



# 2020 Consolidated Financial Statements and Notes

February 12, 2021



#### STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The consolidated financial statements have been prepared by management. Management is responsible for the fair presentation of the consolidated financial statements in conformity with generally accepted accounting principles in Canada which incorporates International Financial Reporting Standards, as issued by the International Accounting Standards Board. Management is responsible for the selection of accounting policies and making significant accounting judgments and estimates. Management is also responsible for all other financial information included in management's discussion and analysis and for ensuring that this information is consistent, where appropriate, with the information contained in the consolidated financial statements.

Management is responsible for establishing and maintaining adequate internal control over financial reporting which includes those policies and procedures that provide reasonable assurance over the safeguarding of assets and over the completeness, fairness and accuracy of the consolidated financial statements and other financial information.

The Audit, Finance and Risk Committee, which is comprised entirely of independent directors, reviews the quality and integrity of the Corporation's financial reporting and provides its recommendations, in respect of the approval of the financial statements, to the Board of Directors; oversees management's responsibilities as to the adequacy of the supporting systems of internal controls; provides oversight of the independence, qualifications and appointment of the external auditor; and, pre-approves audit, audit-related, and non-audit fees and expenses. The Board of Directors approves the Corporation's consolidated financial statements and management's discussion and analysis disclosures prior to their release. The Audit, Finance and Risk Committee meets with management, the internal auditors and external auditors at least four times each year to review and discuss financial reporting, disclosures, auditing and other matters.

The external auditors, PricewaterhouseCoopers LLP, conduct an independent audit of the consolidated financial statements in accordance with Canadian generally accepted auditing standards and express their opinion thereon. Those standards require that the audit is planned and performed to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement. The external auditors have unlimited access to the Audit, Finance and Risk Committee and meet with the Committee on a regular basis.

(signe<u>d) Calin Rovinescu</u>

Calin Rovinescu

President and Chief Executive Officer

(signed) Michael Rousseau

Michael Rousseau

Deputy Chief Executive Officer and Chief Financial Officer

February 11, 2021



## Independent auditor's report

To the Shareholders of Air Canada

#### **Our opinion**

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Air Canada and its subsidiaries (together, the Corporation) as at December 31, 2020 and 2019, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (IFRS).

#### What we have audited

The Corporation's consolidated financial statements comprise:

- the consolidated statements of financial position as at December 31, 2020 and 2019;
- the consolidated statements of operations for the years then ended;
- the consolidated statements of comprehensive income (loss) for the years then ended;
- the consolidated statements of changes in equity for the years then ended;
- the consolidated statements of cash flow for the years then ended; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

#### **Basis for opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Independence

We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

#### **Key audit matters**

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the year ended December 31, 2020. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

PricewaterhouseCoopers LLP/s.r.l./s.e.n.c.r.l. 1250 René-Lévesque Boulevard West, Suite 2500, Montréal, Quebec, Canada H<sub>3</sub>B 4Y1 T: +1 514 205 5000, F: +1 514 876 1502



#### **Key audit matter**

#### How our audit addressed the key audit matter

#### Passenger and cargo revenue recognition

Refer to Note 2, Basis of presentation and summary of significant accounting policies and Note 20, Revenue to the consolidated financial statements.

Airline passenger and cargo revenues are key measures of financial performance and recognized as revenues when the transportation is provided. Total passenger and cargo revenues recognized for the year ended December 31, 2020 amounted to \$4,382 million and \$920 million, respectively.

Such transactions rely on Information and Technology (IT) systems and controls to process, record and recognize a high volume of low value revenue transactions. Multiple processes and transfer points of large amounts of data exist between a combination of IT systems, outsourced service providers, industry clearing houses and other partner airlines.

We considered this is a key audit matter due to the significance of passenger and cargo revenues and the volume of these transactions resulting in significant audit effort to test the revenue recognized.

Our approach to addressing the matter involved the following procedures, amongst others:

- Tested the operating effectiveness of internal controls relating to passenger and cargo revenue recognition:
  - Tested the controls over the relevant IT systems that management used to recognize passenger and cargo revenues;
  - For the IT systems or processes that are outsourced to third party service providers, assessed the assurance reports attesting to the appropriateness and effectiveness of the internal control systems established by the service providers.
- Tested a sample of passenger and cargo revenue transactions recorded during the year by inspecting the consideration received and the evidence of when transportation is provided for passengers or cargo, including supporting documentation from clearing houses and other partner airlines as applicable.



#### **Key audit matter**

#### How our audit addressed the key audit matter

#### **Measurement of the total benefit obligation**

Refer to Note 2 – Basis of presentation and summary of significant accounting policies, Note 3 – Critical accounting estimates and judgments, and Note 10 – Pension and other benefit liabilities to the consolidated financial statements.

The Corporation has a net benefit obligation of \$237 million, which includes a total benefit obligation associated with pension benefits of \$23,720 million and other employee future benefits of \$1,562 million as at December 31, 2020.

The total benefit obligation associated with pension benefits and other employee future benefits is actuarially determined annually as at December 31 and is prepared by the Corporation's consulting actuaries (management's experts). The total benefit obligation is determined using the projected unit credit method, including assumptions such as discount rates, future increases in compensation, mortality rates and health care costs. Management applied significant judgment in determining the appropriate discount rates and mortality assumptions to determine the present value of total benefit obligation.

We considered this is a key audit matter due to the significance of the total benefit obligation and the significant judgment made by management, including the use of management's experts, in determining the appropriate discount rates and mortality assumptions, which resulted in the high degree of auditor judgment and subjectivity in performing procedures relating to those assumptions. The audit effort involved the use of professionals with specialized skill and knowledge in the field of actuarial services.

Our approach to addressing the matter included the following procedures, amongst others:

- Tested how management developed the estimates for the total benefit obligation:
  - The work of management's experts was used in performing the procedures to evaluate the reasonableness of the total benefit obligation associated with pension benefits and other employee future benefits. As a basis for using this work, management's experts' competence, capability and objectivity were evaluated, their work performed was understood and the appropriateness of their work as audit evidence was evaluated by considering the relevance and reasonableness of the assumptions, methods and findings.
  - Tested the underlying data used in the determination of the total benefit obligation.
- Professionals with specialized skill and knowledge in the field of actuarial services assisted in assessing the appropriateness of the method and evaluation of the reasonableness of the discount rates, future increases in compensation, mortality rates and health care costs.
- Tested the disclosures, including the sensitivity analysis, made in the consolidated financial statements with regard to the measurement of the total benefit obligation.



#### Key audit matter

#### How our audit addressed the key audit matter

Impairment assessment of property and equipment and intangible assets of the narrow body and wide body cash generating units (CGU)

Refer to Note 2 – Basis of presentation and summary of significant accounting policies, Note 3 – Critical accounting estimates and judgments and Note 7 – Intangible assets to the consolidated financial statements.

The Corporation had \$13,271 million of property and equipment and intangible assets as at December 31, 2020. A significant portion of these assets relate to the narrow body and wide body CGUs (the CGUs). When impairment indicators exist, an impairment assessment is conducted at the level of the CGU. An impairment loss is recognized if the carrying amount of a CGU exceeds its recoverable amount.

An assessment of the recoverable amounts of the CGUs compared to their carrying values was performed based on updated cash flow projections in light of the current COVID-19 pandemic. Management has estimated the recoverable amount of each of the CGUs based on the fair value less cost of disposal method, using a discounted cash flow model. The cash flow projections are based on current and anticipated market conditions covering a five-year period. However, management has disclosed that these projections are inherently uncertain due to the recent and fluidly evolving impact of the COVID-19 pandemic. The key assumptions applied by management in estimating the recoverable amounts of the CGUs included: the cash flow projections, long-term growth rates after the five year period and discount rates.

We considered this a key audit matter due to the significant judgment made by management in estimating the recoverable amounts of the CGUs, including the application of key assumptions. This in turn resulted in significant audit effort and subjectivity in performing audit procedures to test the recoverable amounts estimated by management. Professionals with specialized skill and knowledge in the field of valuation assisted us in performing our procedures.

Our approach to addressing the matter included the following procedures, among others:

- Tested how management estimated the recoverable amounts of the CGUs, which included the following:
  - Evaluated the appropriateness of the method and model used.
  - Tested the reasonableness of the cash flow projections and long-term growth rates by comparing them with external airline industry economic data and the results historically achieved by the Corporation.
  - With the assistance of professionals with specialized skill and knowledge in the field of valuation, assessed the reasonableness of the discount rates applied.
  - Tested underlying data used in the discounted cash flow model.
- Tested the disclosures made in the consolidated financial statements with respect to the key assumptions and related sensitivity.



#### Other information

Management is responsible for the other information. The other information comprises the Management's Discussion and Analysis, which we obtained prior to the date of this auditor's report and the information, other than the consolidated financial statements and our auditor's report thereon, included in the annual report, which is expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express an opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard. When we read the information, other than the consolidated financial statements and our auditor's report thereon, included in the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

## Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.



#### Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements,
  whether due to fraud or error, design and perform audit procedures responsive to those risks, and
  obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of
  not detecting a material misstatement resulting from fraud is higher than for one resulting from error,
  as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of
  internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures
  that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the
  effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Corporation to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Michael Trudeau.

Montréal, Quebec February 11, 2021

Pricewaterhouse Coopers LLP

<sup>&</sup>lt;sup>1</sup> CPA auditor, CA, public accountancy permit No. A113048



### CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(Canadian dollars in millions)			ember 31, 2020	De	cember 31, 2019
ASSETS					
Current					
Cash and cash equivalents		\$	3,658	\$	2,090
Short-term investments			3,843		3,799
Total cash, cash equivalents and short-term investments			7,501		5,889
Restricted cash	Note 2P		106		157
Accounts receivable	Note 20		644		926
Aircraft fuel inventory			41		102
Spare parts and supplies inventory	Note 2Q		125		110
Prepaid expenses and other current assets	Note 20		254		332
Total current assets	•	*	8,671		7,516
Investments, deposits and other assets	Note 5		833		936
Property and equipment	Note 6		12,137		12,834
Pension assets	Note 10		2,840		2,064
Deferred income tax	Note 12		25		134
Intangible assets	Note 7		1,134		1,002
Goodwill	Note 8		3,273		3,273
Total assets		\$	28,913	\$	27,759
LIABILITIES		·			
Current					
Accounts payable and accrued liabilities		\$	2,465	\$	2,456
Advance ticket sales	Note 20		2,314		2,939
Aeroplan and other deferred revenue	Note 20		572		1,162
Current portion of long-term debt and lease liabilities	Note 9		1,788		1,218
Total current liabilities	•	•	7,139		7,775
Long-term debt and lease liabilities	Note 9		11,201		8,024
Aeroplan and other deferred revenue	Note 20		4,032		3,136
Pension and other benefit liabilities	Note 10		3,015		2,930
Maintenance provisions	Note 11		1,040		1,240
Other long-term liabilities			696		181
Deferred income tax	Note 12		75		73
Total liabilities		\$	27,198	\$	23,359
SHAREHOLDERS' EQUITY	•				
Share capital	Note 13		2,150		785
Contributed surplus			98		83
Accumulated other comprehensive income (loss)			(39)		25
Retained earnings (deficit)			(494)		3,507
Total shareholders' equity			1,715		4,400
Total liabilities and shareholders' equity		\$	28,913	\$	27,759

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

On behalf of the Board of Directors:

