



***Management's Discussion &
Analysis
of Financial Condition and
Financial Performance***

For the three and nine months ended
December 31, 2025

Dated February 12, 2026

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For the three and nine months ended December 31, 2025
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The following is our discussion and analysis of the financial condition and financial performance for British Columbia Ferry Services Inc. ("BC Ferries", the "Company" or "we") for the three and nine months ended December 31, 2025 that has been prepared with information available as of February 12, 2026. This discussion and analysis should be read in conjunction with our unaudited condensed interim consolidated financial statements and related notes for the three and nine months ended December 31, 2025 and 2024, our audited consolidated financial statements and related notes for the years ended March 31, 2025 ("fiscal 2025") and March 31, 2024 ("fiscal 2024"), and our Management's Discussion and Analysis for fiscal 2025. These documents are available on the System for Document Analysis and Retrieval ("SEDAR+") at www.sedarplus.ca and on our investor webpage at http://www.bcferry.com/investors/financial_reports.html.

Except where indicated, all financial information herein is expressed in Canadian dollars and determined on the basis of IFRS Accounting Standards ("IFRS") as issued by the International Accounting Standards Board.

BUSINESS OVERVIEW

BC Ferries provides passenger and vehicle ferry services on the west coast of British Columbia. We operate one of the largest and most complex ferry systems in the world. We provide frequent year-round transportation service, with 37 vessels operating on 25 routes out of 47 terminals spread over 1,600 kilometres of coastline. We also manage ferry transportation services on other routes through contracts with independent operators.

Our Major Routes, which are our four busiest routes, consist of three routes connecting Metro Vancouver with Vancouver Island and one route connecting West Vancouver with the Sunshine Coast. Our Northern Routes consist of three routes operating on the British Columbia coast north of Port Hardy on Vancouver Island. Our Minor Routes primarily serve the northern and southern Gulf Islands, and the northern Sunshine Coast.

Our service is an integral part of British Columbia's coastal transportation system and has been designated by the provincial government of British Columbia (the "Province") as an essential service for the purposes of the provincial *Labour Relations Code*. This designation means our services are considered necessary for the protection of the health, safety and welfare of the residents of British Columbia.

Our principal business of ferry transportation requires sufficient earnings and ongoing access to capital to fund operations, satisfy outstanding long-term debt obligations and fulfill future capital asset investment needs.

Significant events during or subsequent to the third quarter of fiscal 2026 include the following:

Traffic and Service

- BC Ferries carried the highest passenger and vehicle traffic levels on record for the three and nine months ended December 31, 2025. In the three months ended December 31, 2025, BC Ferries carried 4.9 million passengers, a 2% increase compared to the same period in the prior year, and 2.2 million vehicles, a 2% increase compared to the same period in the prior year. Year-to-date we have carried 19.0 million passengers and 8.0 million vehicles compared to 18.6 million passengers and 7.8 million vehicles in the same period in the prior year.
- In the three months ended December 31, 2025, we delivered 22,244 round trips, representing an increase of 312 or 1% compared to the same period in the prior year. We delivered 69,614 round trips year-to-date, an increase of 436 or 1% compared to the same period in the prior year.

General

- On November 18, 2025, S&P Global Ratings ("S&P") affirmed BC Ferries' long-term issuer credit and senior secured debt ratings of "A+" with a Stable outlook.
- On November 28, 2025, BC Ferries announced average tariff increases of 3.2%, effective on April 6, 2026, in accordance with the British Columbia Ferries Commissioner's ("the Commissioner") Order 23-04 dated September 30, 2023.
- On December 5, 2025, Morningstar DBRS ("DBRS") confirmed BC Ferries' issuer rating and senior secured bonds credit rating at "A (high)" with a Negative outlook.
- On January 21, 2026, BC Ferries decided not to exercise its purchase option to acquire a 50% interest in an office property. BC Ferries currently holds a \$37.8 million loan receivable related to this property which includes a loan with principal balance of \$24.5 million, and a purchase option of \$13.3 million. As a result of the decision not to exercise the purchase option, BC Ferries expects to recognize an estimated impairment loss of approximately \$11 million in the fourth quarter of the current fiscal year and receive \$24.5 million principal balance on March 1, 2026.

Capital Assets

- On November 25, 2025, BC Ferries announced the naming of four of its new Island Class vessels. The first two vessels, the *Island Gwa'yam* (meaning Whale) and *Island K'asa* (meaning Otter), are named in the Kwak'wala language and the names were gifted by the We Wai Kai and Wei Wai Kum Nations in recognition of their deep-rooted connections to the marine environment. These vessels are expected to enter service on the route between Campbell River and Quadra Island by the end of fiscal 2027. The additional two vessels, the *Island xwsalúxul* (meaning Grassy Place) and *Island sarlequun* (which honours the revered peoples of Snuneymuxw), carry names gifted by Snuneymuxw First Nation in the hul'q'umi'num' language. Both names are deeply rooted in the Nation's connection to the lands and waters of their territory. These new hybrid-electric vessels are expected to enter service by the end of fiscal 2027 on the route connecting Nanaimo to Gabriola Island (see "Investing in Our Capital Assets" for more detail).

FINANCIAL AND OPERATIONAL OVERVIEW

This section provides an overview of our financial and operational performance for the three and nine months ended December 31, 2025, compared to the same period in fiscal 2025.

Financial performance (\$ millions)	Three months ended December 31			Nine months ended December 31		
	2025	2024	Variance	2025	2024	Variance
Total revenue	273.3	257.4	15.9	1,012.2	943.6	68.6
Operating expenses	288.0	278.7	9.3	882.1	877.7	4.4
Operating (loss) profit	(14.7)	(21.3)	6.6	130.1	65.9	64.2
Net finance and other expenses	12.4	16.9	(4.5)	37.7	41.6	(3.9)
Net (loss) earnings	(27.1)	(38.2)	11.1	92.4	24.3	68.1
Other comprehensive income (loss)	(0.4)	4.4	(4.8)	(1.5)	2.6	(4.1)
Total comprehensive (loss) income	(27.5)	(33.8)	6.3	90.9	26.9	64.0

In the three months ended December 31, 2025, revenues increased \$15.9 million or 6.2% (\$68.6 million or 7.3% year-to-date) compared to the same period in the prior year. This increase is primarily a result of higher fare affordability funding and higher traffic volumes and rates (see "Revenue" for more detail).

In the three months ended December 31, 2025, operating expenses increased \$9.3 million or 3.3% (\$4.4 million or 0.5% year-to-date) compared to the same period in the prior year. This increase is mainly due to higher labour costs, maintenance costs and depreciation, partially offset by lower fuel prices driven by the removal of the carbon tax on fuel (see "Expenses" for more detail).

In the three months ended December 31, 2025, the net loss was \$11.1 million or 29.1% lower compared to the same period in the prior year, primarily as a result of higher revenues and reduced net finance and other expenses, partially offset by higher operating expenses. In the nine months ended December 31, 2025, net earnings were \$92.4 million, \$68.1 million or 280.2% higher compared to the same period in the prior year, primarily as a result of higher revenues, partially offset by higher operating expenses.

In the three months ended December 31, 2025, our total comprehensive loss was \$27.5 million compared to total comprehensive loss of \$33.8 million in the same period in the prior year. This decrease of \$6.3 million comprised of a \$11.1 million decrease in net loss and a decrease in other comprehensive income ("OCI") of \$4.8 million (a loss in OCI of \$0.4 million in the three months ended December 31, 2025, compared to OCI of \$4.4 million in the same period in the prior year). The decrease in OCI reflects a decrease in the change in the fair value of our fuel swap contracts.

In the nine months ended December 31, 2025, total comprehensive income was \$90.9 million compared to total comprehensive income of \$26.9 million in the same period in the prior year. This increase of \$64.0 million comprised of a \$68.1 million increase in net earnings and a decrease in OCI of \$4.1 million (a loss in OCI of \$1.5 million compared to OCI of \$2.6 million in the same period in the prior year). The decrease in OCI reflects a decrease in the change in the fair value of our fuel swap contracts.

