Canada Lands Company Limited

Q3 (1 October to 31 December 2021)

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL RESULTS

FOR THE PERIOD ENDED DECEMBER 31, 2021

This Management's Discussion and Analysis ("MD&A") provides important information about Canada Lands Company Limited's ("CLCL" or the "Company") business, its financial performance for the period ended December 31, 2021, and its assessment of factors that may affect future results. The MD&A should be read in conjunction with the Company's unaudited consolidated financial statements and notes (collectively "the consolidated financial statements"). The MD&A and consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS").

The following MD&A is the responsibility of management and is current as at February 8, 2022, unless otherwise noted.

The Board of Directors of the Company has approved this disclosure.

All dollar amounts, unless otherwise stated, are in millions of Canadian dollars.

The Company's financial reporting publications are available on the Company's website, www.clc-sic.ca.

HIGHLIGHTS FOR YEAR-TO-DATE FISCAL 2021/2022

Financial

- During the period, the Company invested $16.1 and $50.6 for the third quarter and year-to-date, respectively, primarily in its real estate development in communities across the country and its attractions.
- The Company was able to generate $31.3 and $71.9 for the third quarter and year-to-date respectively in revenue.
- The Company made a direct financial contribution back to its shareholder, the Government of Canada, of $10.0, via dividend payment.
- During the period, the Company made $153.9 in promissory note repayments back to former property custodians.

Operations

- The CN Tower reopened in late July and the Montréal Science Centre ("MSC") in late September, in accordance with provincial and local public health protocols and restrictions.
- In late December 2021 the MSC, and in early January 2022 (subsequent to period end) the CN Tower, were both forced to suspend its operations due to government and public health restrictions reintroduced in Québec and Ontario.
- In late January 2022 the CN Tower, and in early February 2022, the MSC were able to resume operations as restrictions were eased.

BUSINESS UPDATE

On March 11, 2020, the World Health Organization declared the outbreak and subsequent spread of COVID-19 as a pandemic. Government agencies, health agencies and others have taken efforts to contain COVID-19, which include a number of provincial and municipal governments declaring states of emergency and implementing restrictive measures such as travel bans, mandatory quarantine periods and self-isolation.

For most of the third quarter of FY2021/22, the Company's attractions and many of its tenants were able to remain open and operate, while adhering to local or provincial regulations, which includes capacity restrictions. In December 2021, COVID-19 case counts began to dramatically rise across the country, primarily attributed to the Omicron variant. In response, many provinces and public health agencies, reintroduced restrictions to reduce the spread of COVID-19. As a result, the MSC and CN Tower were forced to suspend operations again. Subsequently, restrictions were eased, allowing the CN Tower and MSC to reopen less than one month and two months, respectively, after being forced to close.

This latest wave reinforces that COVID-19 is not going away in the very short-term and that it has the potential to continue to cause significant economic and social disruption to many businesses. The impacts of COVID-19 have had, and continue to have, adverse effects on the Company's business and the operations, despite efforts to address and mitigate.

That being said, there were positive indicators for the Company in the third quarter, and general optimism for the future. The Company's attractions performed relatively well during the quarter given the current operating environment of restrictions and significantly reduced international tourism arrivals. Although restrictions forced the closure of the Company's attractions, they were relatively short lived, especially as compared to the prior closures. This may be an indication that mitigation efforts are working, and attitudes towards COVID-19 are shifting, reducing the disruption, both impact and duration, that future waves of COVID-19 may bring. However, it still remains difficult to determine, the future impact, both short-term and long-term, on the financial performance of the Company as a result of COVID-19 and related mitigation efforts.

In the Company's opinion, its financial standing, liquidity, strong balance sheet and continuing investments in its real estate developments and attractions assets position it well for the short-term and the longer-term.

The risks and possible impacts of COVID-19 are discussed further throughout this MD&A.

ABOUT CLCL

CLCL is the parent of Canada Lands Company CLC Limited ("CLC"), Parc Downsview Park Inc. ("PDP") and the Old Port of Montréal Corporation Inc. ("OPMC"), collectively referred to as the "CLCL Subsidiaries."

CLCL has two operating divisions:

- Real Estate; and
- Attractions.

The Real Estate operating division primarily includes development lands held in CLC and PDP's development lands (the "Downsview Lands").

The Attractions operating division is comprised of Old Port of Montréal ("OPM"), MSC, Downsview Park and the CN Tower.

CLCL carries out its policy mandate "to ensure the commercially oriented, orderly disposition of selected surplus federal real properties with optimal value to the Canadian taxpayer and the holding of certain properties." This mandate was provided to the Company by the Government of Canada (the "Government") on reactivation of the Company in 1995. CLCL optimizes the financial and community value of strategic properties no longer required for program purposes by the Government. Through CLC, it purchases properties from the Government at fair market value, then holds and manages or improves and sells them, in order to produce the best possible benefit, both for local communities and for the Company's sole shareholder, the Government.

CLC holds real estate across the country in various provinces and in various stages of development, with significant holdings in Vancouver, British Columbia; Calgary and Edmonton, Alberta; Ottawa and Toronto, Ontario; Montréal, Québec; Halifax, Nova Scotia; and St. John's, Newfoundland and Labrador.

PDP was originally comprised of 572 acres (231 hectares) of land at the former Canadian Forces Base in Toronto. The holdings at PDP are composed of active recreation, parkland and real estate development assets.

The CN Tower is an iconic national landmark and tourist attraction located in downtown Toronto. The core business is managing the country's highest observation tower, restaurant operations and EdgeWalk.

OPMC is located in the heart of historic Montréal along the St. Lawrence River. Its core business covers two main areas: OPM, which manages and hosts activities on the 2.5-kilometre-long (1.6 mile) urban recreational, tourist and cultural site along the St. Lawrence River; and the MSC, which operates the Science Centre and IMAX theatre.

GOVERNANCE

CLCL's Board of Directors (the "Board") is composed of the Chair and six Directors. For more details on CLCL's governance, see the "Corporate Governance" section in the CLCL 2020/21 Annual Report.

The Board's total expenses for the period ended December 31, 2021, including meetings, travel expenses, conferences and seminars, liability insurance, and annual retainers and per diems, totalled $0.2 (December 31, 2020 – $0.2). The Board and senior management expenses are posted on CLC's website at www.clc-sic.ca/reports-and-expenses.

OBJECTIVES AND STRATEGIES

The Company's goal in all transactions is to produce the best possible benefit for its stakeholders, local communities, itself and, by extension, its sole shareholder.

Real Estate

The Company optimizes the financial and community value from strategic properties that are no longer required by the Government. It purchases these properties at fair market value, then holds and manages them or improves and sells them.

In its development properties, the Company follows a rigorous process to create strong, vibrant communities that add lasting value for future generations of Canadians. In all the work the Company undertakes, it strives to achieve its guiding principles of innovation, value, legacy and corporate social responsibility.

Attractions

Through the CN Tower, MSC, Downsview Park and OPM, the Company provides world-class entertainment and a wide range of unique attractions, exhibits, and food and beverage offerings. The Company also manages and hosts activities and events on urban recreational, tourism and cultural assets, and maintains the lands, buildings, equipment and facilities on those assets.

RESULTS OF OPERATIONS

A summary of the various components of the Company's Consolidated Statement of Comprehensive Income (Loss) follows. Discussion of the significant changes in each of these components for the period ended December 31, 2021 compared to the comparable prior year period are provided on the following pages.

In mid-March 2020, the operations at the CN Tower and MSC were suspended temporarily in response to the COVID-19 pandemic. The CN Tower and MSC were partially reopened during the third quarter of the prior year period. In FY2021/22, after being closed from October 2020 to July 2021, the CN Tower reopened on July 23, 2021. The MSC also closed in October 2020 and was able to reopen in September 2021.

The financial results for the period ended December 31, 2021:

DECEMBER 31	FOR THREE MONTHS ENDED 2021	FOR THREE MONTHS ENDED 2020	FOR NINE MONTHS ENDED 2021	FOR NINE MONTHS ENDED 2020
Real estate sales	$ 7.7	$ 3.7	$ 11.7	$ 18.7
Attractions, food, beverage and other hospitality	13.7	1.4	26.9	9.2
Rental operations	8.9	8.1	29.5	24.5
Interest and other	1.0	1.4	3.8	4.5
Total Revenues	$ 31.3	$ 14.6	$ 71.9	$ 56.9
General and administrative expenses	7.3	7.7	20.9	22.5
Loss before taxes	(8.5)	(18.8)	(28.1)	(46.5)
Net loss and comprehensive loss (after taxes)	(6.2)	(13.8)	(20.7)	(33.8)

By entity:

DECEMBER 31, 2021	FOR THREE MONTHS ENDED Old Port	Downsview Park	Canada Lands	Total	FOR NINE MONTHS ENDED Old Port	Downsview Park	Canada Lands	Total
Real estate sales	$ -	$ -	$ 7.7	$ 7.7	$ -	$ -	$ 11.7	$ 11.7
Attractions, food, beverage and other hospitality	1.3	0.1	12.3	13.7	2.8	0.1	24.0	26.9
Rental operations	0.9	3.2	4.8	8.9	5.3	10.0	14.2	29.5
Interest and other	0.2	0.1	0.7	1.0	0.8	0.2	2.8	3.8
Total Revenues	$ 2.4	$ 3.4	$ 25.5	$ 31.3	$ 8.9	$ 10.3	$ 52.7	$ 71.9
General and administrative expenses	1.3	0.2	5.8	7.3	3.4	0.6	16.9	20.9
Loss before taxes	(4.5)	(0.8)	(3.2)	(8.5)	(9.5)	(1.8)	(16.8)	(28.1)
Comprehensive loss after taxes	(2.9)	(0.6)	(2.7)	(6.2)	(6.2)	(1.3)	(13.2)	(20.7)

DECEMBER 31, 2020	FOR THREE MONTHS ENDED Old Port	Downsview Park	Canada Lands	Total	FOR NINEMONTHS ENDED Old Port	Downsview Park	Canada Lands	Total
Real estate sales	$ -	$ -	$ 3.7	$ 3.7	$ -	$ 0.5	$ 18.2	$ 18.7
Attractions, food, beverage and other hospitality	0.4	-	1.0	1.4	2.2	-	7.0	9.2
Rental operations	0.2	3.1	4.8	8.1	1.6	9.7	13.2	24.5
Interest and other	0.1	-	1.3	1.4	0.5	0.1	3.9	4.5
Total Revenues	$ 0.7	$ 3.1	$ 10.8	$ 14.6	$ 4.3	$ 10.3	$ 42.3	$ 56.9
General and administrative expenses	1.6	0.2	5.9	7.7	4.2	0.7	17.6	22.5
Loss before taxes	(7.4)	(0.8)	(10.6)	(18.8)	(19.6)	(0.8)	(26.1)	(46.5)
Comprehensive loss after taxes	(4.7)	(0.9)	(8.2)	(13.8)	(12.8)	(0.8)	(20.2)	(33.8)

REVENUE

Total revenue generated were $31.3 and 71.9 for the third quarter and year-to-date, respectively, comprised of four principal sources:

1) Real Estate Sales

Real estate sales were $7.7 and $11.7 for the third quarter and year-to-date, respectively, comprise sales of property developed as building lots and sold to builders for residential, commercial or mixed uses. Revenue comprises sales in specific projects across Canada as the individual marketplaces and project lifecycles dictate.

Real estate sales by region were as follows:

	FOR THREE MONTHS ENDED		FOR NINE MONTHS ENDED	
DECEMBER 31	2021	2020	2021	2020
West	$ 7.7	$ 1.2	$ 11.7	$ 1.5
Ontario	-	2.5	-	16.9
Quebec	-	-	-	0.3
Atlantic	-	-	-	-
Total	$ 7.7	$ 3.7	$ 11.7	$ 18.7

The Company generated a gross profit on real estate sales for the third quarter of $1.5 (or 19.7%) and also a gross profit of $1.5 (or 13.1%) year-to-date. During the year-to-date, the Company identified $1.6 in adjustments were required to increase the cost-to-complete estimates for two projects based on new information. These adjustments flow directly to the real estate development costs in the Consolidated Statement of Comprehensive Loss in the period that they are identified, negatively impacting the year-to-date gross margins. Adjusting out the impact of these one-time adjustments, the gross profit year-to-date is $3.1 (or 26.8%). During the comparable prior year period, the Company made a bulk land sale of an entire project which contributed $5.8 in gross profit with a 78.1% margin.

In addition, the Company identified an impairment of $0.6 due to an unfavourable change in revenues and costs projections for one of its real estate projects in the Atlantic region. The impairment was recorded in the third quarter in the impairment, pre-acquisitions costs and write-offs line item of the Consolidated Statement of Comprehensive Loss.

Real estate land sales depend on the nature and mix of the properties sold in any given period. Consequently, the Company's business does not necessarily allow for a consistent period-over-period volume of sales or geographical distribution.

Margins vary widely from project to project and are influenced by many factors, including market demand in the project's location, the proximity of competing developments, the mix of product within the project, the cost of land and the length of time for a project to be sold.

2) Attractions, Food, Beverage and Other Hospitality

Attractions, food, beverage and other hospitality represent revenue from the CN Tower operations (including admissions, restaurants and related attractions), and OPM, MSC and Downsview Park operations (including parking, concessions, programming, events, corporate rentals and other hospitality revenues).

As mentioned, the CN Tower, the MSC and other attraction operations were open for the majority of the third quarter.

With the CN Tower able to reopen in July 2021, it was able to generate revenue of $12.5 for the third quarter and $24.2 year-to-date. The year-to-date revenue was $11.8 higher than the comparable prior year period. The CN Tower's earnings before interest, taxes, depreciation and amortization ("EBITDA") were a

profit of $1.9 for the third quarter, which was an increase of $7.4 from the prior year third quarter. Year-to-date, the CN Tower's EBITDA is a loss of $0.4, which is $16.8 higher than the comparable prior year period primarily attributable to the increased attendance which is up close to 320% year-to-date.

With the MSC reopening in late September 2021, including its IMAX theatre, it was able to generate revenue of $1.4 for the third quarter and $2.9 year-to-date, which was an increase of $1.2 from the prior year third quarter and an increase of $1.7 from the comparable prior year period. The primary driver was an increase of attendance of more than 200% year-to-date.

Downsview Park generated $0.1 of revenue year-to-date from its programs and events. During the comparable prior year period, it was unable to generate any revenue due to its temporary closure resulting from the COVID-19 pandemic.

3) Rental Operations

Rental operations comprise revenue from commercial, industrial and residential properties held as investments, as well as from properties located on lands under development and held for future development across the country.

Rental revenues of $8.9 for the third quarter and $29.5 year-to-date, were generated by investment properties, properties in inventory at various stages of development, and other properties across CLC, OPMC and PDP. Year-to-date rental revenues were $5.0 higher than the comparable prior year period. The higher rental revenues in the current period as compared to the comparable prior year period were driven primarily by a shift in the federal programs for rent assistance to commercial tenants from the landlord to the federal government, which happened in the fall of 2020. As a result, the landlord was required to contribute less rent assistance, reducing the amount of rent relief required to be provided by the Company in the current period. That being said, a number of the Company's tenants continue to be financially and operationally challenged and the Company continues to work with those tenants. Those challenges facing the Company's tenants impact the Company's financial results as some of those tenants pay variable or percentage rent, based on business volumes.

Rental revenues by region were as follows:

	FOR THREE MONTHS ENDED		FOR NINE MONTHS ENDED	
DECEMBER 31	**2021**	2020	**2021**	2020
West	**$ 3.2**	$ 3.4	**$ 9.7**	$ 9.0
Ontario	**4.6**	4.3	**13.9**	13.4
Québec	**1.1**	0.4	**5.9**	2.1
Total	**$ 8.9**	$ 8.1	**$ 29.5**	$ 24.5

The Company generated a year-to-date profit of $2.3 (or 7.6%) from its rental operations. The year-to-date rental profit is $4.1 higher than the comparable prior year period. The primary driver is the higher revenue as a result of the shift from landlord provided rent assistance to federal assistance. In addition, the year-to-date rental operating costs have remained relatively consistent with the comparable prior year period, allowing the increased revenues to flow directly to the profit.

4) Interest and Other Revenues

Interest and other revenue of $3.8 for the period is lower by $0.7 than the comparable prior year period. Interest and other revenue is comprised principally of interest on short-term investments, cash and cash equivalents, and long-term receivables, and donation and sponsorship revenues at OPMC. The primary drivers of the decrease in revenue in the period when compared to the comparable prior year period were due to the lower cash balances and lower interest rates on these balances.

OTHER

GENERAL AND ADMINISTRATIVE EXPENSES

General and administrative expenses ("G&A") of $7.3 for the third quarter and $20.9 year-to date were lower than the prior year third quarter by $0.4 and lower than the comparable prior year period by $1.6, primarily as a result of various cost containment measures across each of CLC, OPMC and PDP.

TAXES

The Company had income tax recoveries as a result of taxable losses year-to-date. The effective tax rate year-to-date was 26.3% which is consistent with the current statutory rates.

FINANCIAL POSITION

ASSETS

At December 31, 2021 and March 31, 2021, the total carrying value of assets was $1,000.6 and $1,178.3, respectively. The following is a summary of the Company's assets:

		December 31, 2021		March 31, 2021
Cash and cash equivalents	$	172.6	$	380.2
Inventories		437.3		413.0
Property, plant and equipment		145.3		139.8
Deferred tax asset recoverable		100.6		97.3
Long-term receivables		62.5		61.6
Investment properties		29.2		29.9
Trade and other assets		53.1		56.5
Total	$	1,000.6	$	1,178.3

CASH AND CASH EQUIVALENTS

The Company continues to maintain high levels of liquidity, which will allow it to react to future potential opportunities and risks that may require significant amounts of cash immediately. At December 31, 2021, cash and cash equivalents balances held in major Canadian chartered banks and financial institutions were $172.6.

Year-to-date, the Company used its cash and cash equivalents to repay $153.9 in promissory notes payable, which also discharged current liabilities of the same amount. The Company also invested $50.6 in capital assets in both real estate and attractions, paid a dividend to its shareholder of $10.0, and funded its net loss and working capital.

The Company's investment strategy is to optimize, not maximize, financial returns on its cash and cash equivalents. Given the nature of the Company's liabilities, particularly its current liabilities, it is important that the investments of the Company provide a high degree of liquidity and protect against principal erosion.

INVENTORIES

The Company's inventories comprise properties held for future development of $104.5 (March 31, 2021 – $105.5), properties under development of $313.8 (March 31, 2021 – $307.5) and properties held for sale of $19.0 (March 31, 2021 – $nil).

Properties held for future development are at various stages of planning at December 31, 2021. The Company anticipates that more than $90.0 of that inventory will shift to being classified as property under development within the next 12 months as various planning approvals are received.

Inventory is recorded at the lower of cost and net realizable value. During the period, there was a write-down included in the Consolidated Statement of Comprehensive Loss because current estimates identified an increase to the project's projected gross loss of $0.6 over the remainder of its lifecycle. There were no reversals of write-downs recorded against inventories.