(signed) Vagn Sørensen (signed) Christie J.B. Clark

Vagn Sørensen Christie J.B. Clark

Chairman Chair of the Audit, Finance and Risk Committee



## CONSOLIDATED STATEMENTS OF OPERATIONS

For the year ended December 31 (Canadian dollars in millions except per share figures)		Y	2020	2019
Operating revenues				
Passenger	Note 20	\$	4,382	\$ 17,232
Cargo	Note 20		920	717
Other	-		531	1,182
Total revenues	•		5,833	19,131
Operating expenses				
Aircraft fuel			1,322	4,347
Wages, salaries and benefits			2,242	3,184
Regional airlines expense, excluding fuel	Note 21	1	1,086	1,956
Depreciation and amortization	Note 6		1,849	1,986
Aircraft maintenance	Note 3		681	1,004
Airport and navigation fees			545	990
Sales and distribution costs			252	874
Ground package costs			250	627
Catering and onboard services			171	445
Communications and information technology			372	397
Special items	Note 4		(116)	-
Other	•		955	1,671
Total operating expenses			9,609	17,481
Operating income (loss)			(3,776)	1,650
Non-operating income (expense)				
Foreign exchange gain (loss)			(293)	499
Interest income			132	164
Interest expense	Note 9		(656)	(515)
Interest capitalized			25	35
Net financing expense relating to employee benefits	Note 10		(27)	(39)
Gain (loss) on financial instruments recorded at fair value	Note 17		(242)	23
Gain on sale and leaseback of assets	Note 22		18	-
Other			(34)	(42)
Total non-operating income (expense)			(1,077)	125
Income (loss) before income taxes			(4,853)	1,775
Income tax recovery (expense)	Note 12		206	(299)
Net income (loss)		\$	(4,647)	\$ 1,476
Net income (loss) per share	Note 15			
Basic earnings (loss) per share		\$	(16.47)	\$ 5.51
Diluted earnings (loss) per share		\$	(16.47)	\$ 5.44

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



## CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)

For the year ended December 31			2020		2019
(Canadian dollars in millions)		2020		2019	
Comprehensive income	•	_		-	
Net income (loss)		\$	(4,647)	\$	1,476
Other comprehensive income, net of tax expense:	Note 12				
Items that will not be reclassified to net income					
Remeasurements on employee benefit liabilities	Note 10		765		(22)
Remeasurements on equity investments			(64)		25
Total comprehensive income (loss)	•	\$	(3,946)	\$	1,479

## CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(Canadian dollars in millions)	Sha	re capital	tributed urplus	Acc	OCI		Retained earnings (deficit)	 Total reholders' equity
January 1, 2019	\$	798	\$ 75	\$	1	\$	2,404	\$ 3,277
Net income (loss)		-	-		-		1,476	1,476
Remeasurements on employee benefit liabilities		_	_		-		(22)	(22)
Remeasurements on equity investments		_	_		25		_	25
Total comprehensive income (loss)		-	-		25		1,454	1,479
Share-based compensation		-	13		_		-	13
Shares issued		14	(5)		_		-	9
Shares purchased and cancelled under issuer bid		(27)	_		-		(351)	(378)
December 31, 2019	\$	785	\$ 83	\$	25	\$	3,507	\$ 4,400
Net income (loss)		-	-		_		(4,647)	(4,647)
Remeasurements on employee benefit liabilities		_	_		-		765	765
Remeasurements on equity investments		_	_		(64)		_	(64)
Total comprehensive income (loss)		-	1		(64)		(3,882)	(3,946)
Share-based compensation		-	15		-		-	15
Shares issued, net (Note 13)		1,373	-		-		-	1,373
Shares purchased and cancelled under issuer bid		(8)	-				(119)	(127)
December 31, 2020	\$	2,150	\$ 98	\$	(39)	\$	(494)	\$ 1,715

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



## CONSOLIDATED STATEMENTS OF CASH FLOW

For the year ended December 31 (Canadian dollars in millions)			2020		2019
Cash flows from (used for)					
Operating		i			
Net income (loss)		\$	(4,647)	\$	1,476
Adjustments to reconcile to net cash from operations					
Deferred income tax	Note 12		(164)		227
Depreciation and amortization	Note 6		1,849		1,986
Foreign exchange (gain) loss	Note 17		82		(361)
Card agreement proceeds	Note 24		-		1,212
Aeroplan Points prepayment proceeds	Note 24		-		400
Gain on sale and leaseback of assets	Note 22		(18)		-
Employee benefit funding less than expense	Note 10		260		210
Financial instruments recorded at fair value	Note 17		242		(37)
Change in maintenance provisions			(54)		49
Changes in non-cash working capital balances		í	(236)		566
Special items	Note 4		315		-
Other			18		(16)
Net cash flows from (used in) operating activities			(2,353)		5,712
Financing					
Proceeds from borrowings	Note 9		6,262		-
Reduction of long-term debt and lease liabilities	Note 9		(2,719)		(1,084)
Shares purchased for cancellation	Note 13		(132)		(373)
Issue of shares	Note 13		1,369		9
Financing fees			(78)		(1)
Net cash flows from (used in) financing activities			4,702		(1,449)
Investing				·	
Investments, short-term and long-term			(63)		(255)
Additions to property, equipment and intangible assets			(1,202)		(2,025)
Proceeds from sale of assets			12		24
Proceeds from sale and leaseback of assets	Note 22		485		-
Acquisition of Aeroplan	Note 24		-		(517)
Investment in Chorus	Note 25		-		(97)
Other			35		75
Net cash flows used in investing activities			(733)		(2,795)
Effect of exchange rate changes on cash and cash equivalents			(48)		(8)
Increase in cash and cash equivalents	•		1,568		1,460
Cash and cash equivalents, beginning of year			2,090		630
Cash and cash equivalents, end of year		\$	3,658	\$	2,090

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



For the years ended December 31, 2020 and 2019 (Canadian dollars except where otherwise indicated)

#### GENERAL INFORMATION

The accompanying audited consolidated financial statements (the "financial statements") are of Air Canada (the "Corporation"). The term "Corporation" also refers, as the context may require, to Air Canada and/or one or more of its subsidiaries, including its principal wholly-owned operating subsidiaries, Touram Limited Partnership doing business under the brand name Air Canada Vacations® ("Air Canada Vacations"), Air Canada Rouge LP doing business under the brand name Air Canada Rouge® ("Air Canada Rouge"), and Aeroplan Inc. ("Aeroplan").

Air Canada is incorporated and domiciled in Canada. The address of its registered office is 7373 Côte-Vertu Boulevard West, Saint-Laurent, Quebec.

Air Canada is Canada's largest domestic, U.S. transborder and international airline and the largest provider of scheduled passenger services in the Canadian market, the Canada-U.S. transborder market as well as the international market to and from Canada. Certain of the scheduled passenger services offered on domestic and Canada-U.S. transborder routes are operated under the brand name "Air Canada Express" and operated by third parties such as Jazz Aviation LP ("Jazz") and Sky Regional Airlines Inc. ("Sky Regional") through capacity purchase agreements (each a "CPA"). Through Air Canada's global route network, virtually every major market throughout the world is served either directly or through the Star Alliance network. Air Canada also offers air cargo services on domestic and U.S. transborder routes as well as on international routes between Canada and major markets in Europe, Asia, South America and Australia.

Aeroplan operates a loyalty rewards and recognition program that allows individuals to enroll as members and open an Aeroplan account, to accumulate Aeroplan Points through the purchase of products and services from participating partners and suppliers and to redeem Aeroplan Points for a variety of travel, merchandise, gift card, and other rewards provided directly by participating partners or made available through Aeroplan's intermediary suppliers.

Air Canada, along with the rest of the global airline industry, is facing a severe and abrupt drop in traffic and a corresponding decline in revenue and cash flows as a result of the coronavirus ("COVID-19") pandemic and the travel restrictions imposed in many countries around the world, and particularly in Canada. The impact of the COVID-19 pandemic began to be felt in traffic and sales figures commencing in early March 2020. These impacts include drastic declines in earnings and cash flow from operations. There is very limited visibility on travel demand given changing government restrictions in place around the world and the severity of the restrictions in Canada; these restrictions and concerns about travel due to the COVID-19 pandemic as well as passenger concerns and expectations about the need for certain precautions, such as physical distancing, are severely inhibiting demand. The COVID-19 pandemic is also having significant economic impacts, including on business and consumer spending, which may in turn significantly impact demand for travel. Air Canada cannot predict the full impact or the timing for when conditions may improve. Air Canada is actively monitoring the situation and will respond as the impact of the COVID-19 pandemic evolves, which will depend on a number of factors including the course of the virus, availability of rapid, effective testing, vaccinations and treatments for the virus, government actions, and passenger reaction, as well as timing of a recovery in international and business travel which are important segments of Air Canada's market, none of which can be predicted with any degree of certainty. Refer to Note 17 for information on financing activities and other actions taken in response to the COVID-19 crisis. Refer to Note 3 for considerations related to critical accounting estimates and judgments updated to reflect the currently known impact of the COVID-19 pandemic. Since mid-March, capacity has been significantly reduced when compared to 2019 and is expected to continue to be at significantly reduced levels in 2021. The airline continues to dynamically adjust capacity as required.



# BASIS OF PRESENTATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Corporation prepares its financial statements in accordance with generally accepted accounting principles in Canada ("GAAP") as set out in the CPA Canada Handbook – Accounting ("CPA Handbook") which incorporates International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

These financial statements were approved for issue by the Board of Directors of the Corporation on February 11, 2021.

These financial statements are based on the accounting policies as described below. These policies have been consistently applied to all the periods presented, except as otherwise stated.

Certain comparative figures have been reclassified to conform to the financial statement presentation adopted for the current year. Aircraft fuel expense related to regional airline operations is now presented within Aircraft fuel on the consolidated statement of operations. Previously included in Regional airlines expense, this reclassification provides improved presentation of the total cost of fuel associated with the Corporation's operations.

#### A) BASIS OF MEASUREMENT

These financial statements have been prepared under the historical cost convention, except for the revaluation of cash, cash equivalents, short-term investments, restricted cash, long-term investments, and derivative instruments which are measured at fair value.

#### B) PRINCIPLES OF CONSOLIDATION

These financial statements include the accounts of Air Canada and its subsidiaries. Subsidiaries are all entities (including structured entities) which Air Canada controls. For accounting purposes, control is established by an investor when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. All intercompany balances and transactions are eliminated.

#### C) PASSENGER AND CARGO REVENUES

Passenger and cargo revenues are recognized when the transportation is provided, except for revenue on unlimited flight passes which is recognized on a straight-line basis over the period during which the travel pass is valid. The Corporation has formed alliances with other airlines encompassing loyalty program participation, interline agreements and code sharing and coordination of services including reservations, baggage handling and flight schedules. Revenues are allocated based upon formulas specified in the agreements and are recognized as transportation is provided. Passenger revenue also includes certain fees and surcharges and revenues from passenger-related services such as seat selection and excess baggage which are recognized when the transportation is provided. Passenger revenues are reduced for the amount of any passenger compensation for delayed and cancelled flights paid directly to a customer. Airline passenger and cargo advance sales are deferred and included in Current liabilities. The Corporation records an estimate of breakage revenue, which is recorded at the time when transportation was scheduled to be provided, for tickets that will expire unused. These estimates are based on historical experience and other considerations.

#### D) CAPACITY PURCHASE AGREEMENTS

Air Canada has capacity purchase agreements with regional carriers. Under these agreements, Air Canada markets, tickets and enters into other commercial arrangements relating to these flights and records the revenue it earns under Passenger revenue when transportation is provided. Operating expenses under capacity purchase agreements, which are aggregated in a separate line item in the consolidated statement of operations titled Regional airlines expense, include the capacity purchase fees, pass-through costs, which are direct costs incurred by the regional carrier and charged to the Corporation, and other costs incurred by the Corporation which are directly related to regional carrier operations, excluding fuel. Capacity purchase fees exclude the component of fees related to aircraft costs which are accounted for as lease liabilities in accordance with IFRS 16. Aircraft fuel expense related



to regionals is presented within Aircraft fuel for presentation of the total cost of fuel associated with the Corporation's operations.

#### E) AEROPLAN LOYALTY PROGRAM

The Aeroplan loyalty program generates customer loyalty by rewarding customers who travel with Air Canada. This program allows program members to earn Aeroplan Points by flying on Air Canada, Star Alliance partners and other airlines that participate in the Aeroplan loyalty program. When traveling, program members earn redeemable Aeroplan Points based on a number of factors including the passenger's loyalty program status, distance traveled, booking class and travel fare paid. Members can also earn Aeroplan Points through participating Aeroplan program partners such as credit card companies, hotels, car rental agencies and other program partners. Aeroplan Points are redeemable by members for air travel on Air Canada and other participating airlines, and for other program awards, such as hotel, car rentals, gift cards, merchandise and other non-air rewards.