Operational Statistics

Select operational statistics for the three and nine months ended December 31, 2025 and 2024 are shown in the tables below:

Operational Statistics	Three months ended December 31				Nine months ended December 31			
			Increase (Decrease)				Increase (Decrease)	
	2025	2024		%	2025	2024		%
Vehicle Traffic								
Major Routes	1,222,564	1,197,942	24,622	2%	4,536,731	4,467,057	69,674	2%
Northern Routes	7,379	7,581	(202)	(3%)	38,768	37,170	1,598	4%
Minor Routes	966,141	937,267	28,874	3%	3,421,764	3,317,830	103,934	3%
Total Vehicle Traffic	2,196,084	2,142,790	53,294	2%	7,997,263	7,822,057	175,206	2%
Passenger Traffic								
Major Routes	3,046,742	2,988,084	58,658	2%	11,948,486	11,745,414	203,072	2%
Northern Routes	16,177	16,724	(547)	(3%)	91,422	89,587	1,835	2%
Minor Routes	1,815,416	1,763,571	51,845	3%	6,948,999	6,724,660	224,339	3%
Total Passenger Traffic	4,878,335	4,768,379	109,956	2%	18,988,907	18,559,661	429,246	2%
Round Trips								
Major Routes	3,072	3,005	67	2%	10,627	10,502	125	1%
Northern Routes	71	72	(1)	(1%)	326	331	(5)	(2%)
Minor Routes	19,101	18,855	246	1%	58,661	58,345	316	1%
Total Round Trips	22,244	21,932	312	1%	69,614	69,178	436	1%
Capacity Provided (AEQs)								
Major Routes	1,957,576	1,914,644	42,932	2%	6,693,363	6,610,396	82,967	1%
Northern Routes	14,090	14,170	(80)	(1%)	56,201	56,780	(579)	(1%)
Minor Routes	1,963,626	1,994,200	(30,574)	(2%)	6,223,530	6,238,945	(15,415)	-
Total Capacity Provided	3,935,292	3,923,014	12,278	0%	12,973,094	12,906,121	66,973	1%
AEQs Carried								
Major Routes	1,459,077	1,427,183	31,894	2%	5,356,831	5,261,633	95,198	2%
Northern Routes	9,223	9,364	(141)	(2%)	46,888	44,649	2,239	5%
Minor Routes	1,040,285	1,008,658	31,627	3%	3,684,818	3,567,752	117,066	3%
Total AEQs Carried	2,508,585	2,445,205	63,380	3%	9,088,537	8,874,034	214,503	2%
Capacity Utilization								
Major Routes	74.5%	74.5%	-		80.0%	79.6%	0.4%	
Northern Routes	65.5%	66.1%	(0.6%)		83.4%	78.6%	4.8%	
Minor Routes	53.0%	50.6%	2.4%		59.2%	57.2%	2.0%	
Total Capacity Utilization	63.7%	62.3%	1.4%		70.1%	68.8%	1.3%	

*An automobile equivalent ("AEQ") is our standard unit of measure for an approximation of one car length. AEQs are calculated by using a conversion factor for each vehicle type. For example, a standard passenger vehicle is one AEQ while a bus is three AEQs. The change in AEQs from one period to the next may not be proportionate to the change in vehicle traffic, due to variations in the mix of vehicle types (the relative number of buses, commercial vehicles and passenger vehicles) and the actual size of vehicles carried. Capacity utilization in a period is calculated by dividing the AEQs carried during the period by the AEQ capacity provided on the vessels in the same period.

In the three months ended December 31, 2025, vehicle traffic and passenger traffic increased by 2% (2% year-to-date) compared to the same period in the prior fiscal year (see the Operational Statistics table for more detail).

In the three months ended December 31, 2025, we delivered 22,244 round trips, representing an increase of 312 or 1% more round trips compared to the same period in the prior year.

Year-to-date we delivered 69,614 round trips, representing an increase of 436 trips or 1% compared to the same period in the prior year.

In the three months ended December 31, 2025, capacity provided increased by less than 1%, due to a 2% increase in capacity provided on the Major Routes, partially offset by decreases in capacity provided on the Northern routes and Minor routes of 1% and 2%, respectively, compared to the same period in the prior year. Year-to-date, capacity provided increased by 1%, compared to the same period in the prior year, primarily due to increased capacity provided on the Major routes. Vehicle capacity provided, measured in AEQs, is the available vehicle deck space on a vessel multiplied by the number of trips. The year-over-year change in the number of round trips provided can be impacted by cancellations and changes in demand or the number of trips stipulated by the Coastal Ferry Services Contract ("CFSC").

In the three months ended December 31, 2025, overall capacity utilization was 63.7%, an increase of 1.4% compared to capacity utilization of 62.3% during the same period in the prior year. The increase in capacity utilization is primarily a result of increased AEQs carried, partially offset by increased capacity provided from additional round trips on the Major Routes. Year-to-date, overall capacity utilization was 70.1%, an increase of 1.3% compared to the same period in the prior year. Capacity utilization is impacted by the number of vehicles carried, the mix of vehicle types, the size of the vessels utilized and the number of round trips in each period. Typically, capacity utilization is highest when traffic levels peak during the summer months and lowest during the winter months. Capacity utilization on the Minor Routes, which is lower than the capacity utilization on the Major and Northern Routes, is mainly due to the traffic demand being directional based on the time of day or the day of the week and under-utilized in the other direction at the same time or day of the week (daily commuters and/or weekend visitors).

In the three months ended December 31, 2025, 0.9% of our scheduled sailings were cancelled (compared to 2.7% in the same period in the prior year), primarily due to the impact of adverse weather. Overall cancellations decreased by 66.3% compared to the same period in the prior year primarily due to fewer weather and mechanical related cancellations. Year-to-date, we cancelled 0.5% of our scheduled sailings (compared to 1.4% in the same period in the prior year) primarily due to adverse weather and mechanical issues.

Sailing Cancellations	Three months ended December 31			Nine months ended December 31		
	2025	2024	Change	2025	2024	Change
Sailings	48,317	47,650	667	150,744	149,737	1,007
Cancelled Sailings by type:						
Weather	309	864	(555)	329	977	(648)
Mechanical	65	282	(217)	258	782	(524)
Crew	28	75	(47)	75	162	(87)
Other *	26	48	(22)	106	154	(48)
Total Cancelled Sailings	428	1,269	(841)	768	2,075	(1,307)
Cancellations as % of Sailings	0.9%	2.7%	(1.8%)	0.5%	1.4%	(0.9%)
Crew Cancellations as % of Sailings	0.1%	0.2%	(0.1%)	0.0%	0.1%	(0.1%)

* The other category includes cancellations such as: incidents to vessels or the terminal, a traffic accident where the crew cannot get to the terminal, no demand for the sailing, or other procedural/operational reasons.

On-time performance on the Major and Minor Routes is defined as the percentage of our sailings departing within 10 minutes of the scheduled departure time. On-time performance on the Northern Routes is defined as the percentage of our sailings arriving no later than 10 minutes after the scheduled arrival time. On-time performance can be impacted by various factors including weather, vessel substitution, mechanical issues, crew absences, terminal dock maintenance or closures, and periods of high traffic demand.