The Company incurred expenditures on real estate inventories of $9.5 during the third quarter and $35.6 year-to-date as compared to $17.2 in the prior year third quarter and $44.9 in the comparative prior year period. Spending on inventories varies period over period based on required and planned expenditures on those properties to prepare them for sale.

The Company's investments in its real estate properties continue to be supported by profitable, forecast returns, and driven by the Company's objective to create value for the local communities in which its developments are located.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment consist principally of the CN Tower, Downsview Park, the MSC and OPM. Capital expenditures are made to property, plant and equipment to maintain and enhance the high quality of the infrastructure, maintain life safety systems and enhance asset life cycles.

The Company continues to actively assess its property, plant and equipment investments due to COVID-19 and continues to reallocate resources. The Company has taken and will continue to take opportunities provided by the adjustment to its Attractions operations caused by COVID-19 to accelerate investments, where appropriate.

There were capital additions of $6.3 for the third quarter and $14.0 year-to-date, respectively, compared with $4.8 during the prior year third quarter and $10.9 in the comparative prior year period. Currently, the Company is undertaking a $21.0 project at the CN Tower to modernize its outdoor terrace level. Capital expenditures vary period over period based on required and planned expenditures on the property, plant and equipment.

There were non-cash depreciation charges of $3.3 during the third quarter and $10.0 year-to-date compared to $3.6 in the prior period third quarter and $10.6 during the comparable prior year period. These expenditures exclude repairs and maintenance costs.

DEFERRED TAX ASSET RECOVERABLE

The net deferred tax asset recoverable ("DTA") amount of $100.6 principally relates to the temporary differences between the carrying values of assets and liabilities for financial reporting purposes, which are lower than the amounts used for taxation purposes for the Downsview Lands.

During the period, the net DTA increased by $3.3. The increase was a result of additional non-capital losses and the temporary timing differences on property, plant and equipment.

The majority of the DTAs are expected to be realized upon the sale of development lands in future years.

LONG-TERM RECEIVABLES

Long-term receivables of $62.5 include amounts receivable from third-party joint venture partners. The long-term receivables primarily represent the third-party partners' proportionate share of the promissory note obligations for certain properties.

INVESTMENT PROPERTIES

Investment properties are principally comprised of land located in Toronto on which the Rogers Centre and Ripley's Aquarium of Canada are built, along with certain properties at PDP.

TRADE AND OTHER ASSETS

Trade and other assets include current income taxes recoverable, rent and other receivables, prepaid assets, short-term investments and CN Tower inventory. The decrease from March 31, 2021 is primarily due to the collections of some trade receivables, the receipt of prior year income tax refunds, partially offset by an increase in current taxes receivable due to net losses year-to-date.

LIABILITIES AND SHAREHOLDER'S EQUITY

The Company's assets are financed with a combination of debt and equity.

The components of liabilities and shareholders equity are as follows:

	December 31, 2021	March 31, 2021
Credit facilities	$ 37.3	$ 29.2
Notes payable	270.2	420.0
Trade and other payables	20.0	26.9
Provisions	32.1	29.7
Prepaid rents, deposits and others	8.9	9.2
Deferred revenue	7.7	7.7
Tax liabilities and other	-	0.5
Total liabilities	$ 376.2	$ 523.2
Contributed surplus	181.2	181.2
Retained earnings	443.2	473.9
	624.4	655.1
Total liabilities and shareholder's equity	$ 1,000.6	$ 1,178.3

CREDIT FACILITIES

The Company has two credit facilities.

PDP has an unsecured demand revolving credit facility for $100.0. The credit facility can be used by way of loans, bankers' acceptances and letters of credit. PDP has utilized $50.6 at December 31, 2021 (March 31, 2021 – $42.5), of which $13.3 (March 31, 2021 – $13.3) has been used as collateral for letters of credit outstanding. The borrowings from the credit facility have been primarily used to finance the construction and development of the Downsview Lands but are also used to support investment in Downsview Park. During the period, the Company decreased available credit by $8.1, primarily as a result of cash advanced from the facility to fund those investments.

CLC has a senior, unsecured revolving credit facility in the amount of $100.0. The credit facility can be used to secure outstanding letters of credit. CLC has utilized $24.4 at December 31, 2021 (March 31, 2021 – $25.9) as collateral for letters of credit outstanding.

The credit facilities contain certain financial covenants. As at December 31, 2021, the Company was in compliance with all its financial covenants for the credit facilities.

NOTES PAYABLE

Notes payable are issued in consideration for the acquisition of real estate properties and are due to the Government of Canada. These notes are repayable in most instances on the earlier of their due dates from 2021 to 2050 and the dates on which net proceeds become available from the sale by the Company of the properties in respect of which the notes were issued. Exceptions to the above approach is where, in a limited number of instances, the terms of the note state when the issuer can demand payment and are not dependent on property cash flows. For all notes, the government can elect to defer the Company's payment of amounts when due and repayable. All notes are non-interest bearing. For accounting purposes, the notes are required to be fair valued at acquisition, and as a result may be discounted, depending on the specific

characteristics of the notes payable (see “Critical Accounting Estimates” section), which could result in non-cash interest charges.

During the period, the Company made repayments of $153.9 to former property custodians.

Based on the anticipated timing of the sale of the real estate properties and the specific repayment requirements within the notes, principal repayments are estimated to be as follows:

YEARS ENDING MARCH 31 (REMAINDER OF YEARS)		
	2022	$ -
	2023	7.9
	2024	11.9
	2025	26.0
	2026	31.5
	Subsequent years	208.2
Subtotal		285.5
Less: amounts representing imputed interest		15.3
		$ 270.2

TRADE AND OTHER PAYABLES

Trade and other payables are lower than the balance at March 31, 2021, primarily as a result of timing. All trade and other payables are trade payables and accrued liabilities incurred in the normal course of operations. The Company continues to pay its suppliers in accordance with the payment terms.

PROVISIONS

Provisions represent obligations of the Company where the amount or timing of payment is uncertain and are comprised largely of costs to complete sold real estate projects and payment in lieu of taxes (“PILT”) being contested by the Company. As mentioned above, during the period the Company identified that $1.6 in adjustments were required to increase cost-to-complete estimates for two of its projects based on new information. In addition, the Company continued to provide for its PILT contestation, adding $2.4 to the provision during the period.

PREPAID RENTS, DEPOSITS AND OTHERS

Prepaid rents, deposits and others are largely comprised of real estate sales deposits by purchasers and builder deposits, which are part of the normal course of operations.

DEFERRED REVENUE

Deferred revenue represents revenue from rental/leasing, programs and events, and development and other income that has not yet been earned by the Company.

TAX LIABILITIES AND OTHER

Tax liabilities represent the current income taxes payable of the Company, which are currently nil.

RESOURCES, RISKS AND RELATIONSHIPS

CAPITAL RESOURCES AND LIQUIDITY

In addition to the items noted below, please see the “Risks and Uncertainties” section in this MD&A pertaining to the impact of the COVID-19 pandemic.

The capital resources available to the Company as at December 31, 2021 and March 31, 2021 are as follows:

	December 31, 2021		March 31, 2021	
Cash and cash equivalents	$	172.6	$	380.2
Short-term Investment		3.6		3.6
Remaining credit facilities (a)		49.4		57.5

(a) Remaining credit facilities available for cash borrowings.

The Company's cash and cash equivalents decreased by $207.6 during the period primarily as a result of:

- The net loss of $20.7;
- Investments of $35.6 in real estate inventory and $15.0 in property, plant and equipment and investment properties;
- Promissory note repayments of $153.9;
- A dividend payment of $10.0 to the Company's shareholder; and
- and working capital movement of $3.9.

The decrease was partially offset by:

- Cash advanced from credit facilities of $8.1; and
- Non-cash expenses, such as depreciation, deferred income taxes, provisions and real estate cost of sales, included within the Company's net loss.

The net working capital surplus of the Company as at December 31, 2021 and March 31, 2021 is as follows:

	December 31, 2021		March 31, 2021	
Cash and cash equivalents	$	172.6	$	380.2
Other current assets (excluding inventories)		39.5		42.5
Total current assets	$	212.1	$	422.7
Current portion of notes payable		7.9		154.8
Other current liabilities		91.7		89.7
Total current liabilities	$	99.6	$	244.5
Net working capital surplus	$	112.5	$	178.2

The Company's credit facilities are being utilized to secure outstanding letters of credit of $37.7 (March 31, 2021 – $39.2).

The Company believes that its capital resources and its net working capital surplus, along with cash flows to be generated from operating and financing activities, have positioned it to meet the following liquidity needs in the short term and the long term.

The Company's principal liquidity needs over the next 12 months are to:

- fund the operating deficits of some or all of the Company's attractions and G&A overhead expenses;
- fund recurring expenses;
- manage current credit facilities;
- fund the continuing development of its inventory and investment properties;
- fund capital requirements to maintain and enhance its property, plant and equipment;
- fund investing activities, which may include:
  - property acquisitions;

    - note repayments;
    - discretionary capital expenditures;
- make distributions to its shareholder.

Beyond 12 months, the Company's principal liquidity needs are:

- credit facility repayments;
- note repayments;
- recurring and non-recurring capital expenditures;
- fund the operating deficit of OPMC, and possibly other attraction operating deficits;
- development costs; and
- potential property acquisitions.

RISK MANAGEMENT

The Company uses a practical approach to the management of risk. The objective of the Company's risk management approach is not to completely eliminate risk, but rather to optimize the balance between risk and the best possible benefit to the Company, its shareholder and its local communities.

The Board of Directors has overall responsibility for risk governance and oversees management's identification of the key risks facing the Company, and the implementation of appropriate risk assessment processes to manage these risks. Senior management is accountable for identifying and assessing key risks, and defining controls and actions to mitigate risks, while continuing to focus on the operational objectives of the Company.

The Company updates its enterprise risk assessment regularly to review, prioritize and mitigate against the key risks identified. The assessment includes reviewing risk reports, Internal Audit reports and industry information, and interviewing senior management across the Company.

The Company's Internal Audit assists in evaluating the design and operating effectiveness of internal controls and risk management. Through the annual Internal Audit plan, the risks and controls identified are considered and incorporated for review.

The Company's financial results are affected by the performance of its operations and various external factors influencing the specific sectors and geographic locations in which it operates, as well as macroeconomic factors such as economic growth, inflation, interest rates, foreign exchange, regulatory requirements and initiatives, and litigation and claims that arise in the normal course of business.

In addition to the items noted above, please see the "Risks and Uncertainties" section in this MD&A pertaining to the potential impact of the COVID-19 pandemic.

RISKS AND UNCERTAINTIES

The following section describes factors that in the Company's view are material and that could adversely affect the Company's business, financial condition and result of operations. The risks below are not the only risks that may impact the Company. Additional risks not currently known or considered immaterial by the Company at this time may also have a material adverse effect on the Company's future business and operations.

COVID-19

On March 11, 2020, the World Health Organization declared COVID-19 a pandemic. Since then, COVID-19 has caused significant economic and social disruptions to many businesses, including the Company.

The current wave of COVID-19, led by the Omicron variant, drove case counts sharply up to record levels in December 2021 and January 2022, which resulted in several provinces and public health agencies reintroducing restrictions to curb the spread of COVID-19. On January 10, 2022, Canada hit its highest daily new confirmed COVID-19 case count to date at 58,891 and also recorded its highest 7-day rolling average to date of 41,623. Since January 10, 2022, the daily new confirmed COVID-19 case count and 7-day rolling

average have dropped dramatically, and as at February 1, 2022, were 10,697 and 15,098, respectively. Other key metrics used by governments and public health agencies to manage the pandemic and guide their response, such as hospitalizations and intensive care unit patients, are also on the decline. Provinces and public health agencies that reimposed restrictions to combat COVID-19 are beginning to ease those restrictions, allowing economies to partially reopen.

There is optimism that the worse of the current wave, and perhaps the pandemic, may have passed and that COVID-19 is trending to become an endemic. However, there were some that had that same optimism in the summer of 2021, and the belief that the worst was over. Amongst other things, what this wave and Omicron has reinforced is that it continues to be difficult to reliably estimate the length and severity of COVID-19-related impacts on the financial results and operations of the Company in the short term, or what impacts COVID-19 will have longer-term on the Company.

The Company has taken and will continue to take actions to mitigate the effects of COVID-19, keeping in mind the interests of its employees, visitors, tenants, suppliers and other stakeholders.

The Company is continually reviewing all its business plans and budgets from both an operational and financial perspective to determine the appropriate measures to implement in response to the financial implications brought on by the pandemic. These measures may include possible capital investment deferral and other prudent cost containment actions, along with accelerating and/or increasing investment in health and safety spending.

The Company's response to the COVID-19 pandemic is guided by the public health authorities local to its offices, operations and projects. The Company continues to act according to direction provided by the federal, provincial, and municipal governments to manage COVID-19. The Company continues to closely monitor business operations and may take further actions in response to directives of governments and public health authorities or that are in the best interests of employees, visitors, tenants, suppliers or other stakeholders, as necessary.

Federal, provincial and municipal governments have responded with monetary and fiscal interventions to mitigate the impact on the economy; however, the ultimate impact of COVID-19 on the economy and its duration continues to remain largely unknown despite the recent positive trends in COVID-19 key performance indicators and the easing of restrictions across the country.

Canada's vaccination programs and targeted treatments, such as antiviral therapies, along with the continuing adaptability of businesses and households have likely contributed to help mitigate the downside risks associated with COVID-19. The Company's priority continues to be the health and safety of employees, their families, its guests, its contractors and other stakeholders.

International vaccination programs, particularly in the U.S. where most of the foreign guests to the attractions arrive from, will play an important role in how quickly international tourism returns to Canada. The success of those programs, along with the Canadian border controls and restrictions, could significantly impact international tourism spending in Canada.

As a result of COVID-19, the Company faces possible significant risk and uncertainty around its:

- Attractions operations;
- Rental operations and real estate sales; and
- Real estate development project timing.

Like many other businesses in Canada, the Company is operating in an unprecedented environment and unpredictable economy, which poses significant risk and uncertainty. These risks and uncertainties, along with others, may, in the short or long term, materially and adversely impact the Company's operations and financial performance.

COVID-19 may also exacerbate other risk factors described in this section.

GENERAL MACROECONOMIC RISKS

The Company's business segments, real estate and attractions are affected by general economic conditions, including economic activity and economic uncertainty, along with employment rates and foreign exchange rates.

As mentioned above, COVID-19 has had a pervasive impact on the economy. The COVID-19 pandemic has had, and continues to have, a dramatic effect on economic activity and employment in Canada. Initially, COVID-19 spread broadly and rapidly, and to contain it, governments introduced public health measures that curtailed economic activity. Those public health measures, along with the actual virus itself, brought about a steep and deep economic decline, which impacted Canadian and global economies, causing widespread losses in jobs and business incomes. Following the initial economic shock at the outset of the pandemic, and the subsequent rapid economic growth that followed after restrictions were eased, the Canadian economy has been steadily growing for the better part of the last year.

In its January 2022 Monetary Policy Report ("MPR"), the Bank of Canada ("BoC") stated that the Canadian economy has strong momentum going into 2022, despite public health restrictions and employee absences related to COVID-19 which have slowed the economic growth early in 2022.

The BoC reported economic growth for the Canadian economy of 4.6% in 2021 (BoC October 2021 forecast of 5.1%), which is following the economic contraction of 5.5% in 2020. The economic growth forecast for 2021 has continued to be trend down throughout the year due primarily to economic restrictions in the first half of 2021, followed by the supply chain and labour challenges in the latter part of 2021. In 2022, the BoC is predicting growth in the Canadian economy of 4.0% (BoC October 2021 forecast of 4.3%) followed by 3.5% growth in 2023.

The Canadian unemployment rate for December 2021 decreased to 5.9% from 6.0% in November 2021. The December 2021 rate was almost eight percentage points lower than the May 2020 rate of 13.7%, which was the highest unemployment rate on record for Canada to date. The December 2021 unemployment rate was only 0.3% higher than it was in February 2020, indicating that most of the jobs lost during the pandemic, have returned, although the January 2022 unemployment rate is likely to increase due to the reintroduction of restrictions. A number of industries are seeing labour shortages caused by a variety of reasons impacting operational capacity. These shortages are posing significant challenges to businesses as demand increases and capacity restrictions ease. Most general forecasts are predicting an average Canadian unemployment rate between 5.6% and 6.3% in 2022.

The BoC supported the economy and financial system by taking the unprecedented step of lowering the overnight interest rate by a cumulative 150 basis points to 0.25% in March 2020, which the BoC considered its floor at the time. In January 2022, the BoC held its rate at 0.25%, but indicated interest rates will need to rise to keep escalating prices under control. Most current estimates are predicting the BoC overnight interest rate will increase late in the first quarter of 2022 or early in the second quarter of 2022 and that by the end of 2022 it will be between 0.75% and 1.50%.

The speed, strength and stability of the economic recovery from COVID-19 continues to remain uncertain, but there is optimism as a result of positive economic indicators, declining case counts and effective COVID-19 mitigation actions.

The Company mitigates general macroeconomic risks through constant assessment and monitoring of the various risk drivers and the potential impact of those drivers on the Company's performance. The Company will then take the actions to appropriately mitigate the impact of the risks.

REAL ESTATE DIVISION RELATED RISKS

Real estate is generally subject to risk, given its nature, with each property being subject to risks depending on its specific nature, location and the development cycle timing. Certain significant expenditures, including property taxes, maintenance costs, insurance costs and related charges, must be made regardless of the economic conditions surrounding the property, but the timing of other significant expenditures is discretionary and can be deferred.

Consumer spending decisions, which include real estate purchases or investments, are influenced by economic uncertainty. The Canada real estate market, after a short blip in early 2020, has been very active during the pandemic. In its January 2022 news release, the Canadian Real Estate Association ("CREA") stated that the housing market supply in Canada continues to worsen. Home sales activity in December 2021 in Canada was similar to the prior month and down 10% from one year earlier. However, the year-over-year decline is primarily attributed to lack of supply and not lack of demand. In 2021, close to 667,000 residential properties were transacted which was a record year, exceeding the previous record by 20%, which occurred in 2020, and is 30% above the ten-year average. CREA stated that the actual average house price in Canada in December 2021 was up about 18% from the same time a year ago.

The primary drivers for the continuing strength of home sales activity and price increases are the redirection of discretionary income to home purchasing, lower interest rates, stronger government support programs, shifting consumer home preferences and record low inventory. In December 2021, the average national inventory on hand was 1.6 months, which was down from 2.1 months in September 2021, and set a record low surpassing the previous record of 1.8 months in March 2021. For context, the long-term average for inventory on hand is around five months. The sales-to-new-listings ratio ("SNLR") trended upward to close to 80% which is an increase of 4% from November 2021. The long-term average is around 55%. The SNLR clearly helps to indicate that inventory is scarce, but demand is strong.