Aeroplan members can earn Aeroplan Points: (1) through travel and (2) based on spending with program partners.

#### Points Earned with Travel

Passenger ticket sales earning Aeroplan Points under the Aeroplan loyalty program provide members with (1) air transportation and (2) Aeroplan Points. As a revenue arrangement with multiple performance obligations, each performance obligation is valued on a relative standalone fair value basis. The value of Aeroplan Points issued is determined based on the value a passenger receives by redeeming Points for a ticket rather than paying cash, which is referred to as Equivalent Ticket Value ("ETV"). The ETV is adjusted for Points that are not expected to be redeemed ("breakage"). The consideration allocated to the ETV for Points earned with travel is recorded in Aeroplan deferred revenue.

#### Points Sold to Program Partners

Aeroplan members can earn Aeroplan Points based on their spending with participating Aeroplan partners such as credit card companies, hotels and car rental agencies and other program partners. Aeroplan Points issued under program partner agreements are accounted for as a single performance obligation being the future delivery of a redemption reward to the Aeroplan member. The consideration received for Aeroplan Points issued to Aeroplan members under these agreements is recorded as Aeroplan deferred revenue.

Breakage represents the estimated Aeroplan Points that are not expected to be redeemed by Aeroplan members. The amount of revenue recognized related to breakage is based on the number of Aeroplan Points redeemed in a period in relation to the total number of Aeroplan Points expected to be redeemed. The number of Aeroplan Points redeemed in a period also factors into any revised estimate for breakage. Changes in breakage are accounted for as follows: in the period of change, the deferred revenue balance is adjusted as if the revised estimate had been used in prior periods with the offsetting amount recorded as an adjustment to passenger revenue; and for subsequent periods, the revised estimate is used.

#### F) OTHER REVENUES

Other revenue is primarily comprised of revenues from the sale of the ground portion of vacation packages, ground handling services, on-board sales, lounge pass sales and loyalty program marketing fees. Vacation package revenue is recognized as services are provided over the period of the vacation. Other airline related service revenues are recognized as the products are sold to passengers or the services are provided.

Redemption of Aeroplan Points for non-air goods and services is recorded in other revenue. For non-air redemptions, the Corporation has determined that, for accounting purposes, it is not the principal in the transaction between the member and the ultimate supplier of the goods or service. When Points are redeemed for non-air goods and services, the net margin is recorded in other revenue when the performance obligation is satisfied.

In certain subleases of aircraft to Jazz, for accounting purposes, the Corporation acts as an agent and accordingly reports the sublease revenues net against regional airlines expense. The Corporation acts as lessee and sublessor in these matters.



#### G) EMPLOYEE BENEFITS

The cost of pensions, other post-retirement and post-employment benefits earned by employees is actuarially determined annually as at December 31 and is prepared by the Corporation's consulting actuaries. The cost is determined using the projected unit credit method and assumptions including discount rates, future increases in compensation, retirement ages of employees, mortality rates, and health care costs.

Past service costs are recognized in the period of a plan amendment, irrespective of whether the benefits have vested. Gains and losses on curtailments or settlements are recognized in the period in which the curtailment or settlement occurs.

The current service cost and any past service cost, gains and losses on curtailments or settlements are recorded in Wages, salaries and benefits. The interest arising on the net benefit obligations are presented in Net financing expense relating to employee benefits. Net actuarial gains and losses, referred to as remeasurements, are recognized in Other comprehensive income and Retained earnings without subsequent reclassification to income.

The current service cost is estimated utilizing different discount rates derived from the yield curve used to measure the defined benefit obligation at the beginning of the year, reflecting the different timing of benefit payments for past service (the defined benefit obligation) and future service (the current service cost).

The liability in respect of minimum funding requirements, if any, is determined using the projected minimum funding requirements, based on management's best estimates of the actuarially determined funded status of the plan, market discount rates and salary escalation estimates. The liability in respect of the minimum funding requirement and any subsequent remeasurement of that liability are recognized immediately in Other comprehensive income and Retained earnings without subsequent reclassification to income.

Recognized pension assets are limited to the present value of any reductions in future contributions or any future refunds.

#### H) EMPLOYEE PROFIT SHARING PLANS

The Corporation has employee profit sharing plans. Payments are calculated based on full calendar year results and an expense recorded throughout the year as a charge to Wages, salaries and benefits based on the estimated annual payments under the plans.

#### I) SHARE-BASED COMPENSATION PLANS

Certain employees of the Corporation participate in Air Canada's Long-Term Incentive Plan, which provides for the grant of stock options, performance share units ("PSUs") and restricted share units ("RSUs"), as further described in Note 14. PSUs and RSUs are notional share units which are exchangeable on a one-to-one basis for Air Canada shares or the cash equivalent, as determined by the Board of Directors.

Options are expensed using a graded vesting model over the vesting period. The Corporation recognizes compensation expense and a corresponding adjustment to Contributed surplus equal to the fair value of the equity instruments granted using the Black-Scholes option pricing model taking into consideration forfeiture estimates. Compensation expense is adjusted for subsequent changes in management's estimate of the number of options that are expected to vest.

PSUs and RSUs are accounted for as cash settled instruments based on settlement experience. In accounting for cash settled instruments, compensation expense is adjusted for subsequent changes in the fair value of the PSUs and RSUs taking into account forfeiture estimates. The liability related to cash settled PSUs and RSUs is recorded in Other long-term liabilities. Refer to Note 17 for a description of derivative instruments used by the Corporation to economically hedge the cash flow exposure to PSUs and RSUs.

Air Canada also maintains an employee share purchase plan. Under this plan, contributions by the Corporation's employees are matched to a specific percentage by the Corporation. Employees must



remain with the Corporation and retain their shares until March 31 of the subsequent year for vesting of the Corporation's contributions. These contributions are expensed in Wages, salaries, and benefits expense over the vesting period. The Corporation's matching of employee contributions was suspended May 1, 2020, refer to Note 14.

#### J) MAINTENANCE AND REPAIRS

Maintenance and repair costs for both leased and owned aircraft are charged to Aircraft maintenance as incurred, with the exception of maintenance and repair costs related to return conditions on aircraft under lease, which are accrued over the term of the lease, and major maintenance expenditures on owned and leased aircraft, which are capitalized as described below in Note 2R.

Maintenance and repair costs related to return conditions on aircraft leases are recorded over the term of the lease for the end of lease maintenance return condition obligations within the Corporation's leases, offset by a prepaid maintenance asset to the extent of any related power-by-the-hour maintenance service agreements or any recoveries under aircraft subleasing arrangements. Maintenance provisions for end-of-lease return obligations are recorded, as applicable, on aircraft leases as a maintenance expense over the term of the lease, taking into account the specific risks of the liability over the remaining term of the lease. Interest accretion on the provision is recorded in Other non-operating expense. Any changes to the provision for end-of-lease conditions are recognized as an adjustment to the right-of-use asset and subsequently amortized to the income statement over the remaining term of the lease. Any difference in the actual maintenance cost incurred and the amount of the provision are recorded in Aircraft maintenance.

#### K) OTHER OPERATING EXPENSES

Included in Other operating expenses are expenses related to building rent and maintenance, airport terminal handling costs, professional fees and services, crew meals and hotels, advertising and promotion, insurance costs, and other expenses. Other operating expenses are recognized as incurred.

#### L) FINANCIAL INSTRUMENTS

#### **Recognition**

Financial assets and financial liabilities, including derivatives, are recognized on the consolidated statement of financial position when the Corporation becomes a party to the financial instrument or derivative contract.

#### Classification

The Corporation classifies its financial assets and financial liabilities in the following measurement categories: i) those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss) and ii) those to be measured at amortized cost. The classification of financial assets depends on the business model for managing the financial assets and the contractual terms of the cash flows. Financial liabilities are classified as those to be measured at amortized cost unless they are designated as those to be measured subsequently at fair value through profit or loss (irrevocable election at the time of recognition). For assets and liabilities measured at fair value, gains and losses are either recorded in profit or loss or other comprehensive income.

The Corporation reclassifies financial assets when and only when its business model for managing those assets changes. Financial liabilities are not reclassified.

The Corporation has implemented the following classifications:

- Cash and cash equivalents, Short-term investments, Restricted cash, and Long-term investments are classified as assets at fair value through profit and loss and any period change in fair value is recorded through Interest income in the consolidated statement of operations, as applicable.
- The equity investment in Chorus is classified as an asset at fair value through other comprehensive income and any period change in fair value is recorded through other comprehensive income in the consolidated statement of comprehensive income, as applicable.



- Accounts receivable and Aircraft-related and other deposits are classified as assets at amortized cost
  and are measured using the effective interest rate method. Interest income is recorded in the
  consolidated statement of operations, as applicable.
- Accounts payable, credit facilities, and long-term debt are classified as other financial liabilities and are measured at amortized cost using the effective interest rate method. Interest expense is recorded in the consolidated statement of operations, as applicable.

#### <u>Measurement</u>

All financial instruments are required to be measured at fair value on initial recognition, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Transaction costs of financial assets and financial liabilities carried at fair value through profit or loss are expensed in profit or loss. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Financial assets that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest on the principal outstanding are generally measured at amortized cost at the end of the subsequent accounting periods. All other financial assets including equity investments are measured at their fair values at the end of subsequent accounting periods, with any changes taken through profit and loss or other comprehensive income (irrevocable election at the time of recognition).

#### *Impairment*

The Corporation assesses all information available, including, on a forward-looking basis, the expected credit losses associated with its assets carried at amortized cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. To assess whether there is a significant increase in credit risk, the Corporation compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition based on all information available, and reasonable and supportive forward-looking information. For trade receivables only, the Corporation applies the simplified approach as permitted by IFRS 9 which requires expected lifetime losses to be recognized from initial recognition of receivables.

#### <u>Derivatives and Hedge Accounting</u>

The Corporation enters into foreign currency, fuel derivatives and share forward contracts to manage the associated risks. Derivative instruments are recorded on the consolidated statement of financial position at fair value, including those derivatives that are embedded in financial or non-financial contracts that are required to be accounted for separately. Changes in the fair value of derivative instruments are recognized in Non-operating income (expense), except for effective changes for designated fuel derivatives under hedge accounting as described below. Derivative instruments are recorded in Prepaid expenses and other current assets, Deposits and other assets, Accounts payable and accrued liabilities, and Other long-term liabilities based on the terms of the contractual agreements. All cash flows associated with purchasing and selling derivatives are classified as operating cash flows in the consolidated statement of cash flow.

The Corporation applies hedge accounting for designated fuel derivatives. Crude oil prices, while not contractually specified in the Corporation's jet fuel purchase contracts, are economically related to jet fuel prices. The Corporation enters into option contracts on crude oil and designates the contracts in cash flow hedges of the crude oil component of its future jet fuel purchases. The Corporation has established a hedge ratio of 1:1 for its hedging relationships. Under hedge accounting, to the extent effective, the gain or loss on fuel hedging derivatives is recorded in other comprehensive income. Premiums paid for option contracts and the time value of the option contracts are deferred as a cost of the hedge in other comprehensive income. Amounts accumulated in other comprehensive income are presented as hedging reserve in equity and are reclassified to Aircraft fuel expense when the underlying hedged jet fuel is used. Any ineffective gain or loss on fuel hedging derivatives is recorded in non-operating expense in Gain on financial instruments recorded at fair value.

When a hedging instrument expires, is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs. When the forecast transaction is no



longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss.

#### M) FOREIGN CURRENCY TRANSLATION

The functional currency of Air Canada and its subsidiaries is the Canadian dollar. Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at rates of exchange in effect at the date of the consolidated statement of financial position. Non-monetary assets and liabilities, revenues and expenses arising from transactions denominated in foreign currencies, are translated at the historical exchange rate or the average exchange rate during the period, as applicable. Adjustments to the Canadian dollar equivalent of foreign denominated monetary assets and liabilities due to the impact of exchange rate changes are recognized in Foreign exchange gain (loss).