On-Time Performance*	Three months ended December 31			Nine months ended December 31		
	2025	2024	Change	2025	2024	Change
Major Routes	88.6%	80.5%	8.1%	78.9%	71.6%	7.3%
Northern Routes	87.8%	90.3%	(2.5%)	75.9%	82.2%	(6.3%)
Minor Routes	89.9%	88.3%	1.6%	85.6%	83.5%	2.1%
On-Time Performance	89.7%	87.3%	2.4%	84.6%	81.9%	2.7%

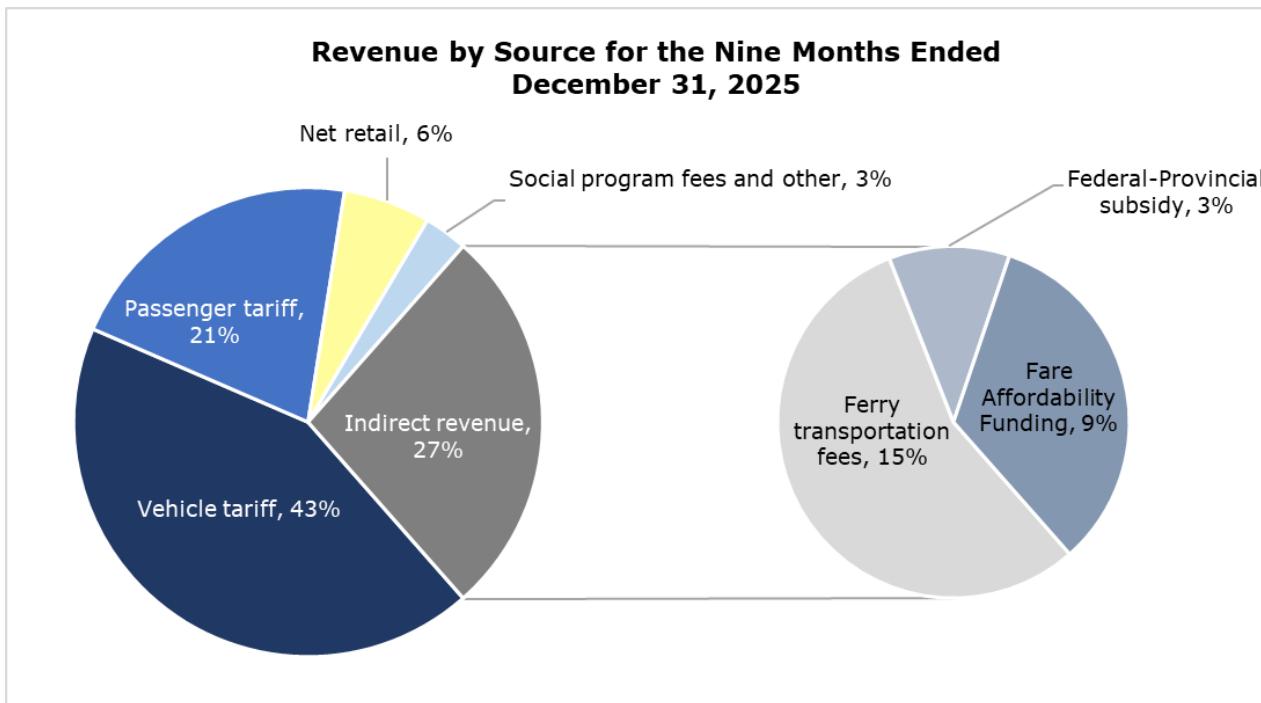
*The on-time performance % is a weighted average calculation based on the number of sailings (in the three months ended December 31, 2025, 86.7% of sailings are on the Minor Routes, 12.7% on the Major Routes and 0.6% on the Northern Routes. Year-to-date 85.2% of sailings are on the Minor Routes, 14.1% on the Major Routes and 0.7% on the Northern Routes.)

In the three months ended December 31, 2025, overall on-time performance increased 2.4% to 89.7% compared to 87.3% in the same period in the prior year. Year-to-date, overall on-time performance increased 2.7% to 84.6% from 81.9% in the comparative period in the previous year. On-time performance improved on the Major and Minor Routes, partially offset by lower on-time performance on the Northern Routes.

Revenue

The following discussions of revenue are based on IFRS results, with reference to the impacts of rate regulation (a discussion of the effect of rate regulation can be found on page 49 of our fiscal 2025 Management's Discussion and Analysis).

Operational revenues for the nine months ended December 31, 2025, are shown in the graph below.



Fuel rebates and surcharges are not included in the above total revenue by source. Rebates and surcharges are recorded in our fuel deferral accounts for rate regulatory purposes as they are implemented as a direct result of rising and declining fuel prices.

Revenue (\$ millions)	Three months ended December 31				Nine months ended December 31			
			Increase (Decrease)				Increase (Decrease)	
	2025	2024	\$	%	2025	2024	\$	%
Direct Route Revenue	191.5	184.5	7.0	4%	737.8	705.5	32.3	5%
Vehicle tariff revenue								
Major Routes	98.3	96.8	1.5	2%	371.2	353.8	17.4	5%
Northern Routes	1.8	1.8	-	-	11.4	10.3	1.1	11%
Minor Routes	15.7	14.6	1.1	8%	59.2	54.8	4.4	8%
Total vehicle tariff revenue	115.8	113.2	2.6	2%	441.8	418.9	22.9	5%
Passenger tariff revenue								
Major Routes	43.2	42.1	1.1	3%	171.0	164.7	6.3	4%
Northern Routes	0.9	0.9	-	-	7.7	7.2	0.5	7%
Minor Routes	7.8	7.3	0.5	7%	31.9	29.8	2.1	7%
Total passenger tariff revenue	51.9	50.3	1.6	3%	210.6	201.7	8.9	4%
Net retail revenue								
Major Routes	13.9	13.3	0.6	5%	52.1	49.8	2.3	5%
Northern Routes	0.9	0.9	-	0%	4.6	4.3	0.3	7%
Minor Routes	1.2	1.2	-	0%	4.9	4.7	0.2	4%
Total net retail revenue	16.0	15.4	0.6	4%	61.6	58.8	2.8	5%
Social program fees	3.8	2.3	1.5	65%	11.4	9.7	1.7	18%
Other revenue	4.0	3.3	0.7	21%	12.4	10.6	1.8	17%
Fuel surcharge	-	-	-	-	-	5.8	(5.8)	(100%)
Indirect Route Revenue	81.4	72.1	9.3	13%	271.3	235.1	36.2	15%
Fare Affordability Funding	23.7	14.7	9.0	61%	90.6	56.2	34.4	61%
Ferry transportation fees	48.2	48.2	-	-	152.3	151.2	1.1	1%
Federal-Provincial subsidy	9.5	9.2	0.3	3%	28.4	27.7	0.7	3%
Total Route Revenue	272.9	256.6	16.3	6%	1,009.1	940.6	68.5	7%
Other general revenue	0.4	0.8	(0.4)	(50%)	3.1	3.0	0.1	3%
Total Revenue	273.3	257.4	15.9	6%	1,012.2	943.6	68.6	7%

Vehicle tariffs and passenger tariffs account for the largest share of our revenues. Our year-over-year tariff revenues are impacted by factors such as changes in overall traffic levels, traffic types and tariff rates. On April 1, 2025, BC Ferries implemented average tariff increases of 3.2% in accordance with the Commissioner's Order 23-04 dated September 30, 2023.

During the three months ended December 31, 2025, total direct route revenue increased \$7.0 million or 4% (\$32.3 million or 5% year-to-date) compared to the same period in the prior year, primarily as a result of an increase in vehicle and passenger traffic levels, tariff rates and net retail revenue, partially offset by no fuel surcharges in place during the period.