In its latest Housing Market Assessment ("HMA") in September 2021, the Canada Housing and Mortgage Corporation ("CMHC") shifted its rating on the Canadian housing market to a "high degree of overall vulnerability" rating from its previous "moderate" rating in March 2021. In supporting their rating, CMHC cited concerns regarding overheating, price acceleration, overvaluation, and excess inventories (or lack thereof). In terms of overheating, even though the SNLR dropped during the third quarter of 2021 to 74% from 84% in the first quarter, the ratio remains well above historic levels and indicates, just as CREA mentioned above, a demand-supply imbalance. CMHC continues to see significant upward price growth, which is not supported by market fundamentals. Similarly, CMHC noted that house price acceleration is significantly outpacing what would be expected using market fundamentals, even when factoring in the positive improvements in labour markets and the continued lower interest rate environment. Finally, CMHC noted low risk of excess inventory, but the flip side is that inventory levels for homes and purpose-built rental apartments are so low, they are adding to the imbalance in the housing market.

CMHC noted in its September 2021 HMA that regional disparities continue to remain, and that vulnerability levels in a number of key housing markets have largely remained the same as its March 2021 HMA. The only two markets where the Company has real estate development projects in which vulnerability levels changed were Vancouver (positive change) and Montréal (negative change). Toronto, Ottawa and Halifax continue to have high vulnerability ratings, while Edmonton and Calgary continue to have moderate ratings of vulnerability. The reasons for each housing market's vulnerability ratings, including the changes, are described in more detail below.

The Toronto housing market's vulnerability assessment remains high due to continued evidence of imbalance in price acceleration and excess inventories indicators, along with additional concern over overheating in the market. Despite sales growth easing during the summer of 2021, price acceleration concerns continue in the low-rise segment, particularly in suburban markets, as tight market conditions persist. Excess inventory concerns were identified in the purpose-built rental segment, where vacancy rates continue to be well above the five-year average. However, during the third quarter of 2021 the vacancy rate has trended downward because of the gradual reopening of the economy, job recovery, and possibly the return of international students. If the trend continues, vacancy rates could continue to drop. CMHC identified heightened concerns in its September HMA that demand for single-detached homes in suburban markets is outpacing supply, which is highlighted by the SNLR in suburban areas being in excess of 80% compared to the five-year average of 58%.

The Ottawa housing market's overall high rating continues to be supported by moderate risk assessments for all four of CMHC's indicators (overheating, price acceleration, overvaluation, and excess inventories). The ratings for all the indicators have not changed in CMHC's September HMA from its March HMA. The

Ottawa housing market is supported by relatively stable public administration employment. That sector has continued to see strong employment growth over the year. Despite a declining SNLR, CMHC still holds concerns about overheating due to the price increases over the past year. The concerns over excess rental inventories continue; however, there appears to be signs of recovery with increased immigration and the overvaluation of housing prices pushing demand for rental higher.

For the Halifax housing market, the overall assessment remains high. The rating continues to be supported by overheating, price acceleration and overvaluation. Similar to the Toronto and Ottawa markets, Halifax is also struggling with supply, which is evidenced by the average days on market being only 13 days in July 2021 as compared to 45 days in January 2021. That, along with the fact that the inventory availability in Nova Scotia shows only 2.2 months at the end of July 2021, which is down from June 2021 and well below the long-run average of 7.3 months. Market fundamentals do not support the year-to-date sales price increases of close to 30%, which is driving concern of overvaluation and price acceleration for the market.

The Vancouver housing market assessment was reduced to a low degree of vulnerability overall, despite none of the individual CMHC indicators changing from the last HMA. The primary driver for the reduction in overall risk for the market was the slowing of price growth, which was partially tied to an increase in sellers curbing the imbalance between supply and demand by adding inventory.

The Montréal housing market's overall assessment was increased from a moderate rating to a high rating. The market indicators for overheating and price acceleration continue to remain moderate, as they were in the last HMA; however, the evidence of imbalance for overvaluation has ticked up in the September HMA. The driver for the increase in the rating in the current HMA was the result of a sustained and growing gap between market fundamentals and housing prices.

Edmonton and Calgary both had their overall assessments of vulnerability remain at moderate in the September HMA. CMHC continues to cite concerns of overvaluation in Edmonton resulting from a continued and persistent gap between prices and market fundamentals which is driving CMHC's indicator above its tolerable thresholds. In Calgary, CMHC dropped their risk rating for excess inventories from high to moderate, primarily as a result of inventories decreasing significantly over the summer of 2021.

The only other housing market in which the Company currently owns significant real estate property is St. John's, which CHMC did not report on in the September 2021 HMA. In the previous HMA, CMHC considered the market to have low vulnerability overall, as well as in each of its four key indicators, which the Company believes continues to be the case.

As noted above, interest rates are expected to remain historically low, but are expected to begin to increase in early to mid-2022. As a result, mortgage rates are forecasted to rise gradually, but remain relatively low for the foreseeable future when compared to historical levels.

Overall, the outlook for the Canadian housing sector is one of variability across the country, and there are significant risks and uncertainties, particularly in certain local markets such as Vancouver, Edmonton, Calgary, Toronto, St. John's and Ottawa, where the Company currently has real estate holdings.

At the end of December 2021, Colliers reported in its Q4 2021 National Market Snapshot ("NMS") that Canada's office vacancy rate was approximately 12.6%, a slight increase from the office vacancy rate of 12.3% three months earlier at the end of September 2021. The NMS reported that year-over-year vacancy rates have increase just less than 2.0%, but that average asking net rent is up more than $2 per square foot at $19.35 compared to a year earlier. The arrival of the Omicron variant in late 2021, certainly slowed the gradual return to the office that was underway for a number of employers and their employees. Once again, employers will need to revisit their return to the office strategy starting in early 2022 to determine when and how to return to the office. CBRE noted that in its Canada Office Figures Q4 2021 report ("COF") that the reason for the increase in vacancy was additional supply brought to market in Q4 2021 of 2.4 million square feet which was 70% pre-sold. The COF went on to say that the net absorption totalled a positive 1.7 million square feet which was better than the quarterly average from 2019 of 1.5 million square feet.

In contrast to the office market, Colliers reported in the NMS that the Canadian industrial vacancy rate continues to be very low at 1.3% in December 2021, which is down from 1.5% in September 2021 and lower than the vacancy rate in March 2020 by 0.8%. The outlook for demand for industrial space continues to be very strong and a lack of supply will likely put upward pressure on pricing going forward unless developers are able to keep pace with the market demand. The recent supply chain constraints could lead to a shift in the "just-in-time" inventory strategy and contribute to higher demand and raise prices.

In addition to the impact of COVID-19, oil prices can have a significant impact on the Canadian economy. Oil prices, particularly the discount on Canadian oil prices, are a major part of the Newfoundland, Saskatchewan and the Alberta economy, affecting housing demand through effects on employment and household income. Benchmark oil prices, trading at around US$89 per barrel on February 2, 2022, remain a significant risk, opportunity and uncertainty for the Company. This benchmark price is the highest price in the past four years. Canadian oil prices have ranged from US$45 per barrel to US$75 per barrel within the last 12 months and are currently trading at around US$75 per barrel.

Both benchmark and Canadian oil prices have been trending upward over the past year, other than short declines in August 2021 and late November 2021. Not only is the price per barrel important; so too is the difference between the benchmark oil prices and Canadian oil prices, and the demand. The spread between benchmark oil prices and Canadian oil prices has remained relatively consistent over the past three months at around US$13 per barrel, after the spread ticked up to close to $20 per barrel in late November 2021. The increase in oil prices is generally seen as a positive for the Alberta, Saskatchewan and Newfoundland economies, however a number of energy companies are taking a conservative approach, waiting for a prolonged period of positive indicators before making investments. In addition to the unfavourable news on pipeline activities over the recent months, there is a growing push to shift toward more clean energy in Canada.

In conclusion, like many industries, the outlooks for the housing and office real estate markets are uncertain in the short term and long term.

It is difficult to predict demand for real estate. Changes in the real estate market, whether it be building type and form, demand or other changes, may significantly impact the Company's Real Estate division.

The Company mitigates its real estate sector risk through constant assessment and monitoring of local market conditions. The Company may adjust the amount and/or timing of expenditures on properties or sales as a response to the market conditions.

ATTRACTIONS DIVISION RELATED RISKS

The CN Tower's and OPMC's operations are directly linked to the performance of the tourism sector in Toronto and Montréal, respectively. The number of visitors to the CN Tower is also related to the seasons and to daily weather conditions.

Efforts by governmental agencies, health agencies and others to contain COVID-19 or address its impacts have had, and may continue to have, a significant impact on the tourism industry. These efforts have included restricting non-essential domestic and international travel to mitigate the impact of COVID-19, as well as physical distancing measures and limitations on group gatherings.

In terms of discretionary international travel, restrictions began to ease in the late summer and early fall of 2021. In August 2021, the Canada-U.S. border restrictions were eased and allowed for U.S. citizens and permanent residents of the U.S., who meet specific criteria to qualify as fully vaccinated, to enter Canada for discretionary travel. Similarly, discretionary travel to Canada from other international destinations resumed in September 2021 as well, with similar requirements for those travelling from the U.S. On November 8, 2021, the U.S. reopened its land border to allow fully vaccinated Canadians to travel into the U.S. for non-essential purposes. The easing of these restrictions is starting to allow discretionary travellers from outside Canada to visit, which helps the tourism and hospitality industry.

Despite the reopenings and easing of restrictions, international travel to Canada continues to be significantly impacted by COVID-19. In 2019, Destination Canada ("DC") reported there were close to 32.4

million international arrivals, or approximately 2.7 million per month. From April 2020 to July 2021, the average was 0.1 million per month, which is approximately 6% of the 2019 average. However, with the easing of restrictions in the second half of 2021, international arrivals to Canada increased. DC reported that from August 2021 to November 2021 (their latest information available) the number of international travellers to Canada per month was around 0.6 million, which is close to a 350% increase compared to the monthly average from April 2020 to July 2021. That said, the international arrivals are still well below pre-pandemic levels. The August 2021 to November 2021 arrivals are about 20% of the same period in 2019, and about 31% for the month of November 2021 when compared to the November 2019 arrival level. The trend of international travels to Canada is expected to continue to increase. The easing of these restrictions, along with further gradual easing of additional restrictions will impact tourism in Canada, but how much and how quickly is uncertain and could continue to have a material impact on the Company's attractions.

The DC Visitor Economy Forecast Update published in June 2021 ("DC Forecast") reported that under the current trends, tourism expenditures in Canada would be expected to recover to 2019 levels by early 2025. However, in the same report, DC noted that that recovery could be sped up to recover by 2023 if i) the global vaccination efforts are successful, and ii) Canadians redirected their outbound, international tourism spending back into Canada.

The impact to Canadian tourism due to the pandemic, and particularly the impact of restrictions on international arrivals, has been significant. Tourism expenditures in Canada for 2020, as well as the current projections for 2021, show about 50% of the 2019 expenditure levels. To illustrate how significant the impact of essentially losing the international tourism market is, international travellers spent approximately $23.1 billion in 2019, which represented 23% of the total tourism spend in Canada. In 2020 and 2021, international travellers spent (or are forecast to spend) $4.0 billion and $2.1 billion, respectively.

One of the challenges that many companies in the tourism and hospitality industries are facing is the tightening labour market. The shortage of labour is putting pressure on the ability of companies to meet the market demand for their products and services, while also putting upward pressure on wages and driving wage growth.

Visitors from outside of the local market have historically comprised a significant portion of CN Tower visitors.

Foreign exchange rates may impact the number of international tourists that Canada, local markets and the Company's attractions can draw when restrictions are eased, and borders are reopened. The rate at February 2, 2022 was U.S.$1.00 = $1.27, which was consistent with the rate at same time last year (US$1.00 = $1.28). There seems to be a consensus from analysts that the Canadian dollar exchange rate with the U.S. dollar will remain average between 1.20 to 1.30 during 2022.

When travel restrictions are lifted, a devalued Canadian dollar against other currencies, particularly the US dollar, does impact CN Tower revenues favourably due to stronger consumer buying power for US travellers. A devalued Canadian dollar may also discourage local visitors from travelling abroad, opting for "staycations" instead. Conversely, a strong Canadian dollar is likely to have the opposite impact on the CN Tower results.

Old Port historically draws more than 80% of its customers from its local market. MSC draws significantly from schools, which are currently restricted from travelling. To continue to draw visitors, OPMC needs to continue to invest in its current attractions and exhibits at the Old Port and MSC, and partner with various organizations while developing new exhibits and attractions to refresh its offerings to visitors.

The local economy, particularly the decline in discretionary spending as a result of the impacts of COVID-19 on employment, could create challenges.

The Company continues to constantly review all aspects of its attractions operations potentially impacted by COVID-19, including its business plans and health and safety procedures and protocols. The Company continually updates its business resumption plans to adapt to new government and health authorities'

direction, in many cases exceeding the minimum requirements, to ensure the safety of its employees, guests, suppliers and contractors.

CYBERSECURITY RISKS

Cybersecurity is a key risk that needs to be actively managed by businesses in Canada and around the world. Cyberattacks, and the criminals who perpetrate them, are continually evolving the sophistication of how they target and who they target. It is critical that businesses protect against financial fraud, the loss of sensitive data, the disruption of business operations, and the protection, safety and security of their guests. Successful attacks could compromise the Company's confidential information as well as the trust that stakeholders have in the Company's ability to hold and secure sensitive data and information, along with creating physical safety risks. Those attacks may result in negative consequences, including remediation costs, loss of revenue, litigation and reputational damage.

The Company invests in technologies, as well as the education and training of its staff, to safeguard its information, and continually reviews its mitigation strategies to align with industry best practices. As cyber risk and cybercrime continue to evolve, this may require shifts in strategies and investment. The Company will continue to invest in new technologies, reinvest in its education and training of staff, and review, with the assistance of third-party experts, its cybersecurity maturity, risk assessment, disaster recovery, and prevention and detection techniques.

The shift to working remotely driven by COVID-19 is only increasing cybersecurity risks facing businesses. In addition to the mitigation efforts mentioned above, the Company has increased its communications to employees and the training provided to employees, re-emphasizing Company procedures and their importance. The Company has also taken the opportunity to accelerate some of its key cybersecurity projects contained in its multi-year road map, where possible.

INTEREST RATE AND FINANCING RISKS

The Company believes it has effectively managed its interest rate risk. The Company's notes payable are non-interest bearing, and repayable on the earlier of their due dates between 2022 and 2050 or the dates on which net proceeds become available from the sale by the Company of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the note state when the issuer can demand payment and are not dependent on property cash flows.

The Company is exposed to interest rate risk on its two credit facilities and cash and cash equivalents. Cash and cash equivalents earn interest at the prevailing market interest rates and have limited exposure to interest rate risk due to their short-term nature. Credit facility borrowings bear interest at fixed and variable interest rates. Variable interest borrowings are exposed to interest rate risk. The impact of a change in the interest rate of +/- 0.5% would not be significant to the Company' earnings or cash flow.

The Company believes that these financing instruments adequately mitigate its exposure to interest rate fluctuations. The Company believes that the repayment terms of its notes, in conjunction with management's estimated cash flows from projects, will adequately provide it with proceeds to discharge the notes on their due dates and repay outstanding credit facilities.

CREDIT RISK

Credit risk arises from the possibility that tenants and purchasers may experience financial difficulty and be unable to pay the amounts owing under their commitments.

The Company has attempted to reduce the risk of credit loss by limiting its exposure to any one tenant or industry and performing credit assessments in respect of new leases and credit transactions. Also, this risk is further mitigated by signing long-term leases with varying lease expirations. Credit risk on land sale transactions is mitigated by strong minimum deposit requirements, cash land sales, and recourse to the underlying property until the purchaser has satisfied all financial conditions of the sale agreement.

The Company's trade receivables are comprised almost exclusively of current balances owing. The Company continues to monitor receivables frequently, and where necessary, establish an appropriate provision for doubtful accounts. At December 31, 2021, the balance of rent and other receivables was $33.7 (March 31, 2021 – $40.0), which have been substantially collected as they have become due.

As a result of COVID-19 and the resulting downturn in the economy, certain tenants may experience financial difficulty in meeting their lease obligations going forward. As a result, the Company has worked with certain tenants to provide various forms of rent relief, as applicable. Otherwise, the Company expects tenants to honour the terms of their respective leases. The Company is continuously monitoring its tenant and trade receivables to identify any arrears amounts and, where applicable, will take appropriate actions to collect past due amounts.

The Company has long-term, non-interest bearing receivables of $61.3 due from third-party joint venture partners. In February 2020, the Company and its partners signed agreements that would see the Company's beneficial interest in the properties sold to its partners at future dates. The amounts will be collected at the earlier of the sale of properties tied to each long-term receivable or the sunset dates in the agreements. If the amounts were not collected upon the sale of the properties, the Company would retain its ownership interest. However, the Company anticipates the collection of the long-term receivables as they become due.

CLIMATE CHANGE

The current and future impacts of climate change present both risks and opportunities. Climate change, and the risks associated with it, is complicated and often interconnected. Assessing the economic impacts of climate change is a complex undertaking, with considerable uncertainties surrounding the magnitude of future events and the financial value of those impacts, but a critical one to evaluate.

The failure of the Company to effectively assess and manage climate-related risks, in the short-term or long-term, could have a material impact on the Company.

The Company will continue to actively manage climate risk and take the appropriate steps to manage risks and action on opportunities, where that be from a capital or operating perspective.

ENVIRONMENTAL LITIGATION AND REGULATORY RISKS

As the owner of real property, the Company is subject to various federal, provincial and municipal laws relating to environmental matters. Such laws provide that the Company could be liable for the costs of removing certain hazardous substances and remediating certain hazardous locations.

The failure to remove or remediate such substances or locations, if any, could adversely affect the Company's ability to sell such real estate.

The Company is not aware of any material non-compliance with environmental laws at any of its properties, nor is it aware of any investigations or actions pending or anticipated by environmental regulatory authorities in connection with any of its properties or any pending or anticipated claims related to environmental conditions at its properties.

The Company will continue to make the capital and operating expenditures necessary to ensure that it is compliant with environmental laws and regulations.

OTHER KEY RISKS

Labour disruptions, particularly at the Company's key attractions, are a financial and reputational risk. The Company mitigates these risks through its labour relations strategies, which include active management and planning.

Physical security at the Company's properties, particularly its attraction sites, is extremely important, particularly given the current global climate and the visibility of the Company's sites. The Company mitigates the risk of business disruption and reputational risk by continually investing in its security

technology and deterrents, engaging with third-party experts to perform security and safety reviews, and reviewing, updating and performing tests of its security protocols.

Real estate developments adjacent to the Company's projects may impact its financial results. The Company mitigates the financial risks through its product offerings and zoning approvals.

Other key risks, including litigation, communications, public relations, and fraud, are actively managed by the Company using a variety of mitigation strategies.