#### N) INCOME TAXES

The tax expense for the period comprises current and deferred income tax. Tax expense is recognized in the consolidated statement of operations, except to the extent that it relates to items recognized in other comprehensive income or directly in equity, in which case the tax is netted with such items.

The current income tax expense is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date in the jurisdictions where the Corporation and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations are subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognized, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred income tax assets are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

#### O) EARNINGS (LOSS) PER SHARE

Basic earnings (loss) per share ("EPS") is calculated by dividing the net income (loss) for the period attributable to the shareholders of Air Canada by the weighted average number of shares outstanding during the period.

Diluted EPS is calculated by adjusting the weighted average number of shares outstanding for dilutive potential shares. The Corporation's potentially dilutive shares are comprised of stock options and convertible notes. The number of shares included with respect to time vesting options is computed using the treasury stock method unless they are anti-dilutive. Under this method, the proceeds from the exercise of such instruments are assumed to be used to purchase shares at the average market price for the period and the difference between the number of shares issued upon exercise and the number of shares assumed to be purchased is included in the calculation. The number of shares included with respect to performance-based employee share options is treated as contingently issuable shares because their issue is contingent upon satisfying specified conditions in addition to the passage of time. If the specified conditions are met, then the number of shares included is also computed using the treasury stock method unless they are anti-dilutive.

The weighted average number of shares outstanding in diluted EPS is also adjusted for the number of shares that would be issued on the conversion of the convertible notes. Additionally, the net income (loss) is adjusted for the after-tax effect of any changes to net income (loss) that would result from the conversion, including interest recognized in the period, foreign exchange recognized on the debt principal, and the mark to market revaluation of the embedded derivative, unless the result of the adjustments are anti-dilutive.



#### P) RESTRICTED CASH

The Corporation has recorded Restricted cash under Current assets representing funds held in trust by Air Canada Vacations in accordance with regulatory requirements governing advance ticket sales.

Restricted cash with maturities greater than one year from the balance sheet date is recorded in Investments, deposits and other assets. This restricted cash relates to funds on deposit with various financial institutions as collateral for letters of credit and other items.

#### Q) AIRCRAFT FUEL INVENTORY AND SPARE PARTS AND SUPPLIES INVENTORY

Inventories of aircraft fuel, spare parts and supplies are measured at cost being determined using a weighted average formula, net of related obsolescence provision, as applicable.

The Corporation did not recognize any write-downs on inventories or reversals of any previous write-downs during the periods presented. Included in Aircraft maintenance is \$48 million related to spare parts and supplies consumed during the year (2019 – \$72 million).

#### R) PROPERTY AND EQUIPMENT

Property and equipment is recognized using the cost model. Property under leases, recognized as right-of-use assets, and the related obligation for future lease payments are initially recorded at an amount equal to the lesser of fair value of the asset and the present value of those lease payments.

The Corporation allocates the amount initially recognized in respect of an item of property and equipment to its significant components and depreciates separately each component. Property and equipment are depreciated to estimated residual values based on the straight-line method over their estimated service lives. Aircraft and flight equipment are componentized into airframe, engine, and cabin interior equipment and modifications. Airframes and engines are depreciated over periods not exceeding 25 years, with residual values initially estimated at 10% of the original cost and updated for changes in estimates over time. Spare engines and related parts ("rotables") are depreciated over the average remaining useful life of the fleet to which they relate with residual values initially estimated at 10%. Cabin interior equipment and modifications are depreciated over the lesser of eight years or the remaining useful life of the aircraft. Cabin interior equipment and modifications to aircraft on lease are amortized over the lesser of eight years or the term of the lease. Major maintenance of airframes and engines, including replacement spares and parts, labour costs and/or third-party maintenance service costs, are capitalized and amortized over the average expected life between major maintenance events. Major maintenance events typically consist of more complex inspections and servicing of the aircraft. All power-by-the-hour fleet maintenance contract costs are charged to operating expenses in the income statement as incurred. Buildings are depreciated on a straight-line basis over their useful lives not exceeding 50 years or the term of any related lease, whichever is less. Leasehold improvements are amortized over the lesser of the lease term or 5 years. Ground and other equipment is depreciated over 3 to 25 years.

Residual values and useful lives are reviewed at least annually, and depreciation rates are adjusted accordingly on a prospective basis. Gains and losses on disposals of property and equipment are determined by comparing the proceeds with the carrying amount of the asset and are included as part of non-operating gains and losses in the consolidated statement of operations.

#### S) INTEREST CAPITALIZED

Borrowing costs are expensed as incurred. For borrowing costs attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use, the costs are capitalized as part of the cost of that asset. Capitalization of borrowing costs commences when expenditures for the asset and borrowing costs are being incurred and the activities to prepare the asset for its intended use are in progress. Borrowing costs are capitalized up to the date when the project is completed and the related asset is available for its intended use.

To the extent that funds are borrowed specifically for the purpose of obtaining such assets, the amount of borrowing costs eligible for capitalization is determined as the actual borrowing costs incurred on that borrowing during the period less any investment income on the temporary investment of those borrowings. To the extent that funds are borrowed generally and used for the purpose of obtaining a



qualifying asset, the amount of borrowing costs eligible for capitalization is determined by applying a capitalization rate to the expenditures on that asset. The capitalization rate is the weighted average of the borrowing costs applicable to the borrowings of the Corporation that are outstanding during the period. Borrowings made specifically for the purpose of obtaining a qualifying asset are excluded from this calculation until substantially all the activities necessary to prepare the asset for its intended use are complete.

#### T) LEASES

#### Accounting for Leases and Right-of-Use Assets

Leases are recognized as a right-of-use asset and corresponding liability at the date of which the leased asset is available for use by the Corporation. Each lease payment is allocated between the liability and interest expense. The interest cost is charged to the consolidated statement of operations over the lease period to produce a constant rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are accounted for under IAS 16 Property, Plant and Equipment. Aircraft recorded as right-of-use assets have the same accounting policies as directly owned aircraft, meaning the right-of-use assets are componentized and depreciated over the lease term. Consistent with owned aircraft, any qualifying maintenance events are capitalized and depreciated over the lesser of the lease term and expected maintenance life.

Changes to the terms and conditions, or events impacting the extension of a lease would usually require an assessment of whether it is a lease modification which could involve recalculating lease assets and liabilities using a revised discount rate.

Maintenance provisions for end-of-lease return obligations are recorded, as applicable, on aircraft leases as a maintenance expense over the term of the lease. Any changes to the provision for end-of-lease conditions are recognized as an adjustment to the right-of-use asset and subsequently amortized to the income statement over the remaining term of the lease.

#### Sale and Leaseback

For sale and leaseback transactions, the Corporation applies the requirements of IFRS 15 Revenue to determine whether the transfer of the asset should be accounted for as a sale, and is generally considered as such if there is no repurchase option on the asset at the end of the lease term. If the transfer of the asset is a sale, the Corporation de-recognizes the underlying asset and recognizes a right-of-use asset arising from the leaseback equal to the retained portion of the previous carrying amount of the sold asset. The residual is recognized through the statement of operations as a gain on sale and leaseback of assets.

#### Aircraft Leases

As at December 31, 2020 the Corporation had 107 aircraft under right-of-use leases (127 aircraft as at December 31, 2019), and Air Canada recorded such aircraft as right-of-use assets and lease liabilities of Air Canada in accordance with the requirements of IFRS 16. Additionally, Air Canada is the lessee in respect of aircraft used by regional carriers providing services under the respective capacity purchase agreements ("CPA") and recorded such aircraft as right-of-use assets and lease liabilities of Air Canada. As at December 31, 2020, there were 121 aircraft (131 aircraft as at December 31, 2019) operating under these arrangements on behalf of Air Canada.

#### Property Leases

The Corporation has leases related to airport terminal operations space and other real estate leases. For leases related to terminal operations space, there are generally effective substitution rights in the hands of the lessor and therefore these are not considered lease contracts under the standard. Leases with reciprocal termination rights with a notice period of less than 12 months are considered short-term leases and therefore excluded from balance sheet recognition under the practical expedient. Finally, those airport terminal contracts with entirely variable lease payments are also excluded since variable lease payments, other than those based on an index or rate, are excluded from the measurement of the lease liability. This results in a portfolio of property leases that are recorded as right-of-use assets and lease liabilities under the standard which relate to dedicated space in Air Canada's hub locations of Toronto, Montreal and Vancouver, lease contracts on building space



dedicated to the Corporation for offices, airport and maintenance operations, Maple Leaf Lounges and land leases.

#### U) INTANGIBLE ASSETS

Intangible assets are initially recorded at cost. Indefinite life intangible assets are not amortized while assets with finite lives are amortized on a straight-line basis over their estimated useful lives.

	Estimated Useful Life	Remaining amortization period as at December 31, 2020
International route rights and slots	Indefinite	not applicable
Marketing based trade names	Indefinite	not applicable
Technology based (internally developed)	5 -15 years	1 to 15 years
Contract based (Aeroplan commercial agreements)	11.5 years	10 years

Air Canada has international route rights and slots which enable the Corporation to provide services internationally. The value of the recorded intangible assets relates to the cost of route and slot rights at Tokyo's Narita International Airport, Washington's Reagan National Airport and London's Heathrow Airport. Air Canada expects to provide service to these international locations for an indefinite period.

Air Canada and certain of its subsidiaries have trade names, trademarks, and domain names (collectively, "Trade Names"). These items are marketing based intangible assets as they are primarily used in the sale and promotion of Air Canada's products and services. The Trade Names create brand recognition with customers and potential customers and are capable of contributing to cash flows for an indefinite period of time. Air Canada intends to continually re-invest in, and market, the Trade Names to support classification as indefinite life intangibles. If there were plans to cease using any of the Trade Names, the specific names would be classified as finite and amortized over the expected remaining useful life.

Development costs that are directly attributable to the design, development, implementation, and testing of identifiable software products are recognized as technology based intangible assets if certain criteria are met, including technical feasibility and intent and ability to develop and use the technology to generate probable future economic benefits; otherwise they are expensed as incurred. Directly attributable costs that are capitalized as part of the technology based intangible assets include software-related, employee and third-party development costs and an appropriate portion of relevant overhead.

Contract based and marketing based trade name intangible assets were recorded upon the acquisition of Aeroplan. The contract based intangible assets have an estimated remaining useful life of 10 years, being the term of the primary commercial agreements with program partners, which expire in 2030. The marketing-based trade name is considered an indefinite life intangible asset.

#### V) GOODWILL

Goodwill represents the excess of the cost of an acquisition over the fair value of the Corporation's share of the net identifiable assets of the acquired business at the date of acquisition. Goodwill is tested at least annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. For the purpose of impairment testing, goodwill is tested for impairment at the lowest level within the entity at which the goodwill is monitored for internal management purposes, being the operating segment level (Note 2AA).

#### W) IMPAIRMENT OF LONG-LIVED ASSETS

Long-lived assets include property and equipment, finite lived intangible assets, indefinite lived intangible assets and goodwill. Assets that have an indefinite useful life, including goodwill are tested at least annually for impairment or when events or circumstances indicate that the carrying value may not be recoverable. Assets that are subject to depreciation or amortization are reviewed for impairment



whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment test is performed by comparing the carrying amount of the asset or group of assets to their recoverable amount. Recoverable amount is calculated as the higher of an asset's or cash-generating unit's fair value less costs to dispose and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows (cash-generating units or CGUs). Management has determined that the appropriate level for assessing impairments is at the narrow-body and wide-body fleet levels for aircraft and related assets supporting the operating fleet. Parked aircraft (not including aircraft that are parked but are expected to be so, temporarily, and returned to service) not used in operations and aircraft leased or subleased to third parties are assessed for impairment at the individual asset level. An impairment loss is recognized for the amount by which the asset's or cash-generating unit's carrying amount exceeds its recoverable amount.