Average Tariff	Three months ended December 31				Nine months ended December 31			
			Increase \$ %				Increase \$ %	
	2025	2024	\$	%	2025	2024	\$	%
Average vehicle tariff								
Average vehicle tariff	80.40	80.81	(0.41)	(1%)	81.82	79.20	2.62	3%
Major Routes	243.94	237.44	6.50	3%	294.06	277.11	16.95	6%
Northern Routes	16.25	15.58	0.67	4%	17.30	16.52	0.78	5%
Average vehicle tariff	52.73	52.83	(0.10)	(0%)	55.24	53.55	1.70	3%
Average passenger tariff								
Average passenger tariff	14.18	14.09	0.09	1%	14.31	14.02	0.29	2%
Major Routes	55.63	53.81	1.82	3%	84.22	80.37	3.85	5%
Northern Routes	4.30	4.14	0.16	4%	4.59	4.43	0.16	4%
Average passenger tariff	10.64	10.55	0.09	1%	11.09	10.87	0.22	2%

During the three months ended December 31, 2025, average tariff revenue per vehicle (vehicle tariff revenue divided by vehicle traffic volume) decreased \$0.10 or less than 1% (\$1.70 or 3% increase year-to-date) compared to the same period in the prior year, primarily as a result of tariff rate increases and a change in the traffic mix. In the three months ended December 31, 2025, average tariff revenue per passenger (passenger tariff revenue divided by passenger traffic volume) increased \$0.09 or 1% (\$0.22 or 2% year-to-date) compared to the same period in the prior year primarily because of tariff rate increases. In the three months ended December 31, 2025, the increase in vehicle traffic and passenger traffic levels and the change in average tariff resulted in a total tariff revenue increase of \$4.2 million or 3% (an increase in vehicle tariff revenue of \$2.6 million, and an increase in passenger tariff revenue of \$1.6 million) compared to the same period in the prior year. Year-to-date, the increase in traffic levels and the change in average tariff resulted in a total tariff revenue increase of \$31.8 million or 5% (an increase in vehicle tariff revenue of \$22.9 million, and an increase in passenger tariff revenue of \$8.9 million) compared to the same period in the prior year.

Retail sales is a significant source of revenue from customers, which contributes favourably to our net earnings and helps to minimize fare increases. Catering, retail and other on-board services are impacted by traffic levels, price, service quality and product offerings. In the three months ended December 31, 2025, net retail revenue increased by \$0.6 million or 4% (\$2.8 million or 5% year-to-date) compared to the same period in the prior year, primarily due to increased passenger traffic.

Social program fees are reimbursements from the Province for discounted fares provided to students travelling to and from school, persons with disabilities and persons travelling under the Ministry of Health Medical Travel Assistance Program ("MTAP"). Social program fees for the three months ended December 31, increased \$1.5 million or 65% (\$1.7 million or 18% year-to-date) compared to the same period in the prior year, mainly due to higher rates and an increase in the number of travellers utilizing the programs.

In the three months ended December 31, 2025, other revenue increased \$0.7 million or 21% (\$1.8 million or 17% year-to-date) compared to the same period in the prior year, primarily from higher parking revenue.

From time to time, we implement fuel surcharges as a result of rising fuel prices or fuel rebates as a result of falling fuel prices. A fuel surcharge of 4% was implemented on November 1, 2022 and remained in place on all routes until it was removed in fiscal 2025, effective June 1, 2024. For the purpose of rate regulation and regulatory reporting, surcharges and/or rebates are applied to our deferred fuel cost accounts.

In the three months ended December 31, 2025, total indirect route revenue increased by \$9.3 million or 13% (\$36.2 million or 15% year-to-date) compared to the same period in the prior year, mainly because of an increase in fare affordability funding (see below).

On March 31, 2023, the Province and BC Ferries entered into a \$500M contribution agreement (the "Contribution Agreement") to support the fare affordability initiative of keeping fare increases around 3% per year ("Fare Affordability Funding") and green house gas ("GHG") emissions reduction initiatives during performance term 6 ("PT6") from April 1, 2024, to March 31, 2028. Fare Affordability Funding is recognized on a systematic basis in accordance with the terms of the Contribution Agreement. The first installment of \$50 million was received on September 26, 2024. The second installment of \$100 million was received on September 29, 2025. In the three months ended December 31, 2025, Fare Affordability Funding revenue increased by \$9.0 million (\$34.4 million year-to-date) compared to the same period in the prior year.

The CFSC is a 60-year services contract, which commenced April 1, 2003, and stipulates, among other things, the number of round trips that must be provided for each regulated ferry service route in exchange for specified ferry transportation fees. On June 30, 2023, the CFSC was amended for PT6, including the establishment of ferry transportation fees for PT6. The ferry transportation fees amount of \$194 million per contract year in PT6 is consistent with the amount of annual ferry transportation fees in PT5. In the three months ended December 31, 2025, ferry transportation fees remained unchanged, compared to the same period in the prior year. In the nine months ending December 31, 2025, ferry transportation fees increased by \$1.1 million compared to the same period in the prior year, primarily due to increases in contracted routes revenue, fuel price recovery from the Province, and funding for seniors discounts.

Under the terms of the CFSC, we receive an annual amount from the Province based on the Province's agreement with the Government of Canada to fulfill the obligation of providing ferry services to coastal British Columbia. In the three months ended December 31, 2025, this Federal-Provincial subsidy increased by \$0.3 million or 3% (\$0.7 million or 3% year-to-date) based on the percentage increase in the annual Consumer Price Index (Vancouver).

In the three months ended December 31, 2025, total other general revenue decreased by \$0.4 million or 50% (increase of \$0.1 million or 3% year-to-date) compared to the same period in the prior year, due to a decrease in vacation packages revenue slightly offset by increase in carbon credit sales. Carbon credits recognized in revenue, are generated through the purchase of natural gas and use of liquefied natural gas ("LNG") and electrification (which are lower carbon fuel alternatives to diesel) and must have approval from the Ministry of Energy Mines and Low Carbon Innovation before a sale is recognized. For regulatory purposes, BC Ferries directs the net revenue earned through the sale of earned carbon credits into the Carbon Reduction Investment Account ("CRIA"). By Order 22-01 issued on April 21, 2022, the Commissioner had authorized BC Ferries to create the CRIA in support of funding infrastructure investments identified in its Clean Futures Plan and to progress green house gas emission reduction projects.

Expenses

Expenses for the three and nine months ended December 31, 2025 and 2024 are summarized in the table below:

Operating expenses (\$ millions)	Three months ended December 31				Nine months ended December 31			
			Increase (decrease)				Increase (decrease)	
	2025	2024	\$	%	2025	2024	\$	%
Operations	179.5	179.3	0.2	-	580.3	584.5	(4.2)	(1%)
Maintenance	42.6	35.2	7.4	21%	104.0	101.9	2.1	2%
Administration	15.4	14.1	1.3	9%	45.7	41.4	4.3	10%
Total operations, maintenance & administration	237.5	228.6	8.9	4%	730.0	727.8	2.2	-
Depreciation and amortization	50.5	50.1	0.4	1%	152.1	149.9	2.2	1%
Total operating expenses	288.0	278.7	9.3	3%	882.1	877.7	4.4	1%

During the three months ended December 31, 2025, total operating expenses increased \$9.3 million or 3% (\$4.4 million or 1% year-to-date) compared to the same period in the prior year.

Wages, benefits and fuel are our largest expenses, representing approximately 76% of our total operations, maintenance and administration costs. The \$8.9 million or 4% (\$2.2 million or less than 1% year-to-date) increase in total operations, maintenance and administration costs is primarily driven by higher wage rates, benefit costs and information technology ("IT") project costs, partially offset by lower fuel expenses. As BC Ferries implements more cloud-based software, we expect to experience an increase in operating expenses that would have previously been eligible to be capitalized. We continue our strong focus on operating as effectively and efficiently as possible, to maintain financial resiliency, while delivering on our customer service and safety objectives.

Approximately 82% of BC Ferries' workforce are members of the BC Ferry & Marine Workers' Union (the "Union"). The collective agreement between the Company and the Union (the "Collective Agreement") provides for a wage re-opener effective April 1, 2025. BC Ferries and the Union were unable to reach a negotiated agreement and proceeded with the dispute resolution mechanism. On May 29, 2025, an arbitration panel issued its binding decision of a 1.65% general wage increase, effective April 1, 2025, with a few positions receiving additional "special adjustments". On June 10, 2025, the Union filed an appeal of the wage arbitration decision with the Labour Relations Board. On December 10, 2025, the Labour Relations Board dismissed the appeal. Negotiations with the Union on the renewal of the Collective Agreement, which expired in October 2025, are ongoing.