The overall nature of real estate development projects and the Company's attractions are that they are highly visible to the public. The Company's strategy to mitigate the risk of adverse media is to proactively engage with its stakeholders, be responsive and follow established communications protocols.

GUARANTEES AND CONTINGENT LIABILITIES

The Company may be contingently liable with respect to litigation and claims that arise in the normal course of business. The Company's holdings and potential acquisition of properties from the Government may be impacted by land claims. The Company continues to work with various government agencies and organizations to assist in establishing a process whereby such surplus lands could be transferred to the Company. Disclosure of commitments and contingencies can be found in Notes 13 and 14 of the consolidated financial statements for the period ended December 31, 2021.

RELATED PARTIES

The Company is wholly owned by the Government of Canada and is under common control with other government agencies and departments, and Crown corporations. The Company enters into transactions with these entities in the normal course of business.

Significant transactions with related parties during the period were as follows:

	FOR THREE MONTHS ENDED		FOR NINE MONTHS ENDED	
DECEMBER 31	2021	2020	2021	2020
Rental, leasing and other revenues	$ 0.4	$ 0.3	$ 0.9	$ 0.8
Acquisition of property through non-interest bearing notes (principal amount)	-	-	-	7.6
Repayment of notes payable	-	-	153.9	-
Dividend declared and paid to shareholder	-		10.0	10.0

The Company's Consolidated Statement of Financial Position includes the following balances with related parties:

AS AT	DECEMBER 31, 2021	MARCH 31, 2021
Net trade receivable and other from federal agencies and departments, excluding Government funding payable	$ 0.9	$ 1.5
Notes payable	270.2	420.0

FUTURE ACCOUNTING PRONOUNCEMENTS

I) Property, Plant and Equipment — Proceeds Before Intended Use (Amendments to IAS 16)

In May 2020, the IASB issued an amendment to IAS 16 that prohibits deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing an asset into the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the cost of producing those items, in profit or loss.

The amendment is effective for annual periods beginning on or after January 1, 2022. Early application is permitted.

The Company does not expect the amendment to have an impact on the consolidated financial statements.

II) Annual Improvements to IFRS Standards 2018–2020 cycle

In May 2020, the IASB issued *Annual Improvements* to IFRS Standards 2018–2020 cycle, which included amendments to IFRS 1 *First-time Adoption of International Financial Reporting Standards*, IFRS 9 *Financial Instruments*, IFRS 16 *Leases*, and IAS 41 *Agriculture*,

The amendments to IFRS 1, IFRS 9, IFRS 16, and IAS 41 are all effective for annual periods beginning on or after January 1, 2022. Early application is permitted.

The Company does not expect the amendments to have an impact on the consolidated financial statements.

III) Presentation of Financial Statements

In January 2020, the IASB issued amendments to IAS 1 *Presentation of Financial Statements* regarding classifications of liabilities as current or non-current, which provide a more general approach to the classification of liabilities under IAS 1 based on the contractual arrangements in place at the reporting date.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and must be applied retrospectively. Earlier application is permitted.

The Company does not expect the amendments to have an impact on the consolidated financial statements.

CRITICAL ACCOUNTING ESTIMATES

The discussion and analysis of the financial condition and financial performance of the Company is based on the consolidated financial statements, which are prepared in accordance with IFRS. The preparation of consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities and the reported amounts of revenues and expenses for the periods of the consolidated financial statements.

In March 2020, the World Health Organization declared COVID-19 a pandemic, and the ensuing responses by governments, including the closure of non-essential businesses and social distancing requirements, have increased the level of uncertainty in the economy and caused significant disruptions to all businesses and daily life.

COVID-19 has created additional measurement uncertainty in determining recoverability, net realizable values, recoverable amounts and fair value due to the difficulty in forecasting future cash flows, a lack of market transactions, economic volatility and other factors.

The Company assessed this impact on its business, recoverability of trade receivables, recovery of its long-term receivables, net realizable value of inventories, recoverable amounts of other assets, and the fair value of financial assets, investment properties and financial liabilities for disclosure in the notes to the consolidated financial statements.

Judgments, estimates and assumptions are evaluated on an ongoing basis. Estimates are based on independent third-party opinion, historical experience and other assumptions that management believes are reasonable and appropriate in the circumstances. The amounts recorded in the Company's consolidated financial statements are based on the best estimate at the reporting date. Actual results could differ materially from those assumptions and estimates.

Management believes the most critical accounting estimates are as follows:

I. INVENTORIES AND REAL ESTATE DEVELOPMENT COSTS

In determining estimates of net realizable values for its properties, the Company relies on assumptions regarding applicable industry performance and prospects, as well as general business and economic conditions that prevail and are expected to prevail. Assumptions underlying asset valuations are limited by the availability of reliable comparable data and the uncertainty of predictions concerning future events. Due to the assumptions made in arriving at estimates of net realizable value, such estimates, by nature, are subjective and do not result in a precise determination of asset value.

In arriving at such estimates of net realizable value of the properties, management is required to make assumptions and estimates as to future costs that could be incurred in order to comply with statutory and other requirements. Also, estimates of future development costs are used to allocate current development costs across project phases. Such estimates are, however, subject to change based on agreements with regulatory authorities, changes in laws and regulations, the ultimate use of the property and as new information becomes available.

The Company produces a yearly corporate plan that includes a pro forma analysis of the projects,

including expected revenues and projected costs. This analysis is used to determine the cost of sales recorded and net realizable value. This pro forma analysis is reviewed periodically, and when events or circumstances change, and is updated to reflect current information.

II. MEASUREMENT OF FAIR VALUES

Where the fair values of financial assets, investment properties and financial liabilities as disclosed in the notes to the consolidated financial statements cannot be derived from active markets, they are determined using valuation techniques including discounted cash flow models. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required to establish fair values. The judgments include consideration of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value. The Company's assessments of fair values of investment properties are regularly reviewed by management with the use of independent property appraisals and internal management information.

The fair values of all financial instruments and investment properties must be classified in fair value hierarchy levels, which are as follows:

Level 1 – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets or liabilities.

Level 2 – Financial instruments are considered Level 2 when valued using quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or models using inputs that are observable.

Level 3 – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques, and at least one significant model assumption or input is unobservable.

The critical estimates and assumptions underlying the valuation of financial assets, investment properties and financial liabilities are set out in notes 5 and 21.

III. USEFUL LIVES AND SIGNIFICANT COMPONENTS

The useful lives and residual values of the Company's property, plant and equipment and investment properties are determined by management at the time the asset is acquired and are reviewed annually for appropriateness. The useful lives are based on historical experience with similar assets, as well as anticipation of future events. Management also makes judgments in determining significant components. A component or part of an item of property, plant and equipment or an investment property is considered significant if its allocated cost is material in relation to the total cost of the item. Also, in determining the parts of an item, the Company identifies parts that have varying useful lives or consumption patterns.

IV. INTEREST RATE ON NOTES PAYABLE TO THE GOVERNMENT

Notes payable are issued in consideration of the acquisition of real estate properties and are due to the Government. These notes are payable on the earlier of their due dates or the dates on which net proceeds become available from the sale by the Company of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the note state when the issuer can demand payment and payment is not dependent on property cash flows. For those notes that do not state when the issuer can demand payment, the repayment schedule is based on estimated time period and cash flows of the property. The notes are non-interest bearing. The non-interest bearing notes are discounted using an imputed fixed interest rate. The imputed interest is accrued and capitalized to properties or expensed, as appropriate.

V. IMPAIRMENTS AND WRITE-DOWNS

Management reviews assets annually, as part of the corporate planning process, and when events or circumstances change.

For inventories, a write-down is recorded when the net realizable value of anticipated net sales revenue is less than the sum of the carrying value of the property and its anticipated costs to complete. The net realizable value is based on projections of future cash flows, which take into account the specific development plans for each project and management's best estimate of the most probable set of economic conditions anticipated to prevail in the market.

For other assets, such as investment properties and property, plant and equipment, impairment estimates are made based on an analysis of cash generating units (CGUs), as described in note 2.H)II), and are recorded if the recoverable amount of the property is less than the carrying amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs of disposal and its value in use. The Company estimates the fair value less costs of disposal using the best information available to estimate the amount it could obtain from disposing of the assets in an arm's-length transaction less the estimated cost of disposal. The Company estimates value in use by discounting estimated future cash flows to their present value using a pre-tax rate that reflects current market assessments of the time value of money and the specific risks of the asset. Determination of the present value cash flows requires significant estimates, such as future cash flows and the discount rate applied.

VI. INCOME TAXES

The Company relies on estimates and assumptions when determining the amount of current and deferred taxes and takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due.

The Company makes significant estimates to evaluate whether it can recover deferred tax assets based on its assessment of estimates of future probability and legal amalgamation of its subsidiaries. The Company's current corporate plan and future profit forecasts are expected to generate sufficient taxable income to recover the deferred tax assets. Historically, the Company has been profitable and has consistently met its corporate plan profit objectives.

ACQUISITIONS AND PROSPECTS

The Company has a land bank of approximately 1,072 acres (434 hectares) at December 31, 2021.

The Company is pursuing with government departments and agencies further acquisitions of 4,584 acres (1,855 hectares). As many of the properties and portfolios potentially available for acquisition are substantial in size, planning, development and reintegration of these properties into local communities will take place over a number of years. Although the Company is vulnerable to adverse changes in local real estate market conditions, which can affect demand, the Company's geographic diversity mitigates the risk of an adverse impact of a downturn in a single market.

The Company's major residential developments are in St. John's, Halifax, Montréal, Toronto, Ottawa, Edmonton, Calgary and Vancouver. In most of these projects, the Company has interim rental operations that, between them, generate revenue in excess of any holding costs.

The Company's recent sales activities demonstrate that there is ongoing demand for its land holdings, and that it can continue to create significant benefits and/or value from its property portfolio, which is diverse as to location, value, size, and current or potential uses.

The Company has estimated net income before tax of $469.6 for the five years ending March 31, 2026 based on the latest approved annual corporate plan. COVID-19 continues to inject significant uncertainty into future financial forecasts. The Company's projections contained with its latest approved corporate plan developed in early fall 2020 considered COVID-19 using the latest information available at the time; however, financial results may vary significantly as a result of actual results differing from assumptions made. That said, the Company still expects to continue to be financially self-sufficient while providing both financial benefits, in the form of a reliable dividend stream, and non-financial benefits to our stakeholders and the Government of Canada.

DECLARATION

We, Robert Howald, President and Chief Executive Officer, and Matthew Tapscott, Vice President Finance and Chief Financial Officer, certify that:

We have reviewed the consolidated financial statements of Canada Lands Company Limited for the period ended December 31, 2021.

Based on our knowledge, the consolidated financial statements do not contain any untrue statement of a material fact or omit to state a material fact required to be stated or that is necessary to make a statement not misleading in light of the circumstances under which it was made, with respect to the fiscal period covered by this report; and

Based on our knowledge, the consolidated financial statements together with the other financial information included in this report fairly present in all material respects the financial position, financial performance and cash flows of Canada Lands Company Limited, as of the date and for the periods presented in this report.

Original signed by:

Robert Howald
President and Chief Executive Officer
Toronto, Canada
February 15, 2022

Original signed by:

Matthew Tapscott
Vice President Finance and Chief
Financial Officer

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The consolidated financial statements of Canada Lands Company Limited (the "Company") have been prepared by management of the Company in accordance with International Financial Reporting Standards.

Management maintains financial and management reporting systems which include appropriate controls to provide reasonable assurance that the Company's assets are safeguarded, to facilitate the preparation of relevant, reliable and timely financial information, and to ensure that transactions are in accordance with Part X of the *Financial Administration Act* and regulations, the *Canada Business Corporations Act*, and the articles and by-laws of the Company.

Based on our knowledge, these consolidated financial statements present fairly, in all material respects, the Company's financial position as at December 31, 2021 and March 31, 2021 and its financial performance and cash flows for the periods ended December 31, 2021 and 2020.

Where necessary, management uses judgment to make estimates required to ensure fair and consistent presentation of this information.

The Board of Directors of Canada Lands Company Limited is composed of seven directors, none of whom are employees of the Company. The Board of Directors has the responsibility to review the financial statements, as well as overseeing management's performance of its financial reporting responsibilities. An Audit and Risk Committee appointed by the Board of Directors of the Company has reviewed these consolidated financial statements with management and has reported to the Board of Directors. The Board of Directors has approved the consolidated financial statements.

All other financial and operating data included in the report are consistent, where appropriate, with information contained in the consolidated financial statements.

Robert Howald
President and Chief Executive Officer
Toronto, Canada
February 15, 2022

Matthew Tapscott
Vice President Finance and Chief
Financial Officer

CANADA LANDS COMPANY LIMITED
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (LOSS) (UNAUDITED)

For the		Three months ended December 31		Nine months ended December 31	
EXPRESSED IN THOUSANDS OF CANADIAN DOLLARS	NOTE	2021	2020	2021	2020
REVENUES					
Real estate sales		$ 7,672	$ 3,673	$ 11,687	$ 18,651
Attractions, food, beverage and other hospitality		13,652	1,403	26,880	9,159
Rental operations		8,895	8,057	29,530	24,508
Interest and other		1,105	1,424	3,798	4,577
		31,324	14,557	71,895	56,895
EXPENSES					
Real estate development costs		6,160	2,725	10,157	9,715
Attractions, food, beverage and other hospitality costs		14,657	10,034	35,909	35,908
Rental operating costs		9,608	9,238	27,275	26,359
General and administrative		7,338	7,707	20,946	22,541
Impairment, pre-acquisition costs and write-offs	4,6	1,215	2,571	2,992	5,480
Interest and other		894	1,128	2,667	3,412
	15	39,872	33,403	99,946	103,415
LOSS BEFORE INCOME TAXES		$ (8,548)	$ (18,846)	$ (28,051)	$ (46,520)
Deferred income tax recovery	18	(1,660)	(2,532)	(3,394)	(6,545)
Current income tax recovery	18	(693)	(2,548)	(3,996)	(6,200)
		(2,353)	(5,080)	(7,390)	(12,745)
NET LOSS AND COMPREHENSIVE LOSS		$ (6,195)	$ (13,766)	$ (20,661)	$ (33,775)

The accompanying notes are an integral part of the condensed consolidated interim financial statements.

CANADA LANDS COMPANY LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (UNAUDITED)

As at

EXPRESSED IN THOUSANDS OF CANADIAN DOLLARS	NOTE	December 31, 2021	March 31, 2021
ASSETS			
Non-Current			
Investment properties	5	$ 29,161	$ 29,860
Inventories	6	322,326	360,272
Property, plant & equipment	4	145,258	139,814
Trade receivables and other	10	13,606	14,137
Long-term receivables	7	62,533	61,568
Deferred taxes	18	100,634	97,254
		673,518	702,905
Current			
Inventories	6	114,990	52,698
Cash and cash equivalents	8	172,565	380,246
Short-term investments	9	3,561	3,561
Trade receivables and other	10	26,782	32,299
Current income tax recoverable and other tax assets		9,182	6,599
		327,080	475,403
		$ 1,000,598	$ 1,178,308

CANADA LANDS COMPANY LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (UNAUDITED)

As at

EXPRESSED IN THOUSANDS OF CANADIAN DOLLARS	NOTE	December 31, 2021	March 31, 2021
LIABILITIES AND SHAREHOLDER'S EQUITY			
LIABILITIES			
Non-Current			
Notes payable	12	$ 262,261	$ 265,189
Deferred revenue		5,949	5,580
Trade and other payables	13	2,044	2,497
Provisions	14	4,526	3,530
Prepaid rent, deposits and others		1,828	1,958
		276,608	278,754
Current			
Credit facilities	11	37,300	29,200
Current portion of notes payable	12	7,946	154,849
Trade and other payables	13	17,991	24,385
Provisions	14	27,530	26,200
Deferred revenue		1,722	2,082
Income taxes payable		-	495
Prepaid rent, deposits and others		7,100	7,281
		99,589	244,492
Shareholder's Equity			
Contributed surplus	16	181,170	181,170
Retained earnings	16	443,231	473,892
		624,401	655,062
		$ 1,000,598	$ 1,178,308

Commitments and Contingencies	13, 14
Leases	17

The accompanying notes are an integral part of the condensed consolidated interim financial statements.

On behalf of the Board

Jocelyne Houle
Chair of the Board of Directors

Victoria Bradbury
Chair of the Audit and Risk Committee

CANADA LANDS COMPANY LIMITED
CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDER'S EQUITY (UNAUDITED)

For the period ended December 31

EXPRESSED IN THOUSANDS OF CANADIAN DOLLARS	CONTRIBUTED SURPLUS	RETAINED EARNINGS	TOTAL SHAREHOLDER'S EQUITY
Beginning balance, April 1, 2020	$ 181,170	$ 504,676	$ 685,846
Change during the year			
Dividend paid		(10,000)	(10,000)
Net loss for the year	-	(20,784)	(20,784)
Ending balance, March 31, 2021	$ 181,170	$ 473,892	$ 655,062
Change during the period			
Dividend paid		(10,000)	(10,000)
Net loss for the period	-	(20,661)	(20,661)
Ending balance, December 31, 2021	**$ 181,170**	**$ 443,231**	**$ 624,401**

The accompanying notes are an integral part of the condensed consolidated interim financial statements.

Canada Lands Company
Société immobilière du Canada

CANADA LANDS COMPANY LIMITED
CONSOLIDATED STATEMENT OF CASH FLOWS (UNAUDITED)

For the		Three months ended December 31		Nine months ended December 31	
EXPRESSED IN THOUSANDS OF CANADIAN DOLLARS	NOTE	2021	2020	2021	2020
OPERATING ACTIVITIES					
Net loss		$ (6,195)	$ (13,766)	$ (20,661)	$ (33,775)
Interest expense		893	1,110	2,664	3,355
Interest paid		(88)	(100)	(238)	(342)
Interest income		(698)	(1,224)	(2,675)	(4,029)
Income tax received (paid)		1,675	2,118	932	(15,953)
Recovery of costs on sales of real estate		6,160	2,725	10,157	9,715
Expenditures on real estate properties		(9,515)	(17,227)	(35,619)	(44,909)
Impairment, pre-acquisition costs and write-offs		1,216	2,571	2,992	5,480
Provisions		(1,364)	(370)	(1,734)	(970)
Income tax recovery		(2,353)	(5,080)	(7,390)	(12,745)
Depreciation		3,293	3,601	10,016	10,600
		(6,976)	(25,642)	(41,556)	(83,573)
Net change in non-cash working capital and other	19	837	6,933	3,884	(3,726)
CASH USED IN OPERATING ACTIVITIES		$ (6,139)	$ (18,709)	$ (37,672)	$ (87,299)
FINANCING ACTIVITIES					
Repayment of notes payable		-	-	(153,903)	-
Dividend paid		-	-	(10,000)	(10,000)
Proceeds from credit facilities		3,750	2,550	8,100	8,850
Repayment of lease liabilities		(142)	(142)	(427)	(423)
CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		$ 3,608	$ 2,408	$ (156,230)	$ (1,573)
INVESTING ACTIVITIES					
Interest received		220	679	1,215	2,350
Expenditures on investment properties		(318)	(1,871)	(1,030)	(3,426)
Expenditures on property, plant & equipment		(6,290)	(4,820)	(13,964)	(10,871)
CASH USED IN INVESTING ACTIVITIES		$ (6,388)	$ (6,012)	$ (13,779)	$ (11,947)
NET DECREASE IN CASH AND CASH EQUIVALENTS		(8,919)	(22,313)	(207,681)	(100,819)
Cash and cash equivalents, beginning of period		181,484	384,083	380,246	462,589
CASH AND CASH EQUIVALENTS, END OF PERIOD		$ 172,565	$ 361,770	$ 172,565	$ 361,770
Supplemental cash flows information	19				

The accompanying notes are an integral part of the condensed consolidated interim financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE PERIOD ENDED DECEMBER 31, 2021

Expressed in thousands of Canadian dollars

1. AUTHORITY AND ACTIVITIES OF CLCL

Canada Lands Company Limited ("CLCL" or the "Company") is an agent Crown corporation and its sole shareholder is the Government of Canada. Originally named Public Works Lands Company Limited, CLCL was incorporated under the *Companies Act* in 1956 and was continued under the *Canada Business Corporations Act*. It is listed as a parent Crown corporation in Part I of Schedule III to the *Financial Administration Act* ("FAA").