Long-lived assets, other than goodwill, that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date. Management assesses whether there is any indication that an impairment loss recognized in a prior period no longer exists or has decreased. In assessing whether there is a possible reversal of an impairment loss, management considers the indicators that gave rise to the impairment loss. If any such indicators exist that an impairment loss has reversed, management estimates the recoverable amount of the long-lived asset. An impairment loss recognized in prior periods for an asset other than goodwill shall be reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. The carrying amount of any individual asset in the CGU is not increased above the carrying value that would have been determined had the original impairment not occurred. A reversal of an impairment loss is recognized immediately in the consolidated statement of operations.

#### X) NON-CURRENT ASSETS (OR DISPOSAL GROUPS) HELD FOR SALE

Non-current assets (or disposal groups) are classified as assets held for sale when their carrying amount is to be recovered principally through a sale transaction, such assets are available for immediate sale in present condition, and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to dispose.

#### Y) PROVISIONS

Provisions are recognized when there exists 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 a reliable estimate can be made of the obligation. If the effect is significant, the expected cash flows are discounted using a rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, interest accretion on the provision is recorded in Other non-operating expense.

#### Z) SPECIAL ITEMS

Special items are those items that in management's view are to be separately disclosed by virtue of their size or incidence to enable a full understanding of the Corporation's financial performance. Refer to Note 4.

#### AA) SEGMENT REPORTING

Air Canada is managed as one operating segment based on how financial information is produced internally for the purposes of making operating decisions. The operating segment is reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of operations, has been identified as the Chief Executive Officer.

#### **BB) GOVERNMENT GRANTS**

The Corporation recognizes government grants when there is reasonable assurance that the Corporation will comply with the conditions of the grant and the grant will be received. Government grants receivable are recorded in Accounts receivable on the consolidated statement of financial position. The Corporation recognizes government grants in the consolidated statement of operations in the same period as the expenses for which the grant is intended to compensate. In cases where a government grant becomes



receivable as compensation for expenses already incurred in prior periods, the grant is recognized in profit or loss in the period in which it becomes receivable.

#### CC) ACCOUNTING STANDARDS AND AMENDMENTS ISSUED BUT NOT YET ADOPTED

#### Interbank Offered Rate ("IBOR") Reform

In August 2020, the IASB published amendments to IFRS 9 Financial Instruments, IAS 39 Financial Instruments: Recognition and Measurement, IFRS 7 Financial Instruments: Disclosures, IFRS 4 Insurance Contracts and IFRS 16 Leases.

The amendments address issues that arise from implementation of IBOR reform, where IBORs are replaced with alternative benchmark rates. For financial instruments at amortized cost, the amendments introduce a practical expedient such that if a change in the contractual cash flows is as a result of IBOR reform and occurs on an economically equivalent basis, the change will be accounted for by updating the effective interest rate with no immediate gain or loss recognized. The amendments also provide additional temporary relief from applying specific IAS 39 hedge accounting requirements to hedging relationships affected by IBOR reform.

The amendments are effective for fiscal years beginning on or after January 1, 2021 with early adoption permitted. The Corporation will adopt the amendment on January 1, 2021, electing to apply the practical expedient. The Corporation is in the process of evaluating potential changes to debt and lease contracts to transition from IBORs to alternative rates prior to the cessation of IBORs. As at December 31, 2020, the amount of debt and lease contracts likely subject to IBOR reform is \$1,718 million USD LIBOR. There are also debt and aircraft leases referencing interest rate benchmarks in multi-rate jurisdictions, including the Canadian Dollar Offered Rate ("CDOR") of \$1,007 million and \$5 million of JPY TIBOR.



#### CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the amounts reported in these financial statements and accompanying notes. These estimates and associated assumptions are based on historical experience, future operating plans and various other factors believed to be reasonable under the circumstances, and the results of such estimates form the basis of judgments about carrying values of assets and liabilities. These underlying assumptions are reviewed on an ongoing basis. Actual results could differ materially from those estimates.

Significant estimates and judgments made in the preparation of these financial statements include, but are not limited to, the following areas, with further information contained in the applicable accounting policy or note:

#### **Impairment Considerations on Long-lived Assets**

When required, an impairment test is performed by comparing the carrying amount of the asset or cashgenerating unit to their recoverable amount, which is calculated as the higher of an asset's or cashgenerating unit's fair value less costs to dispose and its value in use. Fair value less costs to dispose may be calculated based upon a discounted cash flow analysis, which requires management to make a number of significant market participant assumptions including assumptions relating to cash flow projections, discount rates and future growth rates. Refer to Note 7.

#### **Employee Future Benefits**

The cost and related liabilities of the Corporation's pension, other post-retirement and post-employment benefit programs are determined using actuarial valuations. The actuarial valuations involve assumptions and estimates including discount rates, future increases in compensation, and mortality assumptions. Also, due to the long-term nature of these programs, such estimates are subject to significant uncertainty. Refer to Note 10 for additional information.

#### **Income Taxes**

Commencing in the second quarter of 2020, the net deferred income tax assets related to unused tax losses and other deductible temporary differences were not recognized. Management assessed the available positive and negative evidence to estimate whether sufficient future taxable income will be generated to permit use of the existing deferred tax assets. As described in Note 1, as a result of the COVID-19 pandemic, there is considerable negative evidence relating to losses incurred in the current year and uncertainty exists as to when conditions will improve. Such negative evidence currently outweighs the positive historical evidence and accordingly, the net deferred tax asset was not recognized. Deferred tax assets have only been recognized to the extent of taxable temporary differences expected to reverse and generate taxable income against which the deferred tax assets can be utilized. The future income tax deductions underlying the unrecognized deferred income tax assets remain available for use in the future to reduce taxable income. Refer to Note 12.

#### **Aeroplan Loyalty Program**

Loyalty program accounting requires management to make several estimates including the ETV of Aeroplan Points issued and the breakage on Aeroplan Points. The ETV of Aeroplan Points issued is determined based on the value a passenger receives by redeeming Points for a ticket rather than paying cash. This ETV is estimated with reference to historical Aeroplan redemptions as compared to equivalent ticket purchases after considering similar fare conditions, advance booking periods and other relevant factors including the selling price of Points to third parties. ETV estimates and assumptions are considered for updates at least annually. A change in the ETV rate is accounted for prospectively on future Points issued.

Breakage represents the estimated Points that are not expected to be redeemed. Breakage is estimated by management based on the terms and conditions of membership and historical accumulation and redemption patterns, as adjusted for changes to any terms and conditions or other circumstances that may affect future redemptions. Management uses statistical and simulation models to estimate breakage. A change in assumptions as to the number of Points expected to be redeemed could have a material impact on revenue in the year in which the change occurs.



As at December 31, 2020, the Aeroplan Points deferred revenue balance was \$3,256 million. For illustrative purposes, a hypothetical 1% change in the number of outstanding Points estimated to be redeemed would result in an approximate impact of \$33 million on revenue with a corresponding adjustment to Aeroplan deferred revenue.

#### **Depreciation and Amortization Period for Long-lived Assets**

The Corporation makes estimates about the expected useful lives of long-lived assets and the expected residual value of the assets based on the estimated current and future fair values of the assets, the Corporation's fleet plans and the cash flows they generate. Changes to these estimates, which can be significant, could be caused by a variety of factors, including changes to maintenance programs, changes in jet fuel prices and other operating costs, changes in utilization of the aircraft, and changing market prices for new and used aircraft of the same or similar types. Estimates and assumptions are evaluated at least annually. Generally, these adjustments are accounted for on a prospective basis, through depreciation and amortization expense. For the purposes of sensitivity analysis on these estimates, a 50% reduction to residual values on aircraft with remaining useful lives greater than five years results in an increase of \$14 million to annual depreciation expense. For aircraft with shorter remaining useful lives, the residual values are not expected to change significantly.

#### **Maintenance Provisions**

The recording of maintenance provisions related to return conditions on aircraft leases requires management to make estimates of the future costs associated with the maintenance events required under the lease return condition and estimates of the expected future maintenance condition of the aircraft at the time of lease expiry. These estimates take into account current costs of these maintenance events, estimates of inflation surrounding these costs as well as assumptions surrounding utilization of the related aircraft. Any difference in the actual maintenance cost incurred at the end of the lease and the amount of the provision is recorded in Aircraft maintenance expense in the period. The effect of any changes in estimates, including changes in discount rates, inflation assumptions, cost estimates or lease expiries, is recognized as an adjustment to the right-of-use asset. Refer to Note 11(a) for additional information.



#### 4. SPECIAL ITEMS

Special items are those items that in management's view are to be separately disclosed by virtue of their size or incidence to enable a full understanding of the Corporation's financial performance.

Special items recorded within operating expenses consist of the following:

(Canadian dollars in millions)	2020	2019
Impairments	\$ 315	\$ -
Workforce reduction provisions	127	-
Canada emergency wage subsidy, net	(554)	-
Other	(4)	_
Special items	\$ (116)	\$ 1

#### **Impairments**

In response to capacity reductions related to the impact of the COVID-19 pandemic, Air Canada is accelerating the retirement of certain older aircraft from its fleet consisting of Boeing 767, Airbus A319 and Embraer 190 aircraft. These aircraft are being retired and removed from the cash-generating units for evaluation of whether impairments exist. A fair value less cost to dispose model based on level 3 inputs was used in the evaluation of impairment. The recoverable amount of the owned aircraft is \$91 million, equal to expected proceeds on disposal reflecting management's best estimate including inputs from published pricing guides adjusted to reflect management's best estimate of the current market environment. The recoverable amount for the leased aircraft was determined as the estimated net obligation to settle the leases comprised of contractual future lease payments and end of lease return costs.

A non-cash impairment charge of \$283 million was recorded reflecting the write-down of right-of-use assets for leased aircraft and reduction of carrying values of owned aircraft to expected disposal proceeds. Changes to the estimates around the expected disposal proceeds may result in adjustments to the impairment charge in future periods.

In addition, the Corporation recorded an impairment charge of \$32 million in the year ended December 31, 2020 related to previously capitalized costs incurred for the development of technology based intangible assets which are now cancelled.

#### **Workforce reduction provisions**

As a result of COVID-19, Air Canada undertook a workforce reduction of approximately 20,000 employees in the second quarter of 2020, representing more than 50% of its staff, achieved through layoffs, terminations of employment, early retirements and special leaves. A workforce reduction provision of \$78 million was recorded related to these measures. Payments of \$32 million have been made for the year, resulting in a remaining obligation of \$46 million at December 31, 2020. The provision includes the estimated notice of termination and severance costs under the Corporation's collective agreements and the applicable law, which amount is subject to adjustment depending on a number of factors such as the relevant notice period and the duration and number of employees who remain on layoff status. In addition to such provision, termination benefits and curtailments of \$49 million related to the pension and benefit obligations were recorded.

#### **Canada Emergency Wage Subsidy**

In April 2020, the Government of Canada announced the Canada Emergency Wage Subsidy ("CEWS") in order to help employers retain and/or return Canadian-based employees to payrolls in response to challenges posed by the COVID-19 pandemic.

Air Canada determined that it met the employer eligibility criteria and applied for the CEWS retroactively to March 15, 2020. The Corporation has recorded a total gross subsidy under the CEWS program of



\$656 million for the year 2020. Cash payments of \$586 million have been received in the year 2020. In July 2020, the program was redesigned and extended until December 2020. In September and November 2020, the Government of Canada announced further extensions of the program to June 2021. Air Canada intends to continue its participation in the CEWS program, subject to meeting the eligibility requirements. The amount of the CEWS recorded in Special items is net of the cost for inactive employees who were eligible for the wage subsidy under the program. There are no unfulfilled conditions or other contingencies attaching to the current CEWS program.