Wage rates for employees not covered by the Collective Agreement were increased by 2% for eligible employees, effective April 1, 2025 and April 1, 2024, as a cost-of-living adjustment.

The \$0.2 million or less than 1% increase in operations expenses in the three months ended December 31, 2025, compared to the same period in the prior year, includes:

- \$3.9 million increase in labour costs, mainly due to wage rate increases per the Collective Agreement, higher benefit costs, partially offset by less training and overtime.
- partially offset by:
- \$3.4 million decrease in fuel expense, of which \$3.5 million is the result of lower fuel prices primarily from the removal of the carbon tax on fuel, partially offset by an increase in fuel consumption;
- \$0.3 million decrease in contracted services, materials and supplies and other miscellaneous expenses.

The \$4.2 million or 1% decrease in operations expenses for the nine months ended December 31, 2025, compared to the same period in the prior year, includes:

- \$17.0 million decrease in fuel expense, of which \$14.9 million is the result of lower fuel prices primarily from the removal of the carbon tax on fuel and \$2.1 million is the result of a decrease in fuel consumption;
- partially offset by:
- \$9.2 million increase in labour costs, mainly due to wage rate increases per the Collective Agreement, higher benefit costs, partially offset by less overtime and training.
- \$3.6 million increase in contracted services, insurance, taxes and utilities and other miscellaneous expenses.

In the three months ended December 31, 2025, maintenance costs increased by \$7.4 million or 21% (\$2.1 million or 2% year-to-date) compared to the same period in the prior year, primarily as a result of the cyclical nature of vessel refit activity.

In the three months ended December 31, 2025, administration costs increased \$1.3 million or 9% (\$4.3 million or 10% year-to-date) compared to the same period in the prior year, primarily from increased labour and benefit costs as a result of filling vacant positions, wage increases effective April 1, 2025, investing in our administrative functions and other expenses.

In the three months ended December 31, 2025, depreciation and amortization increased \$0.4 million or 1% (\$2.2 million or 1% year-to-date) compared to the same period in the prior year, reflecting the timing of capital assets entering service. (See "Investing in our Capital Assets" for details of capital asset expenditures).

Net finance and other expenses (\$ millions)	Three months ended December 31				Nine months ended December 31			
	Variance				Variance			
	2025	2024	\$	%	2025	2024	\$	%
Finance expense	15.0	17.4	(2.4)	(14%)	47.9	52.7	(4.8)	(9%)
Less: finance income	(2.4)	(6.2)	3.8		(5.9)	(18.3)	12.4	
Net finance expense	12.6	11.2	1.4	13%	42.0	34.4	7.6	22%
Net (gain)/loss on disposal and impairment of property, plant and equipment, intangible assets and other charges	(0.2)	5.7	(5.9)		(4.3)	7.2	(11.5)	
Total net finance and other expenses	12.4	16.9	(4.5)	(27%)	37.7	41.6	(3.9)	(9%)

In the three months ended December 31, 2025, net finance and other expenses decreased by \$4.5 million or 27% (\$3.9 million or 9% decrease year-to-date) compared to the same period in the prior year, primarily a result of an impairment loss on property, plant and equipment recorded in the prior year. Also contributing to the decrease in net finance and other expenses was higher capitalized interest during construction, offset by lower investment returns from less cash available to invest, lower investment interest rates and a lower net gain on foreign exchange.

INVESTING IN OUR CAPITAL ASSETS

Our capital plan includes building new vessels, upgrades and modifications to existing vessels, improvements at our Fleet Maintenance Unit located at Deas Basin in Richmond, BC ("FMU"), modifications to terminal infrastructure in anticipation of vessel electrification (shore-side power source to enable charging vessel batteries), upgrades at our terminals and renewal of our information technology systems.

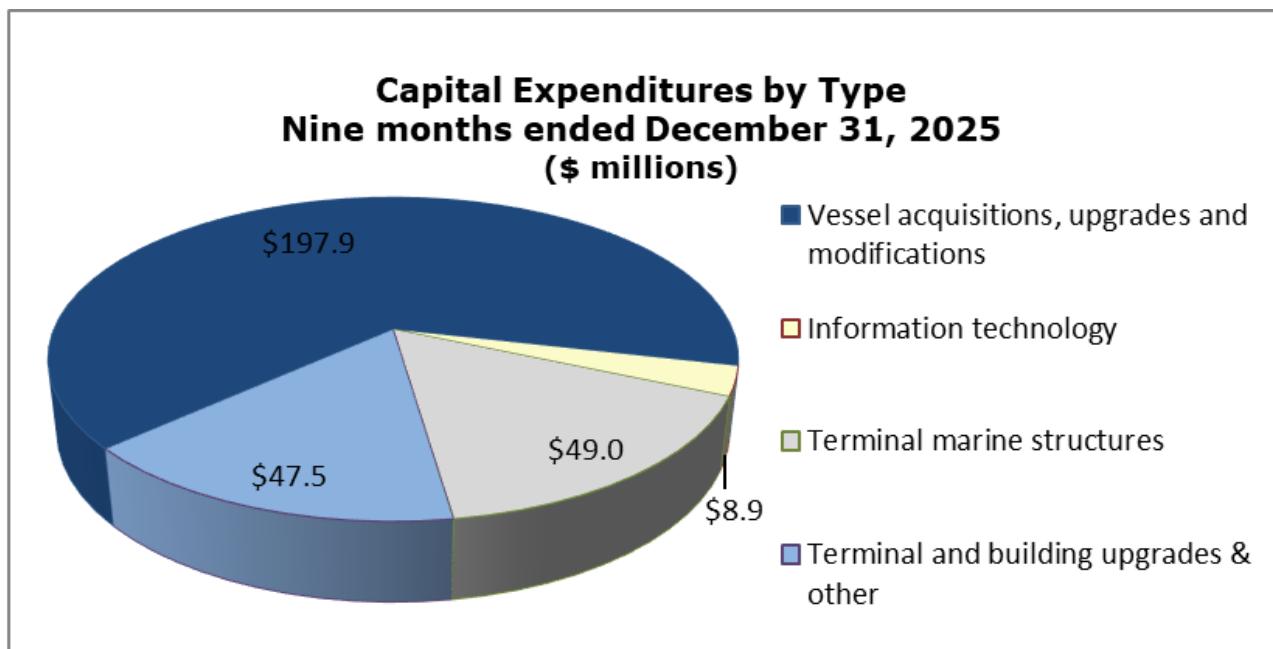
Prior to fiscal 2026, BC Ferries received \$14 million in funding as part of the Natural Gas for Transportation incentive funding from FortisBC Energy Inc. (included in deferred grants and other current and long-term liabilities) to help offset incremental capital costs for the Salish Class and Spirit Class vessels associated with the ability to utilize LNG. During the nine months ended December 31, 2025, we applied \$1.2 million (\$1.2 million during the same period in fiscal 2025) of the funding to reduce the capital cost of the Salish Class and Spirit Class vessels.

On March 27, 2024, BC Ferries received \$75 million of net proceeds from issuing Series 24-1 bonds to the Canada Infrastructure Bank ("CIB"). The fair market value of the bonds as of issuance date was \$47.4 million. The difference between the net proceeds and fair market value of the bonds of \$27.6 million was classified as government funding to be recognized as an offset to the project costs of the Island Class Phase 3 project and the Island Class terminal electrification project. During the nine months ended December 31, 2025, \$3.3 million (\$0.5 million during the same period in the prior year) of this funding was recognized as a reduction to capital expenditures, consisting of \$2.5 million for the Island Class Phase 3 project and \$0.8 million to the terminal electrification project.