CLCL is the parent company of Canada Lands Company CLC Limited ("CLC"), Parc Downsview Park Inc. ("PDP") and the Old Port of Montréal Corporation Inc. ("OPMC"), collectively referred to as the CLCL subsidiaries.

CLCL conducts its real estate business operations through CLC and PDP's development lands ("Downsview Lands"), two of its wholly-owned subsidiaries. CLCL's objective is to carry out a commercially oriented and orderly disposal program of certain former real properties of the Government of Canada ("Government") and the management of certain select properties. CLCL conducts its attractions business operations through Canada's National Tower ("CN Tower"), the Montréal Science Centre ("MSC"), the park owned by PDP ("Downsview Park") and OPMC.

In December 2014, CLCL was issued a directive (P.C. 2014-1379) pursuant to section 89 of the FAA entitled "Order directing Canada Lands Company Limited to implement pension plan reforms." This directive was intended to ensure that pension plans of Crown corporations that provide a 50:50 current service cost-sharing ratio between employees and employer for pension contributions had been phased in for all members by December 31, 2017. As at December 31, 2017, the Company had fully implemented the requirements of the directive and has remained in compliance with the directive since that date.

In July 2015, CLCL was issued a directive (P.C. 2015-1113) pursuant to section 89 of the FAA.

This directive was to align CLCL's travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that was consistent with the Company's legal obligations and to report on the implementation of this directive in the Company's next corporate plan. As at March 31, 2016, the Company had fully implemented the requirements of the directive and has remained in compliance with the directive since that date.

The registered office of the Company is 1 University Avenue, Suite 1700, Toronto, Ontario, Canada.

The consolidated financial statements were approved by the Board of Directors of the Company on February 15, 2022,

COVID-19

In March 2020, the World Health Organization characterized COVID-19 as a pandemic. In response to the pandemic, the Company temporarily suspended its operations at the CN Tower, the Montréal Science Centre, and the education programs at Downsview Park.

The Company's attractions have been operating in accordance with government and public health agency regulations and direction to support mitigating the impact of COVID-19. As a result, the

attractions operations have been suspended for significant portions of time since March 2020, and when open, have been operating with restrictions and capacity limits in place. During 2021/22, the CN Tower was closed until late July 2021 when it reopened to guests in accordance with local public health agency guidelines and has remained open throughout the remainder of the period. The Company continues to actively monitor the direction provided by governments and public health authorities and react accordingly, prioritizing the safety of its employees, visitors, suppliers, tenants and other stakeholders.

As a result of the Company's attractions operations being open during the quarter, there was an increase in revenue earned by the Company as compared to the prior year period. Despite the performance in the third quarter, the year-to-date financial results of the Company's attractions continue to be significantly below pre-pandemic levels.

As uncertainty persists, particularly considering the latest wave of COVID-19, it continues to be difficult to determine the pandemic's impact on the Company's financial performance, both short-term and long-term given the unpredictability of pandemic's evolutions locally, nationally and internationally, and responses by governments and health agencies to mitigate the pandemic's impact.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A) STATEMENT OF COMPLIANCE

The consolidated financial statements of the Company have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

B) BASIS OF PRESENTATION

CLCL's consolidated financial statements have been prepared on a historical cost basis, except where otherwise indicated. The consolidated financial statements are prepared on a going concern basis and have been presented in Canadian dollars, the Company's functional currency, rounded to the nearest thousand. The accounting policies set out below have been applied consistently in all material respects to all years presented in these consolidated financial statements, unless otherwise stated.

C) BASIS OF CONSOLIDATION

The consolidated financial statements include the accounts of the Company and its subsidiaries, which are the entities over which the Company has control. Control exists if the investor possesses power over the investee, has exposure to the variable returns from its involvement with the investee and has the ability to use its power over the investee to affect its returns. The accounts of CLC, PDP and OPMC, wholly-owned subsidiaries of CLCL, are consolidated with CLCL's accounts.

The Montréal Science Centre Foundation ("MSCF") is a structured entity that is consolidated as the Company has concluded that it controls it. The MSCF is a not-for-profit organization founded in 2000. It manages the funds and fundraising activities for the sole benefit of the MSC. The MSCF must remit all funds to OPMC to be used for activities of the MSC.

When the Company has less than a majority of the voting or similar rights of an investee, the Company considers all relevant facts and circumstances in assessing whether it controls the investee.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements that constitute control. Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Consolidated Statement of Comprehensive Income (Loss) from the date the Company gains control until the date the Company ceases to control the subsidiary.

When necessary, adjustments are made to subsidiaries to bring their accounting policies in line with the Company's accounting policies.

All inter-company transactions, balances, unrealized losses and unrealized gains on transactions between CLCL, its subsidiaries and the foundation noted above have been eliminated.

D) REVENUE RECOGNITION

The Company recognizes revenue as follows:

I. Real estate sales

Real estate sales revenue is recognized at the point in time when control over the property has been transferred to the customer. Real estate sales typically only have a single performance obligation. Until this criterion is met, any proceeds received are accounted for as customer deposits. Revenue is measured based on the transaction price agreed to under the contract.

II. Rental

The Company has retained control of its investment properties and therefore accounts for leases with its tenants as operating leases. The Company also leases certain property classified as property, plant and equipment to tenants. Revenue recognition under a lease commences when the tenant has a right to use the leased asset. Generally, this occurs on the lease inception date or, where the Company is required to make additions to the property in the form of tenant improvements that enhance the value of the property, upon substantial completion of those improvements. Tenant improvements provided in connection with a lease are recognized as an asset and expensed on a straight-line basis over the term of the lease. The total amount of contractual rent to be received from operating leases is recognized over time on a straight-line basis over the term of the non-cancellable portion of the leases and any further terms, at the lessee's option, that are reasonably certain to be exercised, for leases in place. A rent receivable, which is included in trade receivables and other, is recorded for the difference between the rental revenue recorded and the contractual amount received.

Rental operating revenue also includes a percentage of participating rents and recoveries of operating expenses, including property taxes. Rental operating expense recoveries are recognized in the period that recoverable costs are chargeable to tenants.

III. Rental from interim activities

In addition to earning rental revenues from leases associated with investment properties, the Company also earns rental revenues from lease arrangements with tenants on certain commercial and residential development properties in inventory. These lease arrangements are generally short-term and renewable on an annual basis and considered interim to the related land development activities. As described in note 2.N)I), the Company has applied judgment in determining whether the commercial and residential development properties from which rental from interim activities is derived are classified and carried as inventory instead of investment property. The revenue

recognition policy for the related lease arrangements is consistent with the policy applied in lease arrangements of investment properties, as described in note 2.D)II).

IV. Attractions, food, beverage and other hospitality

Revenues from programming and parking, ticket sales, food and beverage sales, event and concessions sales, hospitality revenues, sports facilities, retail store sales and other revenues are recognized at the point of sale or when services are provided, as appropriate.

V. Donations and sponsorships

The Company, through its subsidiaries, has signed agreements with a number of sponsors that provide cash, products, advertising and other services in exchange for various benefits, including exclusive marketing rights and visibility. Donations and sponsorships are recognized in the period to which they relate in interest and other revenues in the Consolidated Statement of Comprehensive Income (Loss). Non-monetary transactions are recorded at fair value.

Donations and sponsorships restricted by the donor or sponsor for specific uses are initially recorded under deferred revenue and recognized as revenue at the point in time when the performance obligation is satisfied, or over time depending on the nature of the performance obligation.

E) PRE-ACQUISITION COSTS

Costs incurred related to properties that the Company has no title to or early use agreement for are expensed to the Consolidated Statement of Comprehensive Income (Loss) as incurred.

F) PROPERTIES

I. Property, plant and equipment

Property, plant and equipment (“PPE”) includes properties held for use in the supply of goods and services or for administrative purposes. All PPE is stated at historical cost less depreciation and any impairment. Historical cost includes expenditures that are directly attributable to the acquisition of the items.

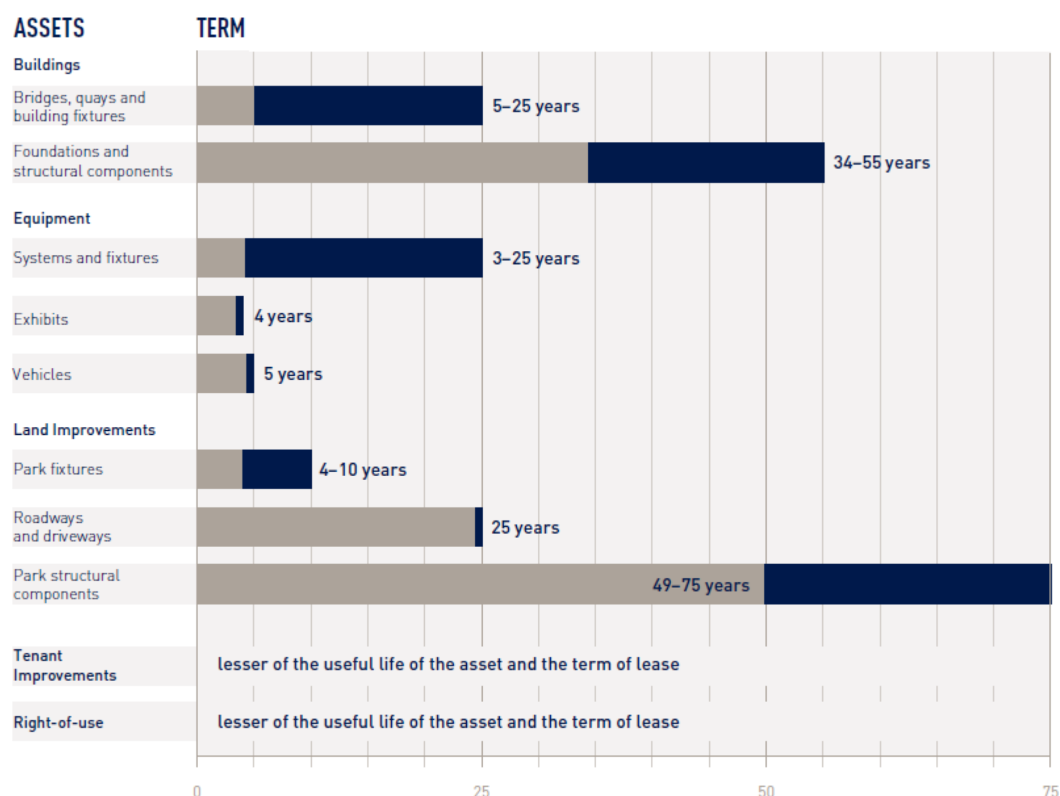
The Company has lease obligations for various equipment and office space. The leases vary in length and range for periods of one year up to seven years. The lease contracts contain a wide range of different terms and conditions. Leases are recognized as a right-of-use asset and corresponding lease liability at the date the leased asset is available for use by the Company. Each lease payment is allocated between the lease liability and finance costs. The right-of-use asset is depreciated over the lesser of the asset’s useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or the Company’s incremental borrowing rate. The right-of-use assets are measured at cost, consisting of the amount of the initial measurement of the lease liability, plus any lease payments made to the lessor at or before the commencement date less any lease incentives received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee.

Borrowing costs incurred for the purpose of acquiring, constructing or producing a qualifying PPE are capitalized. A qualifying PPE is an asset that necessarily takes a substantial period of time to get ready for its intended use. Borrowing costs are capitalized while acquisition, construction or production is actively underway.

Subsequent costs 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 item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of those parts that are replaced is derecognized. All other repairs and maintenance are charged to the Consolidated Statement of Comprehensive Income (Loss) during the financial period in which they are incurred.

Depreciation, based on a component approach, is calculated using the straight-line method to allocate the cost over the assets' estimated useful lives, or the lesser of the useful life of the asset and the term of the lease as follows:



The assets' residual values and useful lives are reviewed, and adjusted if appropriate, on an annual basis.

The Company holds some buildings for dual purposes, where a portion is leased to tenants and the remainder is used by the Company for administrative purposes. When a significant portion is owner-occupied, the Company classifies the property as PPE.

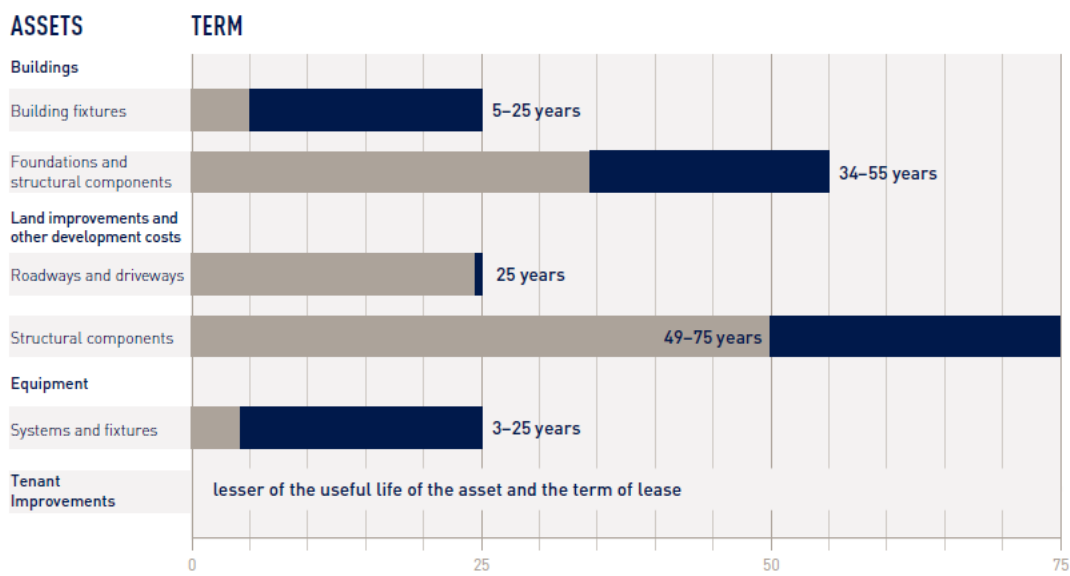
II. Investment properties

Investment properties are properties held by the Company for the primary purpose of obtaining rental income or capital appreciation, or both, but not for the ordinary course of business. Investment properties also include properties that are being constructed or developed for future use as investment properties.

The Company applies the cost model in which investment properties are valued under the same basis as property, plant and equipment (note 2.F)I)), except where the asset meets the criteria to be

classified as held for sale; then the asset is measured in accordance with IFRS 5 *Non-current assets held for sale and discontinued operations.*

Depreciation, based on a component approach, is calculated using the straight-line method to allocate the cost over the assets' estimated useful lives, or the lesser of the useful life of the asset and the term of the lease as follows:



Other development costs include direct expenditures on investment properties. These could include amounts paid to contractors for construction, borrowing costs, planning and design costs, costs of site preparation, professional fees for legal services, property taxes, construction overhead and other related costs.

From commencement of development until the date of completion, the Company capitalizes direct development costs, realty taxes and borrowing costs that are directly attributable to the project. Also, initial direct leasing costs incurred by the Company in negotiating and arranging tenant leases are added to the carrying amount of the investment property. In management's view, completion occurs upon completion of construction and receipt of all necessary occupancy and other material permits. Depreciation commences upon completion of development.

III. Inventories

Property acquired or being constructed for sale in the ordinary course of business, rather than held for rental or capital appreciation, is held as inventory and is measured at the lower of cost and net realizable value. Costs are allocated to the saleable acreage of each project or subdivision in proportion to the anticipated revenue or current average cost per acre. Inventories are written down to their net realizable value ("NRV") whenever events or changes in circumstances indicate that their carrying value exceeds their NRV. Write-downs are recognized in the Consolidated Statement of Comprehensive Income (Loss). NRV is based on projections of future cash flows, which take into account the specific development plans for each project and management's best estimate of the most probable set of economic conditions anticipated to prevail in the market.

The Company capitalizes all direct expenditures incurred in connection with the acquisition, development and construction of inventory. These include freehold and leasehold rights for land,

amounts paid to contractors for construction, borrowing costs, planning and design costs, costs of site preparation, professional fees for legal services, property transfer taxes, property taxes,

construction overhead and other related costs. Selling costs such as commissions and marketing programs are expensed when incurred.

The development period commences when expenditures are being incurred and activities necessary to prepare the asset for its intended use are in progress. Capitalization ceases when the asset is ready for its intended use. During the development phase, any rental revenues and associated expenses related to the project are recognized in the Consolidated Statement of Comprehensive Income (Loss) (note 2D.)III)) during the period. Costs incurred on properties that the Company has no title to or an early use agreement for are expensed to the Consolidated Statement of Comprehensive Income (Loss).

The Company classifies its properties as properties under development, properties held for sale or properties held for future development. Properties undergoing active development are classified as "properties under development," whereas properties that have been serviced and are ready for sale, or that the Company intends to sell in their current state without any further significant costs to be incurred, are classified as "properties held for sale." Properties classified as "properties held for future development" are properties where active development has not yet commenced. Costs incurred on properties classified as "properties held for future development" and "properties held for sale" are expensed to the Consolidated Statement of Comprehensive Income (Loss) as incurred.

Inventories, regardless of the properties' classification, are considered current when they are expected to be sold within the next 12 months and realized as real estate development costs. Inventories that are not expected to be sold in the next 12 months are categorized as non-current. Non-property (i.e., operating) inventories are entirely held by the CN Tower and OPMC, and are included in trade receivables and other in the Consolidated Statement of Financial Position.