## 5. INVESTMENTS, DEPOSITS AND OTHER ASSETS

(Canadian dollars in millions)		2020	2019
Long-term investments		\$ 512	\$ 512
Investment in Chorus	Note 25	58	126
Restricted cash	Note 2P	87	102
Aircraft related deposit		79	98
Prepayments under maintenance agreements		72	56
Share forward contracts	Note 17	14	27
Other deposits		11	15
		\$ 833	\$ 936



#### 6. PROPERTY AND EQUIPMENT

	De	cem	ber 31, 202	20			D	ecer	mber 31, 20	19			
(Canadian dollars in millions)	Cost		cumulated preciation		et book value	Cost		Cost		Accumulat depreciation			et book value
Owned tangible assets													
Aircraft and flight equipment	\$ 13,251	\$	5,419	\$	7,832	\$	12,920	\$	4,616	\$	8,304		
Buildings and leasehold improvements	1,033		553		480		923		501		422		
Ground and other equipment	665		439		226		640		395		245		
Purchase deposits and assets under development	754		-		754		1,041		-		1,041		
Owned tangible assets	\$ 15,703	\$	6,411	\$	9,292	\$	15,524	\$	5,512	\$	10,012		
Air Canada aircraft	\$ 5,019	\$	3,340	\$	1,679	\$	5,055	\$	3,282	\$	1,773		
Regional aircraft	2,002		1,169		833		1,893		1,135		758		
Land and buildings	510		177		333		447		156		291		
Right-of-use assets	\$ 7,531	\$	4,686	\$	2,845	\$	7,395	\$	4,573	\$	2,822		
Property and equipment	\$ 23,234	\$	11,097	\$	12,137	\$	22,919	\$	10,085	\$	12,834		

Additions to owned aircraft in 2020 include fourteen new Airbus A220 aircraft.

As described in Note 4, an impairment charge of \$283 million was recorded in 2020 in Special items related to the accelerated retirement of certain older aircraft and ancillary equipment from Air Canada's fleet and which charge is aggregated with accumulated depreciation in the table above.

Included in aircraft and flight equipment are 15 aircraft and 15 spare engines (2019 – 16 aircraft and 15 spare engines) which are leased to CPA carriers with a cost of \$389 million (2019 – \$353 million) less accumulated depreciation of \$172 million (2019 – \$154 million) for a net book value of \$217 million (2019 – \$199 million). Depreciation expense for 2020 for these aircraft and flight equipment amounted to \$24 million (2019 – \$21 million).

As further described in Note 22, during 2020, the Corporation sold and leased back nine Boeing 737 MAX aircraft.

Certain property and equipment are pledged as collateral as further described under the applicable debt instruments in Note 9.



(Canadian dollars in millions)	January 1, 2020		Add	ditions	ns Reclassific- Disposals a		Depreciation and impairment		cember 31, 2020		
Owned tangible assets											
Aircraft and flight equipment	\$	8,304	\$	720	\$	269	\$ (419)	\$	(1,042)	\$	7,832
Buildings and leasehold improvements		422		-		112	-		(54)		480
Ground and other equipment		245		28		-	-		(47)		226
Purchase deposits and assets under development		1,041		94		(381)	-		-		754
Owned tangible assets	\$	10,012	\$	842	\$		\$ (419)	\$	(1,143)	\$	9,292
Right-of-use assets											
Air Canada aircraft	\$	1,773	\$	573	\$	-	\$ -	\$	(667)	\$	1,679
Regional aircraft		758		257		-	(6)		(176)		833
Land and buildings		291		75		-	(3)		(30)		333
Right-of-use assets	\$	2,822	\$	905	\$	-	\$ (9)	\$	(873)	\$	2,845
Property and equipment	\$	12,834	\$	1,747	\$	=	\$ (428)	\$	(2,016)	\$	12,137

(Canadian dollars in millions)	Jai	nuary 1, 2019	Add	ditions	classific- ations	Di	Disposals		Depreciation		cember 31, 2019
Owned tangible assets											
Aircraft and flight equipment	\$	8,109	\$	893	\$ 355	\$	(14)	\$	(1,039)	\$	8,304
Buildings and leasehold improvements		404		26	41		-		(49)		422
Ground and other equipment		197		66	21		(1)		(38)		245
Purchase deposits and assets under development		933		525	(417)		-		-		1,041
Owned tangible assets	\$	9,643	\$	1,510	\$ -	\$	(15)	\$	(1,126)	\$	10,012
Right-of-use assets											
Air Canada aircraft	\$	1,620	\$	704	\$ -	\$	(7)	\$	(544)	\$	1,773
Regional aircraft		707		234	-		(7)		(176)		758
Land and buildings		213		104	-		-		(26)		291
Right-of-use assets	\$	2,540	\$	1,042	\$ =	\$	(14)	\$	(746)	\$	2,822
Property and equipment	\$	12,183	\$	2,552	\$ -	\$	(29)	\$	(1,872)	\$	12,834



Depreciation and amortization recorded in the consolidated statement of operations is detailed as follows.

(Canadian dollars in millions)		2020	2019
Aircraft and flight equipment	\$	930	\$ 1,039
Buildings and leasehold improvements		54	49
Ground and other equipment		47	38
Owned tangible assets		1,031	1,126
Air Canada aircraft		496	544
Regional aircraft		176	176
Land and buildings	l I	30	26
Right-of-use assets		702	746
Property and equipment		1,733	1,872
Spare part and supplies inventory		14	19
Intangible assets		102	95
Depreciation and amortization	\$	1,849	\$ 1,986



#### 7. INTANGIBLE ASSETS

(Canadian dollars in millions)	rout	rnational e rights d slots	ontract pased	base	rketing ed trade ames	t (in	hnology based ternally reloped)	Total	
Year ended December 31, 2019									
At January 1, 2019	\$	97	\$ -	\$	88	\$	219	\$	404
Additions		-	225		90		378		693
Amortization		-	(19)		-		(76)		(95)
At December 31, 2019	\$	97	\$ 206	\$	178	\$	521	\$	1,002
At December 31, 2019									
Cost	\$	97	\$ 225	\$	178	\$	928	\$	1,428
Accumulated amortization		-	(19)		-		(407)		(426)
	\$	97	\$ 206	\$	178	\$	521	\$	1,002
Year ended December 31, 2020									
At January 1, 2020	\$	97	\$ 206	\$	178	\$	521	\$	1,002
Additions		-	-		-		259		259
Amortization and impairment		-	(19)		-		(108)		(127)
At December 31, 2020	\$	97	\$ 187	\$	178	\$	672	\$	1,134
At December 31, 2020									
Cost	\$	97	\$ 225	\$	178	\$	1,051	\$	1,551
Accumulated amortization		-	(38)		-		(379)		(417)
	\$	97	\$ 187	\$	178	\$	672	\$	1,134

In 2020, technology-based assets with cost and accumulated amortization of \$110 million (2019 - \$29 million) were retired.

Certain international route rights and slots are pledged as security for senior secured notes as described in Note 9.

#### **Impairment Assessment**

An assessment of the recoverable amount of the Corporation's cash-generating units compared to their carrying values was performed based on cash flow projections taking into account the COVID-19 pandemic. This review was also performed in conjunction with the annual impairment review conducted on all intangible assets that have an indefinite life. The allocation of the indefinite lived intangible assets to the cash-generating units was \$165 million to wide-body aircraft and \$110 million to narrow-body aircraft. The recoverable amount of the cash-generating units has been measured based on fair value less cost to dispose, using a discounted cash flow model. The discounted cash flow model would represent a level 3 fair value measurement within the IFRS 13 fair value hierarchy. The cash flows are management's best projections using current and anticipated market conditions covering a five-year period. The COVID-19 pandemic and its impact on the economy are expected to last several years. These projections are inherently uncertain and continually evolving in an unpredictable manner which present many variables and contingencies for modeling.

It is possible that long-term underperformance relative to these projections could occur if passenger demand is below projected levels and travel restrictions continue to prevail with a duration and impact greater than currently anticipated.



The recoverable amount of both cash-generating units exceeded their respective carrying values by an aggregate amount ranging from approximately \$2 billion to \$5 billion under different scenarios. Management has considered reasonably possible changes in key assumptions using multiple modeling scenarios and sensitivity analysis and determined such changes would not cause the recoverable amount of each CGU to be less than the carrying value.

Key assumptions used for the fair value less cost to dispose calculations in fiscal 2020 were as follows:

Key Assumption	2020	Approach used to determine values
Average discount rate	9.25%	Derived from market participant assumptions regarding the Corporation's weighted average cost of capital adjusted for taxes and specific risks applicable to each cashgenerating unit being tested.
		Inputs to the various scenarios ranged from 9.5%-11% for the wide-body CGU and 7.5%-9% for the narrow-body CGU.
Long-term growth rate	2.5%	Cash flows beyond the five-year period are projected to increase at 2.5% consistent with the long-term growth assumption of the airline industry considering various factors such as the Corporation's fleet plans and industry growth assumptions.
Jet fuel price range per barrel	US\$66 - US\$89	Jet fuel prices are assumed to follow the global market recovery and represent management's best estimate of the range of future market conditions.
		Emerging issues in climate-related matters, such as change in regulations, may impact this assumption in future years.

An impairment assessment of the aircraft that will be permanently leaving the fleet was done separately from the Corporation's CGUs with an impairment charge of \$283 million recorded in Special items in 2020 as described in Note 4.



#### GOODWILL

Goodwill is tested at least annually for impairment. Goodwill is tested for impairment using the fair value less cost to dispose model at the operating segment level. Air Canada is managed as one operating segment based on how financial information is produced internally for the purposes of making operating decisions, and it is the lowest level at which goodwill is monitored for internal management purposes.

In assessing the goodwill for impairment, the Corporation compares the aggregate recoverable amount consisting of the sum of its quoted equity market capitalization and the fair value of its debt to the carrying value of its net assets excluding long term debt. An impairment charge is recognized to the extent that the carrying value exceeds the recoverable amount. No impairment losses have been recorded against the value of goodwill since its acquisition.

No impairment charges have arisen as a result of the reviews performed as at December 31, 2020 and 2019. Reasonably possible changes in key assumptions would not cause the recoverable amount of goodwill to fall below the carrying value.



### LONG-TERM DEBT AND LEASE LIABILITIES

	Final Maturity	Weighted Average Interest Rate (%)	December 31, 2020 (Canadian dollars in millions)	December 31, 2019 (Canadian dollars in millions)
Aircraft financing (a)				
Fixed rate U.S. dollar financing	2021 - 2030	4.86	\$ 3,791	\$ 3,200
Floating rate U.S. dollar financing	2026 - 2027	2.12	483	544
Fixed rate CDN dollar financing	2026 - 2030	3.78	232	259
Floating rate CDN dollar financing	2021 - 2032	2.50	1,007	264
Fixed rate Japanese yen financing	2027	1.84	145	141
Floating rate Japanese yen financing	2027	3.00	5	8
Convertible notes (b)	2025	4.00	667	-
Senior and Second Lien secured notes – CDN dollar (c)	2023 - 2024	8.18	1,040	200
Senior unsecured notes – U.S. dollar (d)	2021	7.75	509	520
Other secured financing – U.S. dollar (e)	2023	1.90	1,483	737
Other secured financing – CDN dollar (e)	2022	2.92	199	-
Long-term debt		4.36	9,561	5,873
Lease liabilities				
Air Canada aircraft	2021 - 2029	5.31	1,996	1,924
Regional aircraft	2023 - 2035	6.51	1,171	1,149
Land and buildings	2021 - 2078	5.23	429	386
Lease liabilities (f)		5.69	3,596	3,459
Total debt and lease liabilities		4.72	13,157	9,332
Unamortized debt issuance costs and discounts			(168)	(90)
Current portion – Long-term debt			(1,244)	(587)
Current portion – Air Canada aircraft			(340)	(418)
Current portion – Regional aircraft			(179)	(185)
Current portion – Land and buildings			(25)	(28)
Long-term debt and lease liabilities			\$ 11,201	\$ 8,024

(a) Aircraft financing (US\$3,359 million, CDN \$1,239 million and JPY  $\pm$ 12,159 million) (2019 – US\$2,882 million, CDN \$523 million and JPY  $\pm$ 12,425 million) is secured primarily by specific aircraft with a carrying value of \$6,037 million (2019 – \$4,777 million). For the majority of the financing, principal and interest is repayable quarterly until maturity and can be repaid at any time with the payment of applicable fees. US\$138 million and CDN \$228 million of the financing is supported by a loan guarantee by the Export-Import Bank of the United States ("EXIM").