On May 22, 2025, BC Ferries received \$133 million of net proceeds from issuing Series 25-1 bonds to CIB. The fair market value of the bonds as of issuance date was \$76.6 million. The difference between the proceeds and fair market value of the bonds of \$56.4 million was classified as government funding to be recognized as an offset to the project costs of the new major vessels ("NMV") project. During the nine months ended December 31, 2025, \$56.4 million (\$nil during the same period in fiscal 2025) of this funding was recognized as a reduction to capital expenditures for the NMV project.

In the nine months ended December 31, 2025, additions to our capital assets totalled \$303.3 million in capital expenditures (net of funding) and \$14.5 million for an asset decommissioning provision. BC Ferries increased its provision for decommissioning costs for 41 vessels by \$14.5 million. This amount has been allocated appropriately to the carrying amount of each vessel and will be expensed over the remaining life of each vessel.

In the nine months ended December 31, 2025, capital expenditures (net of funding) comprised the following:



Capital Expenditures (\$ millions)	Nine months ended December 31, 2025
New major vessels	81.9
Island Class Phase 3	74.2
Fleet maintenance unit redevelopment	38.2
<i>Coastal Inspiration</i> quarter-life upgrade	6.2
Major overhauls and inspections	22.9
Heriot Bay berth replacement	15.1
Langdale berth replacement	2.9
Whaletown berth replacement	7.9
Horseshoe Bay Berth 3 Replacement	3.8
Various other projects	50.2
	303.3

New Major Vessels

On March 14, 2025, the Commissioner issued Order 25-01 which approved a major capital expenditure for four new major vessels to replace four existing end-of-life vessels. On May 7, 2025, BC Ferries awarded four contracts for design, build and delivery of the New Major Vessels to China Merchants Industry Weihai Shipyard Co LTD. These four vessels will be diesel-battery hybrid ships designed for future full electric operation and capability of carrying 360 vehicles and 2,100 passengers. These vessels are planned to enter service starting in 2029 at approximately six-month intervals and, as they are built, will be incorporated into the Major Routes fleet. As these vessels are introduced, BC Ferries plans to retire four of its oldest major vessels: the *Queen of Alberni*, *Queen of New Westminster*, *Queen of Coquitlam* and *Queen of Cowichan*.

Island Class Phase 3

On December 7, 2023, the Commissioner issued Order 23-05 approving a major capital expenditure to construct and deliver into service four plug-in hybrid Island Class vessels that will be able to operate exclusively in battery-electric mode, in addition to electrical upgrades for rapid charging from ashore at four terminals on the two routes connecting Nanaimo

Harbour to Gabriola Island, and Campbell River to Quadra Island. On December 21, 2023, BC Ferries awarded Damen a design-build, fixed-price contract for four new hybrid electric Island Class vessels. These four new hybrid electric vessels, with capacity to carry approximately 47 vehicles and 390 passengers, will further standardize BC Ferries' fleet, both increasing capacity and improving our flexibility to move ships across routes. These new Island Class vessels are planned to enter service by the end of fiscal 2027 on the routes connecting Nanaimo Harbour to Gabriola Island, and Campbell River to Quadra Island. With the addition of these Island Class vessels, BC Ferries plans to redeploy other vessels to improve service on the routes between Crofton to Vesuvius and Quadra to Cortes Island and retire two of our older vessels.

FMU redevelopment

On October 14, 2022, the Commissioner issued Order 22-02 and, on May 12, 2023, issued a further supplemental Order 22-02A approving a project for the redevelopment of BC Ferries' FMU. Also on May 12, 2023, BC Ferries signed a construction agreement with Bird Construction Group for the FMU redevelopment project. On December 19, 2025, BC Ferries submitted a supplemental filing to the Commissioner requesting approval to update the maximum amount of capital expenditure for the project, previously approved by the Commissioner's Order 22-02A. This project is redeveloping the site to increase its efficiencies and capacity, building a new machine shop and upgrading existing buildings at the site. Upgrades to some of the existing buildings were completed in fiscal 2025. Construction of the new machine shop and other site upgrades are expected to finish by fiscal 2028.

Major overhauls and inspections

In the nine months ended December 31, 2025, we incurred capital expenditures of \$22.9 million in respect of major overhauls and inspections of components of hull, propulsion and generators for three vessels that were completed or underway.

Heriot Bay berth replacement

A project to replace the marine structures at Heriot Bay to accommodate Island Class vessels, including the pontoon, ramp and floating lead, is expected to be completed in fiscal 2026.

Whaletown Berth replacement

A project to demolish the deteriorated marine structures and construct a new berth to support the deployment of the Island Class vessels is currently underway and is expected to be completed in the first quarter of fiscal 2027.

Coastal Inspiration quarter-life upgrade

The quarter-life upgrade of the *Coastal Inspiration*, including upgrades to its propulsion, electrical, communication systems, and catering and safety equipment was completed in the first quarter of fiscal 2026.

Horseshoe Bay berth replacement

A project to replace Berth 3 at Horseshoe Bay to accommodate the Coastal Class vessels and the future New Major Vessels is currently underway and is expected to be completed in the first quarter of fiscal 2030.

Langdale berth life extension

A project to extend the life of berth 2 at Langdale, including the trestle, ramp, dolphins and wingwall, is currently underway and is expected to be completed in the fourth quarter of fiscal 2026.

Various other projects

Various other projects expenditures of \$50.2 million include, among others, upgrades to various vessel's navigational and catering equipment, upgrades to marine structures at various terminals and various software upgrades.

LIQUIDITY AND CAPITAL RESOURCES

We fund our operations and capital acquisitions with cash flow generated from operations, as well as bank financing, debt issuance to third parties and government funding. Our financial position could be adversely affected if we fail to arrange sufficient and cost-effective financing to fund, among other things, capital expenditures and debt servicing. Our ability to arrange such financing is subject to numerous factors, including the results of our operations, our financial position, conditions in the capital and bank credit markets, credit ratings assigned by rating agencies, and general economic conditions.

We expect our cash requirements will be met through operating cash flows, accessing our credit facility with a syndicate of Canadian banks (the “Credit Facility”), debt issuances, government contributions and other external funding opportunities.

On February 26, 2023, the Province announced \$500 million in Fare Affordability Funding for BC Ferries. The Contribution Agreement, signed with the Province on March 31, 2023, establishes the terms and scheduled payments of this funding over the period of April 1, 2024 to March 31, 2028. The first payment of \$50 million was received in fiscal 2025, on September 26, 2024. The second installment payment of \$100 million was received on September 29, 2025. The next installment payment of \$150 million is expected by September 30, 2026. The Contribution Agreement can be found on SEDAR+ at www.sedarplus.ca.

On March 28, 2025, BC Ferries entered into a bond purchase agreement with CIB to issue up to \$1 billion of senior secured bonds. These senior secured bonds bear interest at 1.828% per annum, payable semi-annually and can be drawn in several tranches over a five-year period. All drawn funds must then be spent within the subsequent three years, otherwise any remaining drawn but unspent funds must be repaid to CIB. The net proceeds from the sale of the bonds shall be held in cash or invested in permitted investments and shall be used solely to provide partial funding for the capital costs incurred toward the NMV project and the terminal electrification for the route connecting metro Vancouver to Victoria and the route connecting metro Vancouver to Nanaimo. On May 22, 2025, BC Ferries received \$133 million in proceeds from issuing the first tranche of bonds (series 25-1). The fair market value of the bonds as of issuance date was \$76.6 million. The difference between the proceeds and fair market value of the bonds of \$56.4 million was considered a bond discount and classified as government funding.

At December 31, 2025, our unrestricted cash and cash equivalents totalled \$172 million, compared to unrestricted cash and cash equivalents of \$205 million at March 31, 2025.

Our \$105 million Credit Facility was renewed on April 4, 2025, to extend the maturity date from April 20, 2028 to April 20, 2029. The Credit Facility is available to fund capital expenditures and for other general corporate purposes. At December 31, 2025, there were no draws on the Credit Facility.