G) INTEREST IN JOINT ARRANGEMENTS

Investments in joint arrangements are classified as either joint operations or joint ventures, depending on the contractual rights and obligations of each investor. A joint operation is a joint arrangement whereby the parties that have joint control have rights to the assets and obligations for the liabilities relating to the arrangement, whereas a joint venture is a joint arrangement whereby the parties that have joint control only have rights to the net assets of the arrangement. When making this assessment, the Company considers the structure of the arrangement, the legal form of any separate vehicles, the contractual terms of the arrangement and other facts and circumstances. The Company evaluates its involvement in each of its joint arrangements individually to determine whether each should be accounted for using joint operation accounting or the equity method, depending on whether the investment is defined as a joint operation or a joint venture.

H) IMPAIRMENT OF FINANCIAL AND NON-FINANCIAL ASSETS

I. Impairment of financial assets

The Company applies an appropriate impairment model approach for financial assets depending on the category of the financial assets. The impairment models applicable to the Company under IFRS 9 Financial instruments include the general approach and the simplified approach. The Company uses the simplified approach, which recognizes expected credit losses ("ECLs") based on the lifetime ECLs, for trade receivables and the general approach for other financial assets. The results of the general approach ECL model are used to reduce the carrying amount of the financial asset through an allowance account, and the changes in the measurement of the allowance account are

recognized in the Consolidated Statement of Comprehensive Income (Loss). If a significant increase in credit risk occurs, IFRS 9 would require the estimate of default to be considered over the entire remaining life of the asset under the general approach ECL model.

II. Impairment of non-financial assets

The Company assesses, at each reporting date, whether there is an indication that a non-financial asset may be impaired. If any indication exists, the Company estimates the asset's recoverable amount (note 2.F)). An asset's recoverable amount is the higher of an asset's fair value less costs of disposal and its value in use. When it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit ("CGU") to which the asset belongs. When the carrying amount of an asset (or CGU) exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

For non-financial assets, an assessment is made at each reporting date to determine whether there is an indication that previously recognized impairment losses no longer exist or have decreased. If such indication exists, the Company estimates the recoverable amount of the asset (or CGU). A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor does it exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in impairment, preacquisition costs and write-offs in the Consolidated Statement of Comprehensive Income (Loss).

I) CASH AND CASH EQUIVALENTS AND SHORT-TERM INVESTMENTS

Cash and cash equivalents and short-term investments may include cash and short-term, highly liquid investments, such as money market funds and term deposits, Cash and cash equivalents have original maturities at the date of purchase of three months or less and are redeemable at any time. Short-term investments have original maturities at the date of purchase of greater than three months and are redeemable within the next 12 months.

J) INCOME TAXES

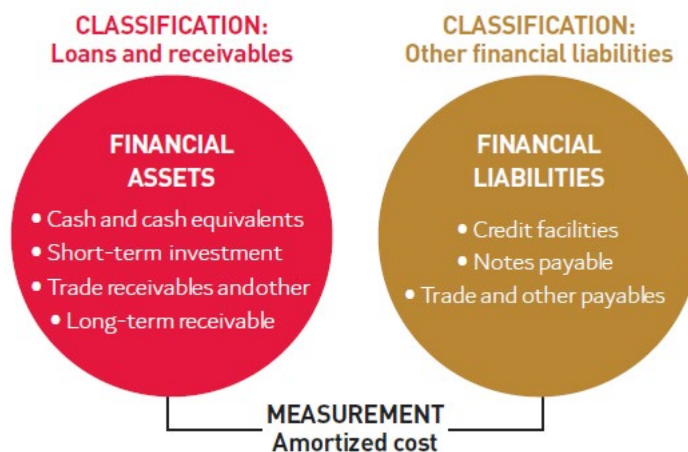
Income tax comprises current and deferred taxes. Income tax is recognized in the Consolidated Statement of Comprehensive Income (Loss) except to the extent that it relates to items recognized directly in equity.

Current tax is the expected taxes payable or receivable on taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to taxes payable or receivable in respect of previous years.

Deferred taxes are reported using the balance sheet liability method, providing for temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred taxes reported is based on the expected manner of realization or settlement of the carrying amounts of the assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. A deferred tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

K) FINANCIAL INSTRUMENTS

The following summarizes the Company's measurement of financial assets and liabilities:



I. Financial assets

Financial assets are classified, at initial recognition, as financial assets at fair value through profit and loss ("FVTPL"), fair value through other comprehensive income ("FVOCI"), or amortized cost. The classification depends on the Company's business model for managing the financial assets and the contractual terms of the cash flows.

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. Interest income from these financial assets is included in interest and other revenue using the effective interest rate ("EIR") method. Any gain or loss arising on derecognition is recognized directly in the Consolidated Statement of Comprehensive Income (Loss). Impairment losses are recognized in impairment, pre-acquisition costs and write-offs in the Consolidated Statement of Comprehensive Income (Loss).

II. Financial liabilities

Financial liabilities are measured at amortized cost or at FVTPL, as appropriate. The financial liabilities measured at amortized cost are initially measured at fair value and, after initial recognition, are subsequently measured at amortized cost using the EIR method.

L) PROVISIONS

A provision is a liability of uncertain timing or amount. Provisions are recognized when the Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. If the effect of the time value of money is material, the provisions are measured at the present value. The provisions are determined by discounting the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognized as financing costs.

I. Decommissioning costs

A provision for decommissioning obligations in respect of buildings and land containing hazardous materials is recognized to the extent that the Company is obligated to remedy damage previously caused; it is more likely than not that the Company will be required to settle the obligation; an obligation is owed to another party; and a reasonable estimate of the future costs and discount rates can be made. These obligations are recognized in the period they are incurred at the present value of the best estimate of the expenditures required to settle the present obligation, discounted at a risk-free interest rate. Subsequently, at each reporting date, the obligation is adjusted through an unwinding of discount expense, and any changes in the estimated amounts required to settle the obligation and significant changes in the discount rate, inflation and risks. The associated costs are capitalized as part of the carrying value of the related assets.

The Company assesses all of its activities and all of its sites and facilities involving risks to determine potential environmental risks. Sites and facilities considered to represent an environmental risk are fully assessed and corrective measures have been or will be taken, as necessary, to eliminate or mitigate these risks. The ongoing risk management process currently in place enables the Company to examine its activities and properties under normal operating conditions and to follow up on accidents that may occur. Properties that may be contaminated, or any activities or property that may cause contamination, are assessed to determine the nature and extent of the possible contamination and an action plan is developed to comply with remediation requirements, where required.

II. Payment in lieu of taxes and legal claims

A provision for payment in lieu of taxes ("PILT") and legal claims is recognized when management believes there is a present obligation as a result of a past event; it is more likely than not that the Company will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

M) CRITICAL JUDGMENTS IN APPLYING ACCOUNTING POLICIES

In the process of applying the Company's accounting policies, management has made the following critical judgments that have the most significant effect on the amounts recognized in the consolidated financial statements:

I. Investment properties

The Company's accounting policies are described in note 2.F)II). In applying these policies, judgments are made for investment properties under development in determining when the property development is completed.

II. Inventories

The Company's policies related to property inventories are described in note 2.F)III). In applying these policies, the Company makes judgments with respect to the classification of certain inventory properties.

III. Leases

The Company's accounting policy on revenue recognition is described in note 2.D)II). With regards to this policy, the Company must consider whether a tenant improvement provided in connection with a lease enhances the value of the leased property in order to determine whether such amounts are

treated as additions to investment property. Tenant improvements provided in connection with a lease are recognized as an asset and expensed on a straight-line basis over the term of the lease.

The Company also makes judgments in determining whether certain leases, especially long-term leases in which the tenant occupies all or a majority of the property, are operating or finance leases.

IV. Provisions

The Company's accounting policies related to provisions are described in note 2.L). In applying these policies, the Company makes judgments with respect to the best estimates of probability, timing and measurement of expected value of the potential obligations.

V. Income taxes

The Company is subject to income taxes in numerous Canadian jurisdictions and significant judgment is required in determining the provision for income taxes. The Company recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be assessed. Where the final outcome of these tax matters is different from the amounts that were initially recorded, such differences will impact the Company's income tax expense and current and deferred income tax assets and liabilities in the period in which such determinations are made (note 18).

The Company makes significant judgments on the recoverability of deferred tax assets based on expectations of future profitability and tax planning strategies. Changes in the expectations or the inability to implement the tax planning strategies could result in derecognition of the deferred tax assets in future periods.

VI. Control over structured entities

The Company's accounting policy for consolidation is described in note 2.C). The Company assessed whether or not it controlled the MSCF based on whether the Company has the practical ability to direct the relevant activities of the MSCF. In making its judgment, the Company considered the composition of the MSCF Trustees and the power held by the primary Directors of the MSCF Trustees over the MSCF's relevant activities. After assessment, the Company concluded that based on the power held by the primary Directors, who are officers or Directors of CLCL, over the relevant activities of the MSCF, the Company does have control over the MSCF.

VII. Joint arrangements

The Company's accounting policy for joint arrangements is described in note 2.G). In applying this policy, the Company makes judgments with respect to whether it has joint control and whether the arrangements are joint operations or joint ventures. In making its judgments, the Company considered the legal structure and whether joint control for decisions over relevant activities exists based on the contractual arrangements. After assessment, the Company has determined that joint control exists, as all decisions over relevant activities require the unanimous consent of both parties, and that all of its joint arrangements are joint operations, as they were not structured through a separate vehicle.

N) SIGNIFICANT ACCOUNTING ESTIMATES AND ASSUMPTIONS

The preparation of consolidated financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ

significantly from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis.

As described in note 1, the COVID-19 pandemic has led to higher levels of estimation uncertainty as a result of the availability of reliable market metrics and discounts rates, and forecasting future cash flows, which impact the following significant accounting estimates:

- inventories and real estate development costs,
- measurement of fair values, and
- impairments and write-downs.

The estimates and assumptions that are critical to the determination of the amounts reported in the consolidated financial statements relate to the following:

I. Inventories and real estate development costs

In determining estimates of net realizable values for its properties, the Company relies on assumptions regarding applicable industry performance and prospects, as well as general business and economic conditions that prevail and are expected to prevail. Assumptions underlying asset valuations are limited by the availability of reliable comparable data and the uncertainty of predictions concerning future events. Due to the assumptions made in arriving at estimates of net realizable value, such estimates, by nature, are subjective and do not result in a precise determination of asset value.

In arriving at such estimates of net realizable value of the properties, management is required to make assumptions and estimates as to future costs that could be incurred in order to comply with statutory and other requirements. Also, estimates of future development costs are used to allocate current development costs across project phases. Such estimates are, however, subject to change based on agreements with regulatory authorities, changes in laws and regulations, the ultimate use of the property and as new information becomes available.

The Company produces a yearly corporate plan that includes a pro forma analysis of the projects, including expected revenues and projected costs. This analysis is used to determine the cost of sales recorded and net realizable value. This pro forma analysis is reviewed periodically, and when events or circumstances change, and is updated to reflect current information.

II. Measurement of fair values

Where the fair values of financial assets, investment properties and financial liabilities as disclosed in the notes to the consolidated financial statements cannot be derived from active markets, they are determined using valuation techniques including discounted cash flow models. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required to establish fair values. The judgments include consideration of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value. The Company's assessments of fair values of investment properties are regularly reviewed by management with the use of independent property appraisals and internal management information.

The fair values of all financial instruments and investment properties must be classified in fair value hierarchy levels, which are as follows:

Level 1 – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets or liabilities.

Level 2 – Financial instruments are considered Level 2 when valued using quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or models using inputs that are observable.

Level 3 – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques, and at least one significant model assumption or input is unobservable.

The critical estimates and assumptions underlying the valuation of financial assets, investment properties and financial liabilities are set out in notes 5 and 21.

III. Useful lives and significant components

The useful lives and residual values of the Company's PPE and investment properties are determined by management at the time the asset is acquired and reviewed annually for appropriateness. The useful lives are based on historical experience with similar assets, as well as anticipation of future events. Management also makes judgments in determining significant components. A component or part of an item of property, plant and equipment or an investment property is considered significant if its allocated cost is material in relation to the total cost of the item. Also, in determining the parts of an item, the Company identifies parts that have varying useful lives or consumption patterns.

IV. Interest rate on notes payable to the Government

Notes payable are issued in consideration of the acquisition of real estate properties and are due to the Government. These notes are payable on the earlier of their due dates or the dates on which net proceeds become available from the sale by the Company of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the note state when the issuer can demand payment and payment is not dependent on property cash flows. For those notes that do not state when the issuer can demand payment, the repayment schedule is based on estimated time period and cash flows of the property. The notes are non-interest bearing. The non-interest bearing notes are discounted using an imputed fixed interest rate. The imputed interest is accrued and capitalized to properties or expensed, as appropriate.

V. Impairments and write-downs

Management reviews assets annually, as part of the corporate planning process, and when events or circumstances change.

For inventories, a write-down is recorded when the net realizable value of anticipated net sales revenue is less than the sum of the carrying value of the property and its anticipated costs to complete. The net realizable value is based on projections of future cash flows, which take into account the specific development plans for each project and management's best estimate of the most probable set of economic conditions anticipated to prevail in the market.

For other assets, such as investment properties and property, plant and equipment, impairment estimates are made based on an analysis of CGUs, as described in note 2.H)II), and are recorded if the recoverable amount of the property is less than the carrying amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs of disposal and its value in use. The Company estimates the fair value less costs of disposal using the best information available to estimate the amount it could obtain from disposing of the assets in an arm's-length transaction less the estimated cost of disposal. The Company estimates value in use by discounting estimated future cash flows to their present value using a pre-tax rate that reflects current market assessments of the

time value of money and the specific risks of the asset. Determination of the present value cash flows requires significant estimates, such as future cash flows and the discount rate applied.

VI. Income taxes

The Company relies on estimates and assumptions when determining the amount of current and deferred taxes and takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due.

The Company makes significant estimates to evaluate whether it can recover deferred tax assets based on its assessment of estimates of future probability and legal amalgamation of its subsidiaries. The Company's current corporate plan and future profit forecasts are expected to generate sufficient taxable income to recover the deferred tax assets. Historically, the Company has been profitable and consistently met its corporate plan profit objectives.

3. FUTURE ACCOUNTING PRONOUNCEMENTS

I. Property, Plant and Equipment — Proceeds Before Intended Use (Amendments to IAS 16)

In May 2020, the IASB issued an amendment to IAS 16 that prohibits deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing an asset into the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the cost of producing those items, in profit or loss.

The amendment is effective for annual periods beginning on or after January 1, 2022. Early application is permitted.

The Company does not expect the amendment to have an impact on the consolidated financial statements.

II. Annual Improvements to IFRS Standards 2018–2020 cycle

In May 2020, the IASB issued Annual Improvements to IFRS Standards 2018–2020 cycle, which included amendments to IFRS 1 *First-time Adoption of International Financial Reporting Standards*, IFRS 9 *Financial Instruments*, IFRS 16 *Leases*, and IAS 41 *Agriculture*,

The amendments to IFRS 1, IFRS 9, IFRS 16, and IAS 41 are all effective for annual periods beginning on or after January 1, 2022. Early application is permitted.

The Company does not expect the amendments to have an impact on the consolidated financial statements.

III. Presentation of Financial Statements

In January 2020, the IASB issued amendments to IAS 1 *Presentation of Financial Statements* regarding classifications of liabilities as current or non-current, which provide a more general approach to the classification of liabilities under IAS 1 based on the contractual arrangements in place at the reporting date.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and must be applied retrospectively. Earlier application is permitted.

The Company does not expect the amendments to have an impact on the consolidated financial statements.

4. PROPERTY, PLANT AND EQUIPMENT

The Company's property, plant and equipment consist mainly of the CN Tower, Downsview Park, the MSC and the OPM quays.

The Company has $35.3 million (March 31, 2021 – $34.1 million) of fully depreciated property, plant and equipment still in use.

The gross carrying amount of property, plant and equipment assets at December 31, 2021 includes $15.1 million (March 31, 2021 – $2.5 million) of property, plant and equipment under construction.

Cost or deemed cost

	Land	Building	Equipment	Land Improvements	Leasehold Improvements	Building (Right-of Use)	Equipment (Right-of-Use)	Total
Balance, March 31, 2020	$ 28,030	$ 150,350	$ 37,233	$ 23,360	$ 2,150	$ 4,139	$ 286	$ 245,548
Additions	212	7,416	5,422	2,050	133	357	138	15,728
Disposals	-	(119)	(1,255)	-	-	-	-	(1,374)
Balance, March 31, 2021	$ 28,242	$ 157,647	$ 41,400	$ 25,410	$ 2,283	$ 4,496	$ 424	$ 259,902
Additions	-	8,347	2,323	3,193	101	-	-	13,964
Disposals	-	(52)	(271)	-	-	-	(9)	(332)
Balance, December 31, 2021	**$ 28,242**	**$ 165,942**	**$ 43,452**	**$ 28,603**	**$ 2,384**	**$ 4,496**	**$ 415**	**$ 273,534**

Depreciation and impairment

	Land	Building	Equipment	Land Improvements	Leasehold Improvements	Building (Right-of Use)	Equipment (Right-of-Use)	Total
Balance, March 31, 2020	$ -	$ 67,456	$ 29,829	$ 4,880	$ 504	$ 1,028	$ 261	$ 103,958
Depreciation	-	7,705	2,905	754	285	563	44	12,256
Disposals	-	(119)	(1,255)	-	-	-	-	(1,374)
Impairment	-	2,374	2,812	-	-	-	62	5,248
Balance, March 31, 2021	$ -	$ 77,416	$ 34,291	$ 5,634	$ 789	$ 1,591	$ 367	$ 120,088
Depreciation	-	5,509	1,561	567	204	439	7	8,287
Disposals	-	(52)	(271)	-	-	-	(9)	(332)
Impairment	-	34	199	-	-	-	-	233
Balance, December 31, 2021	**$ -**	**$ 82,907**	**$ 35,780**	**$ 6,201**	**$ 993**	**$ 2,030**	**$ 365**	**$ 128,276**
Carrying amounts								
At March 31, 2021	$ 28,242	$ 80,231	$ 7,109	$ 19,776	$ 1,494	$ 2,905	$ 57	$ 139,814
At December 31, 2021	**$ 28,242**	**$ 83,035**	**$ 7,672**	**$ 22,402**	**$ 1,391**	**$ 2,466**	**$ 50**	**$ 145,258**

The Company assesses the carrying amount of its property, plant and equipment to determine whether an impairment loss or a reversal should be recorded.

The impairment is assessed at the cash-generating unit ("CGU") level and the impairment loss is calculated as the amount equal to the excess of the carrying amount over the recoverable amount. During the period ended December 31, 2021, OPMC recognized $0.2 million impairment loss (March 31, 2021 – $5.2 million).

The OPMC CGU, where the impairment is being recognized, is considered by management to be all of the OPMC assets, except for the Allan Building, as the cash flows of the OPMC assets or groups of assets are dependent on the OPMC assets and other groups of assets and cannot be individually identified. The OPMC CGU includes public spaces, various piers, parking facilities and the MSC. The Allan Building has been excluded from the OPMC CGU as its cash flows are independent of the OPMC assets.

The recoverable amount of the OPMC CGU is considered to be nominal. The fair value hierarchy level is considered a Level 3. The Company has used the discounted cash flows from the OPMC CGU to determine that the fair value is nominal. The annual operating cash flows from the OPMC CGU assets are negative and are forecasted to be negative for the foreseeable future. In addition, capital investment, which further negatively impacts the cash flows, is required to support the operations and maintain the existing OPMC assets.

The key management assumption in the determination of the fair value is that the foreseeable projected cash flows from the OPMC CGU will continue to be nominal. That assumption is supported by prior year actual results and management's current financial projections for the OPMC CGU into the future. These projected net cash flow assumptions are based on the current OPMC CGU asset uses which management does not expect to change in the foreseeable future.

The amount of borrowing costs capitalized during the year was immaterial.

5. INVESTMENT PROPERTIES

The Company's investment properties consist primarily of the land at the Rogers Centre and the CN Tower Base, and the rental properties at PDP.

Included within the Consolidated Statement of Comprehensive Income (Loss) are the following:

	FOR THREE MONTHS ENDED DECEMBER 31		FOR NINE MONTHS ENDED DECEMBER 31	
	2021	2020	**2021**	2020
Rental income	$ **2,551**	$ 2,693	$ **7,814**	$ 8,205
Direct operating expenses from investment property that generated rental income during the period	**2,065**	2,211	**6,130**	6,139
Direct operating expenses from investment property that did not generate rental income during the period	**39**	28	**101**	83

Cost or deemed cost

	Land		Building		Tenant Improvements		Land Improvements and Other Development Costs		Equipment		Total
Balance, March 31, 2020	$	5,413	$	15,869	$	9,428	$	14,914	$	3,030	$ 48,654
Additions		-		474		271		2,983		-	3,728
Disposals		-		-		-		(178)		-	(178)
Balance, March 31, 2021	$	5,413	$	16,343	$	9,699	$	17,719	$	3,030	$ 52,204
Additions		-		349		210		471		-	1,030
Disposals		-		-		-		-		-	-
Balance, December 31, 2021	**$**	**5,413**	**$**	**16,692**	**$**	**9,909**	**$**	**18,190**	**$**	**3,030**	**$ 53,234**

Depreciation and Impairment

	Land		Building		Tenant Improvements		Land Improvements and Other Development Costs		Equipment		Total
Balance, March 31, 2020	$	-	$	8,667	$	5,103	$	3,892	$	2,533	$ 20,195
Depreciation		-		993		627		448		166	2,234
Disposals		-		-		-		(85)		-	(85)
Balance, March 31, 2021	$	-	$	9,660	$	5,730	$	4,255	$	2,699	$ 22,344
Depreciation		-		715		461		451		102	1,729
Disposals		-		-		-		-		-	-
Balance, December 31, 2021	**$**	**-**	**$**	**10,375**	**$**	**6,191**	**$**	**4,706**	**$**	**2,801**	**$ 24,073**
Carrying amounts											
At March 31, 2021	$	5,413	$	6,683	$	3,969	$	13,464	$	331	$ 29,860
At December 31, 2021	**$**	**5,413**	**$**	**6,317**	**$**	**3,718**	**$**	**13,484**	**$**	**229**	**$ 29,161**

During the period, there were no reversals of previously recognized impairment loss for investment properties (March 31, 2021 – $nil).

The fair values of investment properties are classified in fair value hierarchy levels (Note 2.N)II) as follows:

		LEVEL 1	LEVEL 2	LEVEL 3
INVESTMENT PROPERTIES	CARRYING AMOUNT		FAIR VALUE	
December 31, 2021	**$ 29,161**	**$ -**	**$ -**	**$ 126,800**
March 31, 2021	$ 29,860	$ -	$ -	$ 126,800

The fair value of the investment properties was estimated at December 31, 2021 using a combination of internal valuation techniques and external consultants. All material investment properties have been valued by independent valuators. The external consultants are accredited independent valuators with a recognized and relevant professional qualification and with recent experience in the location and category of the investment property being valued. On a quarterly basis, management reviews the assumptions to update the estimated fair value of the investment properties. In determining fair value, the income and direct comparison approaches were used. The income approach capitalizes net annual revenues or discounts forecasted net revenues to their

present value after considering future rental income streams and anticipated operating costs, as well as appropriate capitalization and discount rates. The direct comparison approach references market evidence derived from transactions involving similar properties.

Investment properties valued using the income approach are considered Level 3 given the significance of the unobservable inputs.

The key inputs in the valuation of investment properties using the income approach are:

- Capitalization rate, which is based on the market conditions where the property is located;
- Net operating income, which is normalized and assumes rental income and rental costs using current market conditions;
- Discount rate, reflecting the current market assessment of the uncertainty in the amount and timing of cash flows; and
- Discounted cash flows, which consider the location, type and quality of the property and the current market conditions for similar properties.

The direct comparison approach uses observable inputs, and investment properties valued using this approach are considered Level 2, unless there are significant unobservable inputs, in which case they are considered Level 3.

6. INVENTORIES

The Company carries its inventories at the lower of cost and net realizable value, and they are classified as follows:

	December 31, 2021		March 31, 2021	
Property held for future development	$	104,542	$	105,465
Property under development		313,789		307,505
Properties held for sale		18,985		-
Total Property Inventories	$	437,316	$	412,970
Current	$	114,990	$	52,698
Non-current		322,326		360,272
Total Property Inventories	$	437,316	$	412,970

There were $0.6 million write-downs recorded against inventories during the period ended December 31, 2021 (March 31, 2021 -$nil). There were no reversals of write-downs during the period ended December 31, 2021 (March 31, 2021 – $nil).

7. LONG-TERM RECEIVABLES

Long-term receivables consist of the following:

	December 31, 2021		March 31, 2021	
Receivables from partners (a)	$	61,617	$	60,685
Other long term receivables (b)		916		883
	$	62,533	$	61,568

(a) The long-term receivables from partners represent the partners' proportionate share of the notes payable, which is payable to the Company. The Company is obligated for the full amounts of the notes payable for the Jericho Lands and Heather Street Lands properties (collectively, the Vancouver Lands) and the 299 Carling Avenue property in Ottawa, of which portions are receivable from its partners. The long-term receivables, similar to the notes payable they are related to, are non-interest bearing and have total principal amounts of $65.3 million (March 31, 2021 – $65.3 million), which have been discounted using a weighted average market interest rate of 2.88% (March 31, 2021 – 2.88%). The amounts will be repaid at the earlier of the sale of properties tied to each long-term receivable or the sunset dates in the joint arrangement agreements (see note 22).

(b) Other long-term receivables represents a non-interest bearing promissory note receivable for the remaining balance from a sale of a real estate property in a prior year.

	December 31, 2021	March 31, 2021
Current	$ -	$ -
Non-current	62,533	61,568
	$ 62,533	$ 61,568

Based on the anticipated timing of sales of real estate properties or the terms of sale, principal repayments are estimated to be as follows:

YEARS ENDING MARCH 31 (REMAINDER OF YEARS)		
	2022	$ -
	2023	3,158
	2024	5,748
	2025	-
	2026	16,871
Subsequent years		40,561
Subtotal		66,338
Less: amounts representing imputed interest		3,805
		$ 62,533

8. CASH AND CASH EQUIVALENTS

The Company has $2.4 million (March 31, 2021 – $2.4 million) in cash and cash equivalents that are restricted for use as part of the MSC's long-term plan.

The Company has reclassified $3.6 million of cash and cash equivalents to short-term investments to conform with the consolidated financial statements presentation adopted in the current period.

9. SHORT-TERM INVESTMENT

The Company's short-term investment consists of a $3.6 million term deposit (March 31, 2021 - $3.6 million), at an interest rate of 1.75% maturing on March 5, 2023, and redeemable at each anniversary date. The short-term investment is restricted for use as part of the MSC's long-term plan.

10. TRADE RECEIVABLES AND OTHER

Trade receivables and other are comprised of the following:

	December 31, 2021		March 31, 2021	
Prepaids and others	$	6,665	$	6,427
Rents and other receivables		33,723		40,009
Total	$	40,388	$	46,436
Current	$	26,782	$	32,299
Non-current		13,606		14,137
	$	40,388	$	46,436

11. CREDIT FACILITIES

	December 31, 2021		March 31, 2021	
$100 million, unsecured, demand revolving credit facility, bearing interest at rates between 50 basis points and variable banker's acceptance rates plus 45 basis points, maturing at March 31, 2024 (a)	$	37,300	$	29,200
$100 million, senior, unsecured revolving credit facility, bearing interest at 45 basis points (b)		-		-
Total	$	37,300	$	29,200
Current	$	37,300	$	29,200
Non-current		-		-
	$	37,300	$	29,200

(a) The credit facility is available to finance the construction and development and secure letters of credit at PDP.

The borrowings are primarily used to finance the purchase of a portion of the Downsview Lands from the Government and subsequent construction and development. In addition to the borrowings of $37.3 million, the Company has used credit facilities to secure outstanding letters of credit of $13.3 million (March 31, 2021 – $13.3 million). The remaining unused credit facility is $49.4 million at December 31, 2021 (March 31, 2021 – $57.5 million).

(b) The credit facility is available to secure letters of credit at CLC. The Company has used this credit facility to secure outstanding letters of credit of $24.4 million (March 31, 2021 – $25.9 million). The remaining unused credit facility is $75.6 million (March 31, 2021 – $74.1 million).

The borrowing authority is reviewed in conjunction with the corporate planning process and requires annual approval by the Minister of Finance (note 24).

12. NOTES PAYABLE

The notes payable were issued in consideration of the acquisition of real estate properties and are due to the Government. These notes are repayable on the earlier of their due dates (2022 to 2050) or six months after the fiscal year-end of the Company in which net proceeds become available from the sale by the Company of the properties in respect of which the notes were issued. In a limited number of instances, the terms of the note state when the issuer can demand payment and payment is not dependent on property cash flows. For all notes, the Government may elect to defer

repayment. The notes are non-interest bearing. For accounting purposes, the face values of the notes payable are discounted and recorded at their fair value considering the estimated timing of note repayments, which are not fixed, as well as an imputed fixed interest rate determined when the notes are issued, with the exception of one note discussed below. The imputed interest is then accrued and capitalized to inventories or expensed as appropriate, on a constant yield basis at a weighted average rate of 2.68% (March 31, 2021 – 1.70%).

During the period, the interest capitalized was $1.6 million (December 31, 2020 – $1.7 million) and the interest expensed was $2.5 million (December 31, 2020 – $3.1 million). Based on the past and anticipated timing of property cash flows, principal repayments are estimated to be as follows:

YEARS ENDING MARCH 31 (REMAINDER OF YEARS)			
	2022	$	-
	2023		7,946
	2024		11,864
	2025		25,983
	2026		31,465
Subsequent years			208,272
Subtotal			285,530
Less: amounts representing imputed interest			15,323
		$	270,207
Current		$	7,946
Non-current			262,261
		$	270,207

Included in the $270.2 million from the table above is a note payable of $19.0 million, which has not been discounted, given the Company applied predecessor accounting values upon obtaining control of PDP in 2012. This note is due to the Government in 2050.

The following table presents the cash flows and non-cash changes for notes payable:

	Cash flow	Non-Cash changes		
	Repayment	Additions	Accretion	Total
Notes payable balance, April 1, 2020	$ -	$ -	$ -	$ 406,036
Interest capitalized	-	-	1,959	1,959
Interest expensed	-	-	4,473	4,473
Additions (note 20)	-	7,570	-	7,570
Notes payable balance, March 31, 2021	-	-	-	$ 420,038
Interest capitalized	-	-	1,554	1,554
Interest expensed	-	-	2,518	2,518
Repayments (Cash flow - financing activities)	(153,903)	-	-	(153,903)
Notes payable balance, December 31, 2021				$ 270,207

13. TRADE AND OTHER PAYABLES

The components of trade and other payables are as follows:

	December 31, 2021	March 31, 2021
Trade Payables	$ 17,361	$ 23,684
Leases payable (note 2F)I))	2,674	3,198
Total	$ 20,035	$ 26,882
Current	$ 17,991	$ 24,385
Non-current	2,044	2,497
	$ 20,035	$ 26,882

CAPITAL AND OPERATING COMMITMENTS

I. Commitments related to properties for land servicing requirements and other development costs at December 31, 2021 totalled $65.5 million (March 31, 2021 – $51.5 million).

II. Capital commitments for property, plant and equipment at December 31, 2021 totalled $15.3 million (March 31, 2021 – $21.3 million).

III. Operating commitments for maintaining capital assets at December 31, 2021 totalled $0.7 million (March 31, 2021 – $1.2 million).

14. PROVISIONS AND CONTINGENT LIABILITIES

	COST TO COMPLETE (a)	PILT (b)	OTHERS	TOTAL
Balance, March 31, 2021	$ 6,601	$ 22,965	$ 164	$ 29,730
Provisions added during the period	1,642	2,418	-	4,060
Provisions applied during the period	(1,734)	-	-	(1,734)
Provisions reversed during the period	-	-	-	-
Balance, December 31, 2021	$ 6,509	$ 25,383	$ 164	$ 32,056
Current				$ 27,530
Non–current				4,526
				$ 32,056

(a) Land servicing cost obligations that are related to sold properties in the amount of $6.5 million. The costs are estimated to be spent over five years with the majority to be incurred beyond the next 12 months. The amounts provided for are based on management's best estimate, taking into consideration the nature of the work to be performed, the time required to complete the work, past experience, and market development and construction risks.

(b) PILT assessments since January 2014 of $25.4 million (March 31, 2021 – $23.0 million) that are being contested by the Company.

CONTINGENCIES

As at December 31, 2021, the Company was involved in claims and proceedings that arise from time to time in the ordinary course of business, including actions with respect to contracts, construction liens, employment and environmental matters. Based on the information currently available to the

Company, management believes that the resolution of these matters and any liability arising therefrom will not have a significant adverse effect on these consolidated financial statements. However, these matters are subject to inherent uncertainties and their outcome is difficult to predict; therefore, management's view of these matters may change in the future.

The Company's activities are governed by many federal, provincial and municipal laws and by-laws to ensure sound environmental practices, in particular for the management of emissions, sewage, hazardous materials, waste and soil contamination. Decisions relating to the ownership of real estate assets and any other activity carried on by the Company have an inherent risk relating to environmental responsibility.

The Company assesses all its activities and all of its sites and facilities involving risks to determine potential environmental risks. For the properties that may be significantly contaminated, the Company has assessed the likelihood of settlement as remote. However, the Company has no guarantee that material liabilities and costs relating to environmental issues will not be incurred in the future or that such liabilities and costs will not have significant negative impacts on the Company's financial situation.

15. EXPENSES BY NATURE

The nature of expenses in real estate development costs, attractions, food, beverage and other hospitality expenses, rental operating costs, general and administrative, impairment, pre-acquisition costs and write-offs, and interest and other expenses consisted of the following:

	FOR THREE MONTHS ENDED DECEMBER 31		FOR NINE MONTHS ENDED DECEMBER 31	
	2021	2020	**2021**	2020
Cost of inventory, raw material and consumables used	**$ 4,711**	$ 2,164	**$ 7,783**	$ 7,892
Payroll & benefits	**11,667**	9,445	**30,444**	34,551
Property taxes including PILT	**3,419**	3,654	**10,498**	10,467
Depreciation	**3,293**	3,602	**10,016**	10,600
Leasing expenses	**3,418**	2,669	**9,042**	8,073
Utilities	**1,793**	2,005	**5,231**	5,504
Professional fees	**2,291**	1,701	**4,851**	4,791
Building cost	**1,605**	1,684	**4,588**	4,418
Food and beverage costs	**2,265**	81	**4,000**	907
Interest	**902**	1,143	**2,758**	3,483
Marketing and public relations	**1,238**	870	**2,577**	2,168
Attraction costs	**806**	517	**2,148**	1,600
IT costs	**650**	607	**1,858**	1,564
Office	**491**	518	**1,266**	1,345
Impairment	**220**	2,010	**868**	4,028
Commission	**-**	38	**25**	197
Other	**1,103**	695	**1,993**	1,827
	$ 39,872	$ 33,403	**$ 99,946**	$ 103,415

16. SHAREHOLDER'S EQUITY

(A) CAPITAL STOCK

CLCL is authorized to issue three shares, which shall be transferred only to a person approved by the minister designated as the appropriate Minister for CLCL (the "Minister"). The current Minister is the Minister of Public Services and Procurement. The three authorized shares have been issued and are held in trust for Her Majesty in right of Canada by the Minister. Nominal value has been ascribed to the three issued shares of CLCL.

(B) CONTRIBUTED SURPLUS

Contributed surplus is comprised of the net assets of $249.6 million acquired from the Minister of Transport on August 31, 1995, plus the net assets of OPMC and PDP acquired on November 29, 2012 of $36.1 million, less $104.5 million transferred to capital stock. Subsequently, CLC's capital stock was reduced by this amount through payments to its shareholder in accordance with the *Canada Business Corporations Act* during the period 1996 to 2000.

17. LEASES

LEASES AS LESSEE

Non-cancellable lease rentals are payable as follows:

	December 31, 2021	March 31, 2021
Less than 1 year	$ 696	$ 798
Between 1 and 5 years	2,130	2,540
More than 5 years	31	179
Total	$ 2,857	$ 3,517

The Company has lease obligations for various equipment and office space (note 4). The leases run for periods between one and seven years.

LEASES AS LESSOR

The Company leases out its investment properties, certain inventories and property, plant and equipment under operating leases with initial lease terms between less than one year and 25 years. Some leases have renewal options, with one lease having nine 10-year renewal options. The renewal options of these leases have not been included in the table below.

The future minimum lease payments under non-cancellable leases are as follows:

	December 31, 2021	March 31, 2021
Less than 1 year	$ 18,063	$ 15,921
Between 1 and 5 years	28,269	32,715
More than 5 years	34,160	36,037
Total	$ 80,492	$ 84,673

As part of purchase and sale agreements with a related party, the Company is required to lease housing units at a discount compared to market rates. The leased units generated $0.8 million of rental revenue during the period (December 31, 2020 – $0.9 million). The individual leases are renewed monthly.

During the period, there has been $nil recognized (December 31, 2020 – $nil) in the Consolidated Statement of Comprehensive Income (Loss) in rental operating revenue with respect to variable lease payments.

18. INCOME TAXES

	FOR THREE MONTHS ENDED DECEMBER 31		FOR NINE MONTHS ENDED DECEMBER 31	
	2021	2020	**2021**	2020
Income Tax Expense				
Deferred recovery	**$ (1,660)**	$ (2,532)	**$ (3,394)**	$ (6,545)
Current income tax recovery	**(693)**	(2,548)	**(3,996)**	(6,200)
Total Tax Recovery	**(2,353)**	(5,080)	**(7,390)**	(12,745)
Reconciliation of effective tax rate				
Loss excluding tax	**(8,548)**	(18,846)	**(28,051)**	(46,520)
Domestic tax rate	**25.2%**	25.9%	**25.4%**	25.8%
Tax using the domestic tax rate	**$ (2,151)**	$ (4,871)	**$ (7,133)**	$ (12,008)
Non-deductible expenses	**14**	9	**29**	24
Temporary differences	**(548)**	(640)	**(883)**	(1,543)
Other adjustments	**332**	422	**597**	782
Total Tax Recovery	**$ (2,353)**	$ (5,080)	**$ (7,390)**	$ (12,745)

Management has recognized deferred tax assets for non-capital losses, and temporary differences to the extent that it is probable that these assets will be utilized in the future.

19. CONSOLIDATED STATEMENT OF CASH FLOWS – SUPPLEMENTAL INFORMATION

The components of the changes to non-cash working capital and other under operating activities include:

	FOR THREE MONTHS ENDED DECEMBER 31		FOR NINE MONTHS ENDED DECEMBER 31	
INCREASE (DECREASE) IN	**2021**	2020	**2021**	2020
Trade receivables and other	**$ 3,625**	$ 7,320	**$ 7,508**	$ 1,169
Long-term receivables	**(311)**	(401)	**(965)**	(1,236)
Trade and other payables	**(2,408)**	(2,011)	**(6,182)**	(10,192)
Provisions	**806**	928	**2,417**	2,704
Notes payable	**465**	497	**1,408**	1,469
Deferred revenue	**273**	210	**9**	181
Prepaid rent, deposits and others	**(1,613)**	390	**(311)**	2,179
Total	**$ 837**	$ 6,933	**$ 3,884**	$ (3,726)

There were non-cash increases in notes payable (see note 12), which have been excluded from the financing and investing activities in the Consolidated Statement of Cash Flows.

20. RELATED PARTY TRANSACTIONS AND BALANCES

The Company is wholly owned by the Government and is under common control with other government departments and agencies, and Crown corporations. The Company enters into transactions with these entities in the normal course of business.

Significant balances with related parties are as follows:

I. The Company enters in agreements of purchase and sale with related parties to acquire real estate properties in exchange for notes payable. During the period, the Company did not acquire any real estate property from related parties (December 31, 2020 –$7.6).

Notes payable to the Government are non-interest bearing (note 12) and are repayable on the earlier of their due dates or six months after the fiscal year-end of the Company in which net proceeds become available from the sale by the Company of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the notes state when the issuer can demand payment and payment is not dependent on property cash flows. The Company made payments of $153.9 on its notes payable to related parties during the period (December 31, 2020 – $nil).

II. The Company has $1.5 million in receivables from federal departments and agencies (March 31, 2021 – $1.5 million).

Significant transactions with related parties are as follows:

I. During the period, the Company paid a dividend of $10.0 million (December 31, 2020 – $10.0 million) to its shareholder, the Government.

II. During the period, the Company did not make any real estate land sales to related parties (December 31, 2020 – $7.4 million).

III. During the period, the Company received various rental and other revenues from federal departments and agencies in the amount of $0.9 million (December 31, 2020 – $0.8 million), mainly from leases with the Department of National Defence and Public Services and Procurement Canada.

IV. Key management personnel compensation, which includes the Company's senior management team and the Board of Directors, are described in the following table:

For the Period Ended December 31	2021	2020
Short-term benefits (1)	$ 3,280	$ 3,725
Post-employment benefits (2)	114	113
	$ 3,394	$ 3,838

(1) Short-term benefits include salaries, incentive compensation, health benefits, and other benefits for current employees.

(2) Post-employment benefits include contributions to pension plans.

21. FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying amounts of cash and cash equivalents, short-term investments, current trade receivables and other, current trade and other payables, deposits and others approximate their fair value due to the short-term maturities.

The Company has valued its long-term receivables by discounting the cash flows using the current market rate of borrowing plus a credit risk factor for its customers and partners, except for the long-

term receivable from its third-party partners which, due to the nature of the joint arrangement, has been discounted at current yields on government bonds plus project risk.

The Company has valued its non-current financial liabilities by discounting the cash flows at current yields on government bonds plus a discount factor for the Company's credit risk.

There has not been any change in the valuation technique for financial instruments during the year.

The carrying values and fair values of the Company's financial instruments are summarized using the fair value hierarchy (note 2) in the following table:

As at December 31, 2021		LEVEL 1	LEVEL 2	LEVEL 3
Classification	Carrying Amount		Fair Value	
Financial Assets				
Long-term receivables	$ 62,533	$ -	$ 59,419	$ -
Financial Liabilities				
Notes payable	270,207	-	247,798	-
Credit facilities	37,300	-	37,300	-

As at March 31, 2021		LEVEL 1	LEVEL 2	LEVEL 3
Classification	Carrying Amount		Fair Value	
Financial Assets				
Long-term receivables	$ 61,568	$ -	$ 58,466	$ -
Financial Liabilities				
Notes payable	420,038	-	402,395	-
Credit facilities	29,200	-	29,200	-

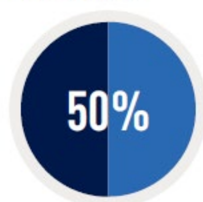
22. JOINT ARRANGEMENTS

The Company has entered into a number of joint arrangements for the land development of properties. The Company has assessed each joint arrangement individually and concluded that based on the terms and structure of the contractual arrangements, each joint arrangement is a joint operation. The Company recognizes its proportionate share of the assets, liabilities, revenues and expenses for these properties in the respective lines in the consolidated financial statements.

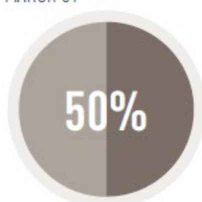
The following is a list of the Company's joint arrangements:

OWNERSHIP INTEREST
CLC BOSA
CALGARY, AB | LAND DEVELOPMENT

2021 DECEMBER 31



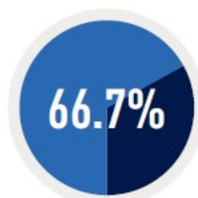
2021 MARCH 31



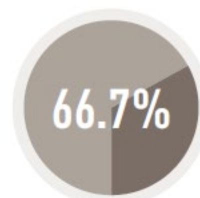
In May 2013, the Company entered into a land development agreement for a portion of CLC's Currie project in Calgary that is jointly controlled with a third party named Embassy Bosa Inc. The Company has determined that the joint arrangement is a joint operation based on the terms and structure of the contractualarrangement, which requires unanimous approval from the Company and the third party with regards to relevant activities of the property.

OWNERSHIP INTEREST
299 CARLING AVENUE
OTTAWA, ON | LAND DEVELOPMENT

2021 DECEMBER 31



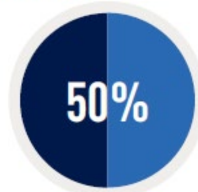
2021 MARCH 31



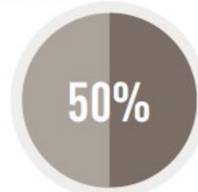
In February 2017, the Company entered into a land development agreement for a property in Ottawa, with a third-party partner named the Algonquins of Ontario Opportunities. The land development agreement is jointly controlled by the Company and the third-party partner. The Company has determined that the joint arrangement is a joint operation based on the terms and structure of the contractual agreement, which requires unanimous approval from the Company and the third-party partners regarding decisions over all relevant activities of the property. The purchase of the Ottawa land was financed through a noninterest bearing promissory note issued by the Company. The Company is responsible for the full repayment of the promissory note on the earlier of its due date or six months after the fiscal yearend of the Company when net proceeds become available from the property. This promissory note will be partially funded by the third-party partner's proportionate share of the notes payable, which is reflected as a long-term receivable (see note 7).

OWNERSHIP INTEREST
JERICHO LANDS
VANCOUVER, BC | LAND DEVELOPMENT

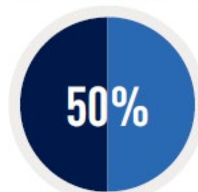
2021 DECEMBER 31

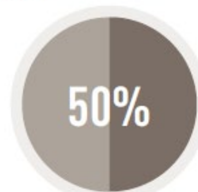


2021 MARCH 31



HEATHER STREET LANDS
VANCOUVER, BC | LAND DEVELOPMENT





In September 2014, the Company entered into three separate land development agreements (West Vancouver, Jericho Lands and Heather Street Lands, respectively) for properties in Vancouver, with the same third-party partners (the Musqueam Indian Band, the Squamish Nation, and the Tsleil-Waututh Nation).

On December 14, 2018, the Company sold its ownership interest in West Vancouver to its third-party partners.

The remaining two separate land development agreements are jointly controlled by the Company and the third-party partners. The Company has determined that each of the joint arrangements is a joint operation based on the terms and structure of the contractual arrangements, which require unanimous approval from the Company and the third-party partners regarding decisions over all relevant activities of the properties.

The purchase of the Vancouver Lands was financed through non-interest bearing promissory notes issued by the Company. The Company is responsible for the full repayment of the promissory notes on the earlier of their due dates or six months after the fiscal year-end of the Company when net proceeds become available from the respective property. These promissory notes will be partially funded by the third-party partners' proportionate share of the notes payable, which is reflected as a long-term receivable (see note 7). Under the Vancouver land joint arrangement agreements, the third-party partners' long-term receivable amounts will be repaid at the earlier of the sale of properties tied to each long-term receivable or the sunset dates in the joint arrangement agreements, which are similar to the terms of the notes payable.

The following amounts included in these consolidated financial statements represent the Company's proportionate share of the assets and liabilities of its joint arrangement interests as at December 31, 2021, and the results of operations and cash flows from April 1, 2021 to December 31, 2021:

As at	Jericho		Heather St.		Bosa		299 Carling Ave.		Total	
	December 31, 2021	March 31, 2021	December 31, 2021	March 31, 2021	December 31, 2021	March 31, 2021	December 31, 2021	March 31, 2021	December 31, 2021	March 31, 2021
Assets	$ 92,264	$ 92,295	$ 25,004	$ 25,372	$ 17,644	$ 17,108	$ 6,543	$ 6,390	$ 141,455	$ 141,165
Liabilities*	111,003	109,505	26,164	25,474	-	-	1,207	6,252	138,374	141,231

For three months ended December 31										
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Revenues	233	251	267	398	-	-	5	-	505	649
Expenses	474	383	631	551	-	-	-	98	1,105	1,032
Net income (loss)	(241)	(132)	(364)	(153)	-	-	5	(98)	(600)	(383)
Cash flow provided by (used in) operating activities	(252)	(66)	41	(34)	42	402	(19)	(67)	(188)	235
Cash flow used in financing activities						-	-		-	-

For Nine months ended December 31										
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Revenues	734	705	759	787	-	-	15	38	1,508	1,530
Expenses	1,301	1,099	1,843	1,573	-	-	-	259	3,144	2,931
Net income (loss)	(567)	(394)	(1,084)	(786)	-	-	15	(221)	(1,636)	(1,401)
Cash flow provided by (used in) operating activities	(1,382)	(602)	2,606	(2,085)	(50)	402	(166)	(193)	1,008	(2,478)
Cash flow used in financing activities						-	(5,000)		(5,000)	-

* Liabilities include the Company's obligation for the notes payable to finance the acquisition of inventory, net of the long-term receivable from its partners for their proportionate share of the notes payable funded through future project cash flows (note 7).

The Company is currently providing funding as the project manager to all joint arrangements.

For the Jericho Lands and Heather Street Lands, the repayment of the partner's share of project costs incurred up to March 31, 2020 are at the earlier of the sale of each of the properties that the project costs relate to or the sunset dates in the joint arrangement agreements. For project costs incurred after March 31, 2020, repayment of the partner's share will occur monthly.

For 299 Carling Avenue, the repayment of the partner's share of project costs is from joint arrangement cash flows.

The Company's proportionate share for commitments related to properties for land servicing requirements and other development costs for the joint arrangements at December 31, 2021 totalled $2.9 million (March 31, 2021 – $1.6 million) and are included in the commitments related to properties in note 13.

23. FINANCIAL RISK MANAGEMENT

A) LIQUIDITY RISK

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they become due. The table below summarizes the maturity profile of the Company's financial liabilities based on contractual undiscounted payments:

AS AT DECEMBER 31, 2021	Within next 12 months	Thereafter	Total
Credit facilities (note 11)	$ 37,300	$ -	$ 37,300
Notes payable (note 12)	7,946	277,584	285,530
Trade and other payables (note 13)	17,991	2,044	20,035
	$ 63,237	$ 279,628	$ 342,865

AS AT MARCH 31, 2021	Due by March 31, 2022	Thereafter	Total
Credit facilities (note 11)	$ 29,200	$ -	$ 29,200
Notes payable (note 12)	154,849	284,584	439,433
Trade and other payables (note 13)	24,385	2,497	26,882
	$ 208,434	$ 287,081	$ 495,515

The Company manages its liquidity risk by forecasting and managing cash flows from operations and anticipating capital expenditures and financing activities. The Company also manages its cash flow by maintaining sufficient cash balances to meet current obligations and investing surplus cash in low-risk bank investments.

The Company has notes payable that are owed to its shareholder and under the related agreements, the notes are not due until positive cash flows are achieved from the properties by which they are secured, except in a limited number of instances where the terms of the note state when the issuer can demand payment and payment is not dependent on property cash flows (note 12).

The Company has borrowing authorities from the Minister of Finance of $200 million (March 31, 2021 – $200 million). CLC's borrowing authority of $100 million expires on March 31, 2024. PDP's borrowing authority of $100 million expires on March 31, 2022. The Company's borrowing authorities are reviewed annually as part of the corporate planning process. The Company has $200 million of credit facilities available, of which $125.1 million was unused at December 31, 2021 (March 31, 2021 – $131.6 million). CLC's credit facility does not have a maturity date, whereas the PDP credit facility matures on March 31, 2024.

Accounts payable are primarily due within 90 days. The repayment terms for credit facilities and notes payable are disclosed in notes 11 and 12, respectively.

B) MARKET RISK

Market risk is the risk that the fair values of financial instruments will fluctuate because of changes in market prices and includes currency and interest rate risk.

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in foreign currency exchange rates. The Company has little exposure to currency risk.

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company is exposed to interest rate risk on its credit facilities and cash and cash equivalents, which are based on variable rates of interest. The credit facilities are used to finance the development of lands and guarantee the Company's letters of credit. A change in interest rates would not have had a significant impact on net earnings or comprehensive income in the current year. Cash and cash equivalents have limited exposure to interest rate risk due to their short-term nature. The impact of a change in interest rate of +/- 0.5% would not be significant to the Consolidated Statement of Comprehensive Income (Loss).

Financial assets and financial liabilities that bear interest at fixed rates are subject to fair value interest rate risk. The Company measures these at amortized cost; therefore, a change in interest rates at the reporting date would not affect net income with respect to these fixed rate instruments.

C) CREDIT RISK

The Company's credit risk arises from the possibility that tenants may experience financial difficulty and be unable to pay the amounts owing under their commitments. For long-term receivables from partners, payments are made from the cash flows of the joint arrangements. The fair value of the partners' project assets are significantly higher than the amount of the long-term receivables at December 31, 2021 owed to the Company.

The Company attempts to reduce the risk of credit loss by limiting its exposure to any one tenant or industry and performing credit assessments in respect of new leases or credit transactions. Also, this risk is further mitigated by signing long-term leases with varying lease expirations and obtaining security deposits from tenants.

The Company's maximum exposure to credit risk is limited to the carrying value of trade receivables and other, long-term receivables and cash and cash equivalents.

The Company's receivables of $33.7 million (March 31, 2021 – $40.0 million) are comprised primarily of current balances owing. The Company performs monthly reviews of its receivables and establishes an appropriate provision using the expected credit loss model. As a result of the COVID-19 pandemic and the resulting downturn in the economy, certain tenants may experience financial difficulty which may have an impact on the tenant's ability to continue to pay rent as it becomes due.

The Company's long-term receivables of $62.5 million (March 31, 2021 – $61.6 million) are comprised of $61.6 million (March 31, 2021 – $60.7 million) of receivables from partners and $0.9 million (March 31, 2021 – $0.9 million) of long-term receivables from a sale of real estate property in prior years. The Company reviews the receivables from partners and other long-term receivables on a quarterly basis to determine if provisions are required.

The Company's cash and short-term investment, including deposits of $176.1 million (March 31, 2021 – $383.8 million) are held with major financial institutions that are rated AA by a recognized credit agency. The Company does not expect any related counterparties to fail to meet their obligations.

24. CAPITAL MANAGEMENT

The Company's objective when managing capital is to maintain adequate levels of funding to support its activities.

	December 31, 2021	March 31, 2021
Shareholder's equity	$ 624,401	$ 655,062
Credit facilities	37,300	29,200
Notes payable	270,207	420,038
Cash and cash equivalents	172,565	380,246
Short-term investment	3,561	3,561
Total	$ 1,108,034	$ 1,488,107

The Company has notes payable that are owed to the shareholder and under the related agreements, the notes are not due until positive cash flows are achieved from the properties, except for a $19.0 million note that is due in 2050.

All short-term and long-term borrowings are approved by the Minister of Finance with respect to the amount, interest rate and term, and are included in the Company's corporate plan, which must receive Treasury Board approval.

In order to meet its objective, the Company invests all capital that is surplus to its immediate operational needs in highly liquid financial instruments with original maturities of up to one year, such as bank deposits, term deposits and money market funds. All these instruments are held with major financial institutions rated AA by a recognized credit agency.

The Company's strategy is to satisfy its liquidity needs using cash on hand, cash flows generated from operating activities and cash flows provided by financing activities, as well as proceeds from asset sales. Rental revenues, recoveries from tenants, real estate land sales, attractions and hospitality revenues, interest and other incomes, available cash balances, draws on corporate credit facilities and refinancing of maturing indebtedness are the Company's principal sources of capital used to pay operating expenses, dividends, service debt and recurring capital and leasing costs in its rental operating costs, attractions and hospitality, and real estate development businesses. The Company plans to meet its short-term liquidity needs with cash and cash equivalents on hand, along with proceeds from financing activities.

The principal liquidity needs for periods beyond the next 12 months are for scheduled debt maturities, recurring and non-recurring capital expenditures, development costs and potential property acquisitions. The Company's strategy is to meet these needs with one or more of the following:

- cash flows from operations,
- proceeds from sales of assets, and
- credit facilities and refinancing opportunities.

25. PENSION PLANS

The Company has two defined contribution pension plans covering eligible CLC full-time and certain part-time employees. In accordance with the terms of the plans, employees are eligible to join at the date of employment, after a year of employment, or upon working a certain number of hours in consecutive years. The amount of the current service cost charged to expense for these plans was $1.2 million for the period ended December 31, 2021 (December 31, 2020 – $1.1 million).