In September 2020, Air Canada concluded a private offering of two tranches of Enhanced Equipment Trust Certificates ("EETCs"), the proceeds of which were used to purchase equipment notes issued by Air Canada and secured by three Boeing 787-9 aircraft, three Boeing 777-300ER aircraft, one Boeing 777-200LR and nine A321-200 aircraft. The two tranches of certificates have a combined aggregate face amount of US\$553 million (\$740 million) and a weighted average interest rate of 5.73%. The offering is comprised of Class A Certificates and Class B Certificates. The Class A Certificates totaling US\$453 million (\$606 million) have an interest rate of 5.25% per annum and a final expected distribution date of April 1, 2029. The Class B Certificates totaling US\$100 million (\$134 million) have an interest rate of 9.00% per annum and a final expected distribution date of October 1, 2025. Air Canada used the proceeds from this financing together with cash on hand to repay in full the US\$600 million (\$803 million) 364-day term loan originally put in place in April 2020.



In September 2020, Air Canada concluded a committed secured facility totaling \$788 million to finance the purchase of the first 18 Airbus A220 aircraft. As aircraft are financed under this new Canadian dollar facility, the bridge financing of \$788 million put in place in April 2020 will be repaid concurrently. As at December 31, 2020, 15 Airbus A220 aircraft were financed under this facility with the corresponding bridge financing repaid. Any amount left unpaid under the bridge financing will be repaid following the financing of the eighteenth A220 aircraft expected in the first quarter of 2021. The security facility has a term of 12 years from delivery of each aircraft on a floating interest basis based on CDOR. This equates to an interest rate of approximately 2.36% using CDOR rates at December 31, 2020.

In June 2020, Air Canada completed a private offering of one tranche of Class C EETCs with a combined aggregate face amount of approximately US\$316 million, which were sold at 95.002% of par, for net proceeds of \$392 million. The Class C tranche ranks junior to the previously issued Series 2015-1, Series 2015-2, and Series 2017-1 EETCs, and is secured by liens on the 27 aircraft financed under these previously issued Series. The Class C EETCs have an interest rate of 10.500% per annum, and a final expected distribution date of July 15, 2026.

(b) In June 2020, Air Canada closed US\$748 million (\$1,011 million) of convertible unsecured notes ("Convertible Notes"), for net proceeds of \$986 million. The Convertible Notes bear interest semi-annually in arrears at a rate of 4.000% per annum and will mature on July 1, 2025, unless earlier repurchased, redeemed or converted. The conversion rate of the Convertible Notes is 65.1337 shares per US\$1,000 principal amount of Convertible Notes, or a conversion price of approximately US\$15.35 per share. The Convertible Notes will be convertible, at the Corporation's election, into cash or into Class A Variable Voting shares and/or Class B Voting shares of the Corporation, or a combination thereof.

The Corporation's option to deliver cash or a combination of cash and shares on the conversion date in lieu of shares (based on the daily conversion values for 40 consecutive trading days) gives rise to an embedded derivative financial liability measured separately at fair value through profit or loss. On initial recognition, the derivative financial liability is measured at fair value, and the carrying value of the underlying notes is measured as the difference between this amount and the proceeds of issue. Subsequent to initial recognition, the Corporation measures the derivative financial liability at fair value at each reporting date, recognizing changes in the fair value in Gain (loss) on financial instruments recorded at fair value in the statement of operations, and accretes the carrying value of the underlying notes to their face value using the effective interest method, which results in an effective interest rate of 10.76%. The fair value of the embedded derivative at initial recognition was \$320 million and is recorded in Other long-term liabilities. At December 31, 2020, the fair value was \$534 million and the Corporation recorded an unrealized loss of \$214 million for the year. Refer to Note 17.

(c) In June 2020, Air Canada completed a private offering of \$840 million aggregate principal amount of 9.00% Second Lien Secured Notes due 2024 (the "2024 Notes"), which were sold at 98% of par, for net proceeds of \$812 million. The 2024 Notes are secured obligations of Air Canada, secured on a second lien basis by certain real estate interest, ground service equipment, certain airport slots and gate leaseholds, and certain routes and the airport slots and gate leaseholds utilized in connection with those routes.

The senior secured notes also include a private offering of \$200 million aggregate principal amount of 4.75% senior secured first lien notes due 2023 (the "2016 Senior Notes"), which were sold at par. Air Canada may redeem at any time and from time to time prior to October 6, 2021, during any twelvementh period, up to 10% of the original aggregate principal amount of the 2016 Senior Notes at a redemption price of 103% of the principal amount, plus accrued and unpaid interest.

(d) Private offering of US\$400 million of 7.75% senior unsecured notes due 2021, with interest payable semi-annually. Air Canada may at any time and from time to time redeem some or all of the senior unsecured notes at a redemption price equal to the greater of (i) 100% of the principal amount of the notes being redeemed and (ii) a "make-whole" amount, if any, plus, in either case accrued and unpaid interest.



(e) Other secured financing consists of a US\$600 million term loan, maturing in 2023, a US\$600 million revolving credit facility expiring in 2023 (collectively with the term loan, the "2016 Credit Facility"), and a \$200 million revolving credit facility available until 2022.

In March 2020, Air Canada drew down in full on its US\$600 million revolving credit facility and its Canadian \$200 million revolving credit facility (interest rate of 175 basis points over LIBOR and Bankers Acceptances plus 2%, respectively).

The 2016 Senior Notes and the Corporation's obligations under the 2016 Credit Facility are senior secured obligations of Air Canada, secured on a first lien basis, subject to certain permitted liens and exclusions, by certain real estate interests, ground service equipment, certain airport slots and gate leaseholds, and certain Pacific routes and the airport slots and gate leaseholds utilized in connection with those Pacific routes.

Other U.S. dollar secured financings are floating rate financings that are secured by certain assets including assets described above relating to the 2016 Credit Facility.

(f) Lease liabilities, related to facilities and aircraft, total \$3,596 million (\$377 million, US\$2,503 million and GBP £15 million) (2019 - \$3,459 million (\$346 million, US\$2,369 million and GBP £15 million)). The carrying value of aircraft and facilities under lease liabilities amounted to \$2,512 million and \$333 million respectively (2019 - \$2,532 million and \$291 million).

Cash interest paid on Long-term debt and lease liabilities in 2020 by the Corporation was \$528 million (2019 – \$493 million).

The Corporation has recorded Interest expense as follows:

(Canadian dollars in millions)		2020	2019
Interest on debt	\$	449	\$ 284
Interest on lease liabilities			
Air Canada aircraft	l I	110	126
Regional aircraft	l I	76	83
Land and buildings		21	22
Interest expense	\$	656	\$ 515

The consolidated statement of operations includes the followings amounts related to leases which have not been recorded as right-of-use assets and lease liabilities.

(Canadian dollars in millions)	2020	2019
Short-term leases	\$ 62	\$ 83
Variable lease payments not included in lease liabilities	32	31
Expense related to leases (included in Other operating expenses)	\$ 94	\$ 114

Total cash outflows for payments on lease liabilities was \$870 million for the year ended December 31, 2020 (2019 – \$882 million), of which \$663 million was for principal repayments (2019 – \$651 million).



# **Maturity Analysis**

Principal and interest repayment requirements as at December 31, 2020 on Long-term debt and lease liabilities are as follows. U.S. dollar amounts are converted using the December 31, 2020 closing rate of CDN\$1.2725.

Principal (Canadian dollars in millions)	2021	2022	2023	2024	2025		2025 Thereafte		fter Tota	
Long-term debt obligations <sup>(1)</sup>	\$ 1,244	\$ 665	\$ 2,275	\$ 1,254	\$	1,622	\$	2,785	\$	9,845
Air Canada aircraft	340	277	271	262		255		591		1 006
Regional aircraft	179	169	271 171	145		132		375		1,996 1,171
Land and buildings	25	25	23	23		23		310		429
Lease liabilities	544	471	465	430		410		1,276		3,596
Total long-term debt and lease liabilities	\$ 1,788	\$ 1,136	\$ 2,740	\$ 1,684	\$	2,032	\$	4,061	\$	13,441

Interest (Canadian dollars in millions)	2021	2022	2023	2024	2025	Thereafter	Total
Long-term debt obligations <sup>(1)</sup>	\$ 394	\$ 353	\$ 320	\$ 231	\$ 174	\$ 260	\$ 1,732
Air Canada aircraft	89	71	58	46	33	45	342
Regional aircraft	68	56	45	33	24	98	324
Land and buildings	21	20	19	18	17	208	303
Lease liabilities	178	147	122	97	74	351	969
Total long-term debt and lease liabilities	\$ 572	\$ 500	\$ 442	\$ 328	\$ 248	\$ 611	\$ 2,701

<sup>(1)</sup> Assumes the principal balance of the convertible notes remains unconverted and includes estimated interest payable until maturity.

Principal repayments for 2021 include \$159 million remaining on the April 2020 bridge financing and, subsequent to delivery of the remaining 3 Airbus A220 aircraft, a secured facility is in place that allows Air Canada to defer this debt repayment over the next 12 years from the delivery date.

Principal repayments in the table above exclude discounts and transaction costs of \$168 million which are offset against Long-term debt and lease liabilities in the consolidated statement of financial position.



# **Cash Flows from Financing Activities**

Information on the change in liabilities for which cash flows have been classified as financing activities in the statement of cash flows is presented below.

					Cas	h Flows			No	on-Ca	ish Change	s											
(Canadian dollars in millions)	Jan. 202		Borrowings		Borrowings		Borrowings		Borrowings		Borrowings		orrowings Repayments		Financing fees		Foreign exchange adjustments		Amortization of financing fees and other adjustments		New lease liabilities (new and renewed contracts)		ec. 31, 2020
Long term debt	\$ 5,	,873	\$	6,300	\$	(2,056)	\$ -	\$	(280)	\$	(276)	\$	-	\$	9,561								
Air Canada aircraft Regional	1,	,924		1		(447)	1		(43)		-		562		1,996								
aircraft Land and	1,	,149		-		(188)	-		(23)		-		233		1,171								
buildings		386		-		(28)	-		-		-		71		429								
Lease liabilities	3,	,459		-		(663)	-		(66)		-		866		3,596								
Unamortized debt issuance costs		(90)		(38)		-	(78)		-		38		_		(168)								
Total liabilities from financing activities	\$ 9,	242	\$	6,262	\$	(2,719)	\$ (78)	\$	(346)	\$	(238)	\$	866	\$	12,989								

				Cas	h Flows			No	on-Ca	ash Change	:S		
(Canadian dollars in millions)	Jan. 1, 2019		Borrowings		payments	ncing ees	e	Foreign xchange justments	of t	ortization financing ees and other ustments	liat (ne ren	v lease pilities w and newed tracts)	ec. 31, 2019
Long term debt	\$ 6,57	3	\$ -	\$	(433)	\$ _	\$	(266)	\$	(1)	\$	_	\$ 5,873
Air Canada aircraft Regional	1,92	6	-		(453)	-		(93)		-		544	1,924
aircraft	1,23	3	-		(177)	-		(57)		-		150	1,149
Land and buildings	29	7	-		(21)	-		(1)		-		111	386
Lease liabilities	3,45	6	-		(651)	-		(151)		-		805	3,459
Unamortized debt issuance costs	(108	3)	-		-	(1)		-		19		_	(90)
Total liabilities from financing						•							, ,
activities	\$ 9,92	1	<b>\$</b> -	\$	(1,084)	\$ (1)	\$	(417)	\$	18	\$	805	\$ 9,24



### 10. PENSIONS AND OTHER BENEFIT LIABILITIES

The Corporation maintains several defined benefit and defined contribution plans providing pension, other post-retirement and post-employment benefits to its employees.