We target maintaining a strong investment-grade credit rating to allow capital market access at cost effective interest rates. On November 18, 2025, S&P affirmed BC Ferries’ long-term issuer credit and senior secured debt ratings of A+ with a Stable outlook. On December 5, 2025, DBRS confirmed BC Ferries’ issuer rating and senior secured bonds credit rating at A (high) with a Negative outlook.

Under the Master Trust Indenture (“MTI”), an agreement that in part secures and governs the Company’s borrowings, we are subject to an indebtedness test that prohibits new borrowing if our debt service coverage ratio (earnings before interest, taxes, depreciation, amortization and rent or EBITDAR divided by debt service cost) is less than 1.50x. Prior to January 19, 2025, under the MTI, additional indebtedness was also prohibited if our leverage ratio exceeded 85%. However, on January 20, 2025, BC Ferries announced that it had successfully obtained approval of an amendment to remove Section 6.5(e)(ii) of the MTI, eliminating the

leverage ratio test as an additional indebtedness covenant under the condition the common shares of BC Ferries remain wholly owned by the BC Ferry Authority, the Province or any Crown Corporation.

At December 31, 2025, we achieved a debt service coverage ratio of 3.15 and were in compliance with our financial covenants under the MTI and the Credit Facility.

The Company's operational performance for the nine months ended December 31, 2025 has resulted in a \$92.4 million increase in equity before reserves, from \$574.2 million as at March 31, 2025, to \$666.6 million as at December 31, 2025. Correspondingly, BC Ferries leverage ratio decreased by 2% to 72% as at December 31, 2025 compared to a 74% leverage ratio as at March 31, 2025.

(\$ thousands)	December 31, 2025		March 31, 2025	
	\$	%	\$	%
Aggregate borrowings *	1,723,074	72%	1,599,718	74%
Total equity before reserves	666,618	28%	574,177	26%
Total	2,389,692	100%	2,173,895	100%

* Includes long-term debt, including current portion, Credit Facility (drawn and undrawn) and short-term borrowings.

Sources & Uses of Cash

Our liquidity needs are met through a variety of sources, including cash generated from operations, the issuance of bonds, external funding and borrowings under the Credit Facility. Our primary uses of funds are operational expenses, capital asset acquisitions and upgrades, and payments on our long-term debt.

Sources and uses of cash and cash equivalents for the first nine months of fiscal 2026 and 2025 are summarized in the table below:

(\$ millions)	Nine months ended December 31		
	2025	2024	Increase (Decrease)
Cash and cash equivalents, beginning of the period	204.7	31.9	172.8
Cash from (used in) operating activities:			
Net earnings	92.4	24.3	68.1
Items not affecting cash	189.6	191.6	(2.0)
Changes in non-cash operating working capital	(33.5)	(48.4)	14.9
Net interest paid	(46.2)	(28.7)	(17.5)
Cash generated from operating activities	202.3	138.8	63.5
Cash from (used in) financing activities	121.2	(11.1)	132.3
Cash (used in) from investing activities	(356.2)	132.2	(488.4)
Net (decrease) increase in cash and cash equivalents	(32.7)	259.9	(292.6)
Cash and cash equivalents, end of the period	172.0	291.8	(119.8)

For the nine months ended December 31, 2025, cash generated from operating activities increased by \$63.5 million compared to the same period in the prior year, primarily due to an increase in net earnings. The increase in net earnings reflects the increase in revenues and decrease in net finance and other expenses, partially offset by an increase in operating expenses.

Cash from financing activities in the nine months ended December 31, 2025 was \$121.2 million, a \$132.3 million increase compared to same period in the prior year. The \$121.2 million amount consisted of net proceeds of \$132.6 million from our May 2025 bond issuance offset by \$8.5 million (\$8.5 million in same period in the prior year) in repayment of our loans from KfW, and \$2.9 million (\$2.7 million in the same period in the prior year) in repayment of lease obligations.

Cash used in investing activities for the nine months ended December 31, 2025 increased by \$488.4 million compared to the same period in the prior year, mainly due to an increase of \$202.7 million in capital asset purchases and a decrease of \$275.8 million in net change in short-term investments.

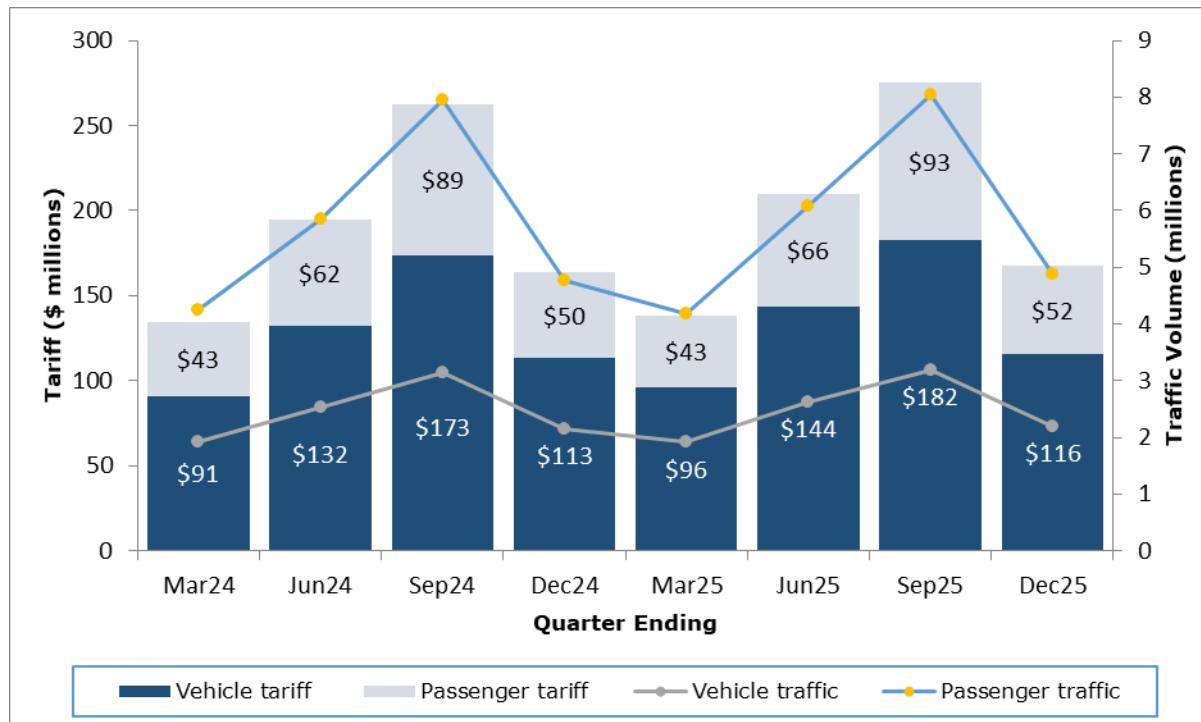
SUMMARY OF QUARTERLY RESULTS

The table below compares earnings by quarter for the most recent 8 quarters:

(\$ millions)	Quarter Ended (unaudited)							
	Mar 24	Jun 24	Sep 24	Dec 24	Mar 25	Jun 25	Sep 25	Dec 25
Total revenue	201	303	383	257	228	327	412	273
Operating expenses	283	299	300	279	306	301	293	288
Operating profit (loss)	(82)	4	83	(22)	(78)	26	119	(15)
Net earnings (loss)	(106)	(9)	71	(38)	(96)	10	109	(27)

Quarterly results are normally affected by the seasonality of leisure travel patterns. The second quarter, covering the summer period, normally experiences the highest traffic levels and the highest net earnings. In the third and fourth quarters, when leisure traffic is lower, we perform upgrades and major maintenance and refit programs, as well as undertaking mandatory inspections on the majority of our vessels.

The following graph demonstrates the seasonality of our tariff revenue and shows the relationship of passenger traffic volume and tariff revenue over the most recent 8 quarters:



OUTLOOK

We continue to pursue strategies to create an affordable, reliable, sustainable and safe ferry system that meets the needs of our customers and the communities we serve for generations to come.

Financial

During fiscal 2025, BC Ferries carried its highest ever vehicle and passenger traffic. In the three and nine months ended December 31, 2025, BC Ferries continued to experience higher vehicle and passenger traffic levels compared to the same period in the prior year.

While we are cautiously optimistic that traffic will continue to be strong, BC Ferries cannot predict with certainty future traffic volumes. Traffic levels can be affected by a variety of factors, including without limitation weather, vessel mechanical issues, competition, transportation costs (including vehicle gasoline prices and ferry fares), local and global economic conditions, political instability, and fluctuations in disposable personal income.

BC Ferries is experiencing upward pressure on both operating and capital costs and we continue to pursue efficiencies and opportunities to minimize costs. Future increases in inflation, projected higher long-term interest rates and weakening economic conditions may impact customer demand, future profitability and future cost-effective funding opportunities.

On September 30, 2023, the Commissioner issued Order 23-04 which established final price cap increases of 3.2% for each of the four years of PT6, commencing April 1, 2024 and ending on March 31, 2028. The Commissioner's final price cap decision factored in the impact of \$500 million in Fare Affordability Funding from the Province. In the near term, the higher costs we are experiencing may reduce our operating results despite the fare increase of 3.2% and the Fare Affordability Funding from the Province for PT6.

PT6 incorporates significant capital investments to support growth and replacement of aging assets. BC Ferries' vessel planning strategies, which include the Island Class vessels and the NMV program, will provide additional capacity and allow us to respond to increases in customer demand. Based on current levels of capital asset inflation, it is possible that capital investment costs will be higher than anticipated.

Escalating costs and planned investments in PT6 and performance term seven ("PT7") from April 1, 2028 to March 31, 2032 will rely upon a level of funding for PT7 that is currently uncommitted, either in the form of regulatory allowable price cap increases, funding from the Province or other sources. As work begins on the PT7 regulatory submission, the Company is engaging with relevant parties on long term funding options.

Risks and Uncertainties

Understanding and managing operational and financial risk is an important part of our business. We have processes in place throughout our company to manage risks that inevitably arise in the normal course of business. A discussion of enterprise wide risk management can be found on pages 35 through 46 of our fiscal 2025 Management's Discussion & Analysis, which is available on SEDAR+ at www.sedarplus.ca and on our investor webpage at <https://www.bcferry.com/our-company/investor-relations>. Our risk profile is substantially unchanged during the three and nine months ended December 31, 2025.

ACCOUNTING PRACTICES

Critical Accounting Policies and Estimates

Our discussion and analysis of our financial condition and financial performance is based upon our condensed interim consolidated financial statements, which have been prepared in accordance with IFRS.

Our material accounting policies are contained in Note 1 to our March 31, 2025 audited consolidated financial statements. Certain of these policies involve critical accounting estimates because they require us to make particularly subjective or complex judgements about matters that are inherently uncertain and because of the likelihood that materially different amounts could be reported under different conditions or using different assumptions. These judgements, estimates and assumptions are subject to change as new events occur, as more experience is acquired, as additional information is obtained, and as the general operating environment changes.

Discussion of the most critical accounting policies and estimates that we have used in the preparation of our consolidated financial statements can be found on pages 47 through 51 of our fiscal 2025 Management's Discussion & Analysis.

Adoption of New Accounting Standards

Effective April 1, 2025, we adopted amendments to IAS 21, the effects of changes in foreign exchange rates regarding lack of currency exchangeability. This amendment had no impact on the Group's condensed interim consolidated financial statements.

FORWARD LOOKING STATEMENTS

This Management's Discussion and Analysis contains certain "forward-looking statements". These statements relate to future events or our future performance. All statements other than statements of historical fact are forward-looking statements. Statements that include the words "believes," "expects," "may," "will," "should," "potential," "estimates," "anticipates," "aim", "goal," "targets," "plan," "predict" or other comparable terminology and similar statements of a future or forward-looking nature identify forward-looking statements.

Examples of forward-looking statements in this document include, but are not limited to expected: customer demand; vehicle and passenger fares future traffic volumes; seasonal traffic patterns and their impact on operations; cash requirements and sources of cash flows; investment strategies; timing of government Fare Affordability funding payments; timing and impact of decisions or orders of the British Columbia Ferry Commissioner ("Ferry Commissioner"); future economic conditions and their impact on our financial performance and future investments; impact of wage increases, including potential increases resulting from the renewal of the Collective Agreement which expired in October 2025; impact of impairment losses in the future; government funding and our anticipated use of the same; credit risks; likelihood of obtaining committed additional sources of funding for PT7; economic conditions and their impact on our financial performance; staffing requirements; impacts of crew shortages; fuel prices; impact of hedging strategies; fuel surcharges; fuel sources; timing of implementation of vessel electrification capability; efficacy of vessel dual fuel capability; vessel replacement timing including timing of completion of new vessel construction under the Island Class and New Major Vessel programs; new vessel entry into service dates; vessel redeployment, retirement and disposal plans; repair and planning strategies; schedules and budgets for major capital initiatives; impact of capital asset inflation on capital investment costs; timing of completion of capital projects; among other statements.

Although management believes that the forward-looking statements contained in this Management's Discussion and Analysis are based upon reasonable assumptions, investors cannot be assured that actual results will be consistent with these forward-looking statements. These forward-looking statements are based on our experience, our perception of trends, current conditions and expected future developments as well as other factors. Certain material factors or assumptions were applied in drawing the conclusions or making the forecasts or projections that are included in these forward-looking statements. Some of the market conditions and factors that have been considered in formulating the assumptions upon which forward-looking statements are based include traffic trends, labour market trends; estimated market value of assets, the value of the Canadian Dollar, CPI (Vancouver), fuel costs, construction costs, the state of the economy, fluctuating financial markets, projected interest rates; demographics, tax changes and the requirements of the Coastal Ferry Act and the Coastal Ferry Services Contract.

However, forward-looking statements, by their nature, involve risks and uncertainties that could cause actual results to differ materially from those contemplated by the forward-looking statements. The risks and uncertainties primarily include those attendant with operating and maintaining a large fleet of vessels and terminals and successfully carrying out major capital projects to upgrade or replace such vessels and terminals, including, without limitation the risks and uncertainties associated with: inability to obtain committed additional sources of funding for PT7; impact of local and global economic conditions, including a potential economic recession; impact of fare increases or unforeseen events on customer demand; impact of competition; vessel mechanical issues and general reliability of aging assets; vendor delays or non-performance; constraints on operations or necessary capital or operating expenditures imposed by the Ferry Commissioner; ability to secure and access financing in a timely manner; ability to maintain current credit ratings; interest rate fluctuations; foreign currency fluctuations; rising fuel prices; traffic fluctuations; delays in completion of major capital projects; delays in vessel repairs or refits; delays in expected new vessel deliveries; efficacy of vessel dual fuel capability; inflation of capital and operating costs; fluctuations in market value of assets (including options to purchase assets), security, safety or environmental incidents; confidential or sensitive information breaches (including cyber security incidents), changes in laws, regulatory changes, changes to taxes, tariffs or duties impacting the company or its suppliers; impacts of sanctions and other compliance legislation on the company or its suppliers; weather related events; climate change; risk of global pandemics in the future; political instability, and the assertion of Indigenous rights over land use in the province.

Non-IFRS Measures

In addition to providing measures prepared in accordance with IFRS, we present certain financial measures that do not have any standardized meanings prescribed by IFRS and therefore are unlikely to be comparable to similar measures presented by other companies. These include, but are not limited to, net earnings adjusted for the effect of rate regulation and average tariff revenue per vehicle and per passenger. These supplemental financial measures are provided to assist readers in determining our ability to generate cash from operations and improve the comparability of our results from one period to another. We believe these measures are useful in assessing operating performance of our ongoing business on an overall basis.