

CITIZENS OF THE WORLD

2022 CORPORATE SUSTAINABILITY REPORT

EXECUTIVE SUMMARY

> LAISSER MOINS A FAIRE PLUS LEAVE LESS DO MORE

AIR CANADA

A STAR ALLIANCE MEMBER



future looks bright.

Michael Rousseau President and Chief Executive Officer





Message from Michael Rousseau **PRESIDENT AND CEO, AIR CANADA**

I am proud to share Air Canada's 2022 Corporate Sustainability

Report with you, which details our approach, commitments and

progress as they relate to Environment, Social and Governance

celebrated our 85th anniversary and made significant advances

in our recovery from the pandemic's effects on our industry, all

As Canada's flagship carrier, we connect Canada to the world,

and we are acutely aware of the responsibility we have toward

people and our planet. We have developed corporate priorities

to improve our operations while caring for our customers, our

planet we help people explore. We believe in the importance of

taking care of one another. We lift each other up by creating a safe, healthy and inclusive environment, where our colleagues

can grow and thrive, and our customers always feel welcome.

determined as ever to deliver the care and class that Air Canada

challenges together as a team and with our industry partners

and our stakeholders strategically and collaboratively. The

You can access the full report by using the QR code on this

announcements and stories, we invite you to follow us on

social media - Facebook, X (formerly Twitter), LinkedIn and

Instagram. We also encourage you to share your thoughts

and perspectives with us on these channels or via email at

For updates on Air Canada's sustainability progress,

page or by visiting www.aircanada.com/citizensoftheworld.

Our next chapters may be challenging, but we are as

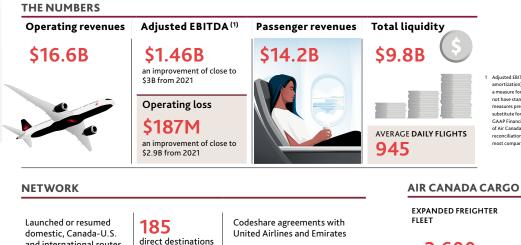
is known for, in a more sustainable way. We aim to tackle

employees and our communities as well as preserving the

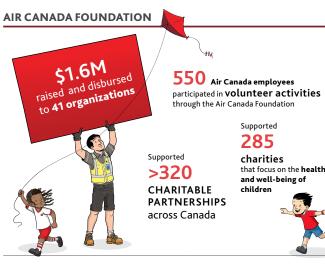
while advancing our ESG priorities.

(ESG) practices. 2022 was a pivotal year for our business. We

Achievements and initiatives



and international routes on 6 continents >36M passengers



PLANET



30 ES-30 HYBRID-ELECTRIC **REGIONAL AIRCRAFT** under development by Heart Aerospace of Sweden (expected to enter service in 2028) and to invest US\$5 million (~C\$7 million) in Heart Aerospace.

a global climate technology company, as our

with the option to purchase verified carbon

offsets now seamlessly integrated into the

airline's Canadian and U.S. booking websites.

new carbon offset program provider,

CHO^OOSE Introduced CHOOOSE.

BIOGAS

Carbon Engineering \$6.75M investment in Canadian climate

Supported

285

solutions company Carbon Engineering (CE), supporting the advancement of CE's direct air capture technology that pulls carbon dioxide directly out of the air at large, industrial scale.

LAUNCHED ELECTRIC SHUTTLE SERVICE FOR EMPLOYEES AT VANCOUVER AIRPORT. The daily service, comprising more than 150 itineraries, now operated by fully electric vehicles instead of

conventional gasoline-powered ones

>3,600 CARGO-ONLY FLIGHTS (including those operated with dedicated freighter aircraft)

\$1.3B IN REVENUES

INTRODUCED NEW **TEMPERATURE-**CONTROLLED CARGO FACILITY AT YYZ

PEOPLE



Launched Unlock the Best in You app





Continued electrifying ground fleet by integrating over 2,400 electric ground support vehicles for operations. We are working alongside Rheinmetall Canada to type trial the eMSU, the world's first, zero-emission, all-electric air start unit.

Adjusted EBITDA (earnings before interest, taxes, depreciation, and amortization) is a non-GAAP financial measure. It is not recognized a measure for financial statement presentation under GAAP, does not have standardized meanings, may not be comparable to simila easures presented by other entities and should not be considered a ubstitute for or superior to GAAP results. Refer to section 20 "Non-GAAP Financial Measures¹ of Air Canada's 2012 MDRA for description of Air Canada's non-GAAP financial measures and for a quantitative reconciliation of Air Canada's non-GAAP financial measures to the most comparable GAAP measure

AEROPLAN

>7M active Aeroplan Members

Launched partnerships with Uber, Starbucks, LCBO, HotelSavers





Recognitions





The only Four-Star international network carrier in North America









Frequent Traveler Awards



employees in Canada and abroad

Our target for REPRESENTATION OF WOMEN ON THE BOARD was raised to 40% by 2025