The Corporation is the administrator and sponsoring employer of eight domestic registered plans ("Domestic Registered Plans") with defined benefit commitments registered under the Pension Benefits Standard Act, 1985 (Canada). The defined benefit components of the Domestic Registered Plans are closed to new members, except for the hybrid component of three plans which are open to new members. The Corporation also has a U.S. plan, a UK plan and a Japan plan, which are international plans covering members in those countries. In addition, the Corporation maintains a number of supplementary pension plans which are not registered. The defined benefit pension plans provide benefits upon retirement, termination or death based on the member's years of service and final average earnings for a specified period. Benefit payments are from trustee-administered funds, however there are also a number of unfunded plans where the Corporation meets the benefit payment obligation as it falls due. Plan assets held in trusts are governed by regulations. The governance of the plans, overseeing all aspects of the plans including investment decisions and contributions, lies primarily with the Corporation. The Human Resources and Compensation Committee, a committee of the Board of Directors, assists in the monitoring and oversight of the plans to ensure pension liabilities are appropriately funded, pension assets are prudently invested, risk is managed at an acceptable level and retirement benefits are administered in a proper and effective manner.

Other employee benefits include health, life and disability. These benefits consist of both post-employment and post-retirement benefits. The post-employment benefits relate to disability benefits available to eligible active employees, while the post-retirement benefits are comprised of health care and life insurance benefits available to eligible retired employees.

### **Pension Plan Cash Funding Obligations**

Pension funding obligations (including projected funding obligations) may vary significantly based on a wide variety of factors, including the assumptions used in the most recently filed actuarial valuation reports (including the applicable discount rate used or assumed in the actuarial valuation), the plan demographics at the valuation date, the existing plan provisions, legislative and regulatory developments and changes in economic conditions (mainly the return on plan assets and changes in interest rates) and other factors.

As at January 1, 2020, the aggregate solvency surplus in the Domestic Registered Plans was \$2.5 billion. The next required valuation to be made as at January 1, 2021 will be completed in the first half of 2021. With the Corporation's Domestic Registered Plans in a solvency surplus position as at January 1, 2020, past service contributions were not required in 2020. In addition, in accordance with legislation and applicable plan rules, the excess over 105% on a solvency basis can be used to reduce current service contributions under the defined benefit component or to fund the employer contribution to a defined contribution component within the same pension plan. Based on that, and including the international and supplemental plans, the total employer pension funding contributions during 2020 amounted to \$90 million (\$103 million employer contribution net of \$13 million used to fund employer contribution in defined contribution components of the same plans). Pension funding obligations for 2021 are expected to be \$88 million.



# **Benefit Obligation and Plan Assets**

These consolidated financial statements include all the assets and liabilities of all Corporation-sponsored plans. The amounts recorded in the statement of financial position are as follows:

	Pension	Benefits		mployee Benefits	То	tal
(Canadian dollars in millions)	2020	2019	2020	2019	2020	2019
Non-current assets						
Pension assets	\$ 2,840	\$ 2,064	\$ -	\$ -	\$ 2,840	\$ 2,064
Current liabilities						
Accounts payable and accrued liabilities	-	-	62	65	62	65
Non-current liabilities						
Pension and other benefit liabilities	1,515	1,477	1,500	1,453	3,015	2,930
Net benefit obligation (asset)	\$ (1,325)	\$ (587)	\$ 1,562	\$ 1,518	\$ 237	\$ 931

The current portion of the net benefit obligation represents an estimate of other employee future benefits claims to be paid during 2021.



The following table presents financial information related to the changes in the pension and other post-employment benefits plans:

	Pension	Ве	nefits	Other Empl Ben	oyee efits	
(Canadian dollars in millions)	2020		2019	2020		2019
Change in benefit obligation						
Benefit obligation at beginning of year	\$ 21,931	\$	19,690	\$ 1,518	\$	1,279
Acquisition of Aeroplan	-		181	-		19
Current service cost	275		271	45		35
Past service cost	46		-	(3)		(1)
Interest cost	664		751	45		51
Employees' contributions	66		81	-		-
Benefits paid	(936)		(880)	(42)		(48)
Remeasurements:						
Experience loss (gain)	(48)		17	(56)		29
Loss (gain) from change in demographic assumptions	(51)		(189)	3		5
Loss (gain) from change in financial assumptions	1,774		2,027	56		159
Foreign exchange loss (gain)	(1)		(18)	(4)		(10)
Total benefit obligation	23,720		21,931	1,562		1,518
Change in plan assets						
Fair value of plan assets at beginning of year	23,424		20,857	-		-
Acquisition of Aeroplan	-		161	-		-
Return on plan assets, excluding amounts included in Net financing expense	2,537		2,350	-		-
Interest income	711		782	-		-
Employer contributions	90		96	42		48
Employees' contributions	66		81	-		-
Benefits paid	(936)		(880)	(42)		(48)
Administrative expenses paid from plan assets	(9)		(9)	-		-
Foreign exchange gain (loss)	4		(14)	-		
Total plan assets	25,887		23,424	-		-
(Surplus) deficit at end of year	(2,167)		(1,493)	1,562		1,518
Asset ceiling / additional minimum funding liability	842		906	-		
Net benefit obligation (asset)	\$ (1,325)	\$	(587)	\$ 1,562	\$	1,518

The actual return on plan assets was \$3,248 million (2019 – \$3,132 million).



The pension benefit deficit of only those plans that are not fully funded is as follows:

(Canadian dollars in millions)	2020	2019
Domestic Registered Plans	\$ 8	\$ 44
International plans	99	86
Supplementary plans	1,408	1,347
	\$ 1,515	\$ 1,477

The weighted average duration of the defined benefit obligation is 14.4 years (2019 – 14.9 years).

# **Pension and Other Employee Future Benefit Expense**

The Corporation has recorded net defined benefit pension and other employee future benefits expense as follows:

	Pension	Bei	nefits	(	Other Empl Ben	oyee efits	
(Canadian dollars in millions)	2020		2019		2020		2019
<b>Consolidated Statement of Operations</b>							
Components of cost							
Current service cost	\$ 275	\$	271	\$	45	\$	35
Past service cost	-		-		(6)		(1)
Administrative and other expenses	9		9		-		-
Actuarial losses (gains), including foreign exchange	-		-		(7)		1
Total cost recognized in Wages, salaries and benefits	\$ 284	\$	280	\$	32	\$	35
Total cost recognized in Special items (note 4)	\$ 46	\$	-	\$	3	\$	-
Net financing expense relating to employee benefits	\$ (18)	\$	(12)	\$	45	\$	51
Total cost recognized in statement of operations	\$ 312	\$	268	\$	80	\$	86
Consolidated Other Comprehensive (Income) Loss			-				
Remeasurements:							
Experience loss (gain), including foreign exchange	(53)		13		(48)		19
Loss (gain) from change in demographic assumptions	(51)		(189)		-		5
Loss (gain) from change in financial assumptions	1,774		2,027		54		159
Return on plan assets	(2,660)		(2,363)		-		-
Change in asset ceiling	(93)		361		-		-
Total cost (income) recognized in OCI	\$ (1,083)	\$	(151)	\$	6	\$	183



The funding of employee benefits as compared to the expense recorded in the consolidated statement of operations is summarized in the table below.

(Canadian dollars in millions)		2020	2019
Net defined pension and other future employee benefits expense recorded in the consolidated statement of operations	1		
Wages, salaries and benefits	\$	316	\$ 315
Special items	1	49	-
Net financing expense relating to employee benefit liabilities	1	27	39
	\$	392	\$ 354
Employee benefit funding by Air Canada			
Pension benefits	\$	90	\$ 96
Other employee benefits		42	48
	\$	132	\$ 144
Employee benefit funding less than expense	\$	260	\$ 210

### **Composition of Defined Benefit Pension Plan Assets**

### **Domestic Registered Plans**

The composition of the Domestic Registered Plan assets and the target allocation are the following:

	2020	2019	Target Allocation
Bonds	65%	71%	65%
Canadian equities	3%	3%	3%
Foreign equities	7%	7%	7%
Alternative investments	25%	19%	25%
	100%	100%	100%

For the Domestic Registered Plan assets, approximately 80% of assets as of December 31, 2020 have a quoted market price in an active market. Assets that do not have a quoted market price in an active market are mainly investments in privately held entities. The asset composition in the table represents the allocation of plan assets to each asset type.

Included in plan assets, for determining the net benefit obligation for accounting purposes, are 17,646,765 (2019 – 17,646,765) shares of Air Canada which were issued to a trust in 2009 in connection with pension funding agreements reached with all of the Corporation's Canadian-based unions. The trust arrangement provides that proceeds of any sale of the trust shares will be retained and applied to reduce future pension solvency deficits, if any should materialize. With the Corporation's Domestic Registered Plans now in a surplus position on a solvency basis, the accounting rules prevent the recognition of the value of the shares held in trust as part of the pension assets. The shares held in trust have a fair value of \$402 million at December 31, 2020 (2019 – \$856 million), however after giving effect to the asset ceiling, the recognized accounting value of the trust asset is nil.

For the Domestic Registered Plans, the investments conform to the Statement of Investment Policy and Objectives of the Air Canada Pension Funds. As permitted under the investment policy, the actual asset mix may deviate from the target allocation from time to time. The deviations at December 31, 2020 are within the limits established in the investment policy. The investment return objective is to achieve a total annualized rate of return that exceeds by a minimum of 1.0% before investment fees on average over the long term (i.e. 10 years) the total annualized return that could have been earned by passively



managing the Liability Replicating Portfolio. The Liability Replicating Portfolio, which is referenced to widely used Canadian fixed income indices (FTSE TMX Canada), closely matches the characteristics of the pension liabilities.

Recognizing the importance of surplus risk management, Air Canada manages the Domestic Registered Plans in an effort to mitigate surplus risk (defined as the difference between asset value and pension liability value), which is considered to be the key risk to be minimized and monitored. In addition, the objective of the investment strategy is to invest the plan assets in a prudent and diversified manner to mitigate the risk of price fluctuation of asset classes and individual investments within those asset classes and to combine those asset classes and individual investments in an effort to reduce overall risk.

In addition to the broad asset allocation, as summarized in the asset allocation section above, the following policies apply to individual asset classes invested within the pension funds:

- Equities are required to be diversified among regions, industries and economic sectors. Limitations are placed on the overall allocation to any individual security.
- Alternative investments are investments in non-publicly traded securities and in non-traditional
  asset classes. They may comprise, but are not limited to, investments in real estate, agriculture,
  timber, private equity, venture capital, infrastructure, emerging markets debt, high yield bonds and
  commodity futures. Alternative investments are required to be diversified by asset class, strategy,
  sector and geography.
- Canadian bonds are oriented toward long term investment grade securities rated "BBB" or higher. With the exception of Government of Canada securities or a province thereof or the U.S. Government, in which the plan may invest the entire fixed income allocation, these investments are required to be diversified among individual securities and sectors.

Derivatives are permitted provided that they are used for managing a particular risk (including interest rate risk related to pension liabilities) or to create exposures to given markets and currencies and that counterparties have a minimum credit rating of A. The Corporation manages interest rate risk related to its actuarial liabilities through a combination of financial instruments including, but not limited to, bonds, bond repurchase and reverse repurchase agreements, bond forwards, bond futures and interest rate swaps. As at December 31, 2020, approximately 75% of Air Canada's pension assets were invested in fixed income instruments to mitigate a significant portion of the interest rate (discount rate) risk. Counterparty credit risk associated with such financial instruments is mitigated by receiving collateral from counterparties based on collateralization agreements, as well as by monitoring the counterparties' credit ratings and ensuring compliance with the investment policy. The fair value of these derivative instruments is included in the Bonds in the asset composition table and is not a significant component of the aggregate bond fair values of the portfolio.

The trusts for the supplemental plans are invested 50% in indexed equity investments, in accordance with their investment policies, with the remaining 50% held by the Canada Revenue Agency as a refundable tax, in accordance with tax legislation.

### Risks

Through its defined benefit pension plans, the Corporation is exposed to a number of risks, the most significant of which are detailed below:

### Asset risk

Asset risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market price. Asset risk comprises currency risk, credit risk, and other price risk. Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. This risk is mitigated through implementation of hedging strategies. Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. This risk is mitigated by receiving collateral from counterparties based on collateralization agreements and by monitoring the issuers' credit risk. Other