)	(46,6)	(57,7)	(27,3)	(106,4)
	Capital Gov't fiscal year	205,0	437,2	419,0	470,7	457,4	191,3	0,0	1 538,4
	Total VIA's Approved Funding	548,5	802,1	844,5	786,4	805,1	547,7	228,9	3 212,6
Adjustment*	(42,1)	139,4	(74,8)	(7,1)	(47,5)	(51,5)	(82,1)	(263,0)	
Total Gov't Approved Funding	506,4	941,5	769,7	779,3	757,6	496,2	146,8	2 949,6	
FUNDING REQUIREMENTS	Operating Deficit VIA's fiscal year	258,6	396,7	433,8	283,4	275,0	276,1	278,3	1 546,6
	Adjustment*	22,7	(5,9)	(11,5)	(3,7)	(0,1)	6,0	7,7	(1,7)
	Operating Deficit Gov't fiscal year	281,3	390,9	422,2	279,8	274,9	282,1	286,0	1 544,9
	Pension Expenses VIA's fiscal year	22,1	19,1	21,7	27,3	26,2	22,7	23,0	121,0
	Adjustment*	(2,0)	(0,6)	1,7	1,5	(0,8)	0,2	(6,7)	(4,2)
	Pension Expenses Gov't fiscal year	20,1	18,5	23,5	28,8	25,3	22,9	16,3	116,8
	Capital VIA's fiscal year	267,7	252,9	416,3	571,8	513,7	248,9	102,3	1 853,1
	Adjustment*	(62,8)	23,5	87,2	(24,8)	(56,3)	(57,7)	(2,3)	(53,9)
	Capital Gov't fiscal year	205,0	276,4	503,5	547,1	457,4	191,3	100,0	1 799,3
	Total VIA's Funding Required	548,5	668,8	871,9	882,6	814,9	547,7	403,6	3 520,7
Adjustment*	(42,1)	17,0	77,4	(27,0)	(57,2)	(51,5)	(1,3)	(59,7)	
Total Gov't Funding Required	506,4	685,7	949,2	855,6	757,6	496,2	402,3	3 461,0	

* Minus the first quarter of VIA's current fiscal year plus the first quarter of VIA's next fiscal year. VIA's first quarter is from January 1st to March 31st.

2021-2025 CORPORATE PLAN

FUNDING REQUIREMENTS AND SOURCES

GOVERNMENT FISCAL YEAR ENDING MARCH 31

	ACTUAL		PLAN					TOTAL	
	2019-2020	2020-2021	2021-2022*	2022-2023	2023-2024	2024-2025	2025-2026	2021-2025	
	(MILLIONS OF DOLLARS)								
APPROVED FUNDING	Operating Funding Reference Level	146,8	146,8	146,8	146,8	146,8	146,8	146,8	733,8
	Additional Operating Funding Approved	118,9	316,6	168,5	133,0	128,1	135,3	0,0	565,0
	Total Operating Funding - Approved	265,6	463,4	315,3	279,8	274,9	282,1	146,8	1 298,8
	Pension Funding Approved	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Additional Pension Funding	35,8	41,0	35,4	28,8	25,3	22,9	0,0	112,4
	Total Pension Funding - Approved	35,8	41,0	35,4	28,8	25,3	22,9	0,0	112,4
	Capital Funding Approved	205,0	437,2	419,0	470,7	457,4	191,3	0,0	1 538,4
	Total Capital Funding - Approved	205,0	437,2	419,0	470,7	457,4	191,3	0,0	1 538,4
Total Gov't Funding Approved	506,4	941,5	769,7	779,3	757,6	496,2	146,8	2 949,6	
FUNDING REQUIREMENTS	Operating Funding required	281,3	390,9	422,2	279,8	274,9	282,1	286,0	1 544,9
	Pensions Costs Funding required	20,1	18,5	23,5	28,8	25,3	22,9	16,3	116,8
	Total Capital Funding required	205,0	276,4	503,5	547,1	457,4	191,3	100,0	1 799,3
	Total Via Gov't Funding Required	506,4	685,7	949,2	855,6	757,6	496,2	402,3	3 461,0
FUNDING DEFICIT	Operating Funding Surplus / (Deficit)	(15,7)	72,5	(107,0)	0,0	0,0	0,0	(139,2)	(246,2)
	Pension Costs Funding Surplus / (Deficit)	15,6	22,5	11,9	0,0	0,0	0,0	(16,3)	(4,4)
	Capital Funding Surplus / (Deficit)	0,0	160,8	(84,5)	(76,3)	(0,0)	0,0	(100,0)	(260,8)
	Total Funding Surplus/(deficit)	0,0	255,8	(179,5)	(76,3)	(0,0)	0,0	(255,5)	(511,4)
ADDITIONAL FUNDING REQUIRED	Additional Operating Funding - Operating Deficit Before Pension	0,0	0,0	0,0	0,0	0,0	0,0	139,2	139,2
	Additional Operating Funding - Pension Plans	0,0	0,0	0,0	0,0	0,0	0,0	16,3	16,3
	Additional Capital Funding	0,0	0,0	0,0	0,0	0,0	0,0	100,0	100,0
	Total Additional Funding Requested	0,0	0,0	0,0	0,0	0,0	0,0	255,5	255,5
CAPITAL FUNDING REPROFILING	Proposed Reprofiting of Operating Funding	0,0	(95,0)	95,0	0,0	0,0	0,0	0,0	95,0
	Proposed Reprofiting of Capital Funding	(0,0)	(160,8)	84,5	76,3	0,0	(0,0)	(0,0)	160,8
	Total Capital Funding Reprofiting Requested	(0,0)	(255,8)	179,5	76,3	0,0	(0,0)	(0,0)	255,9

NOTE 1: May not add due to rounding

*Including an additional pay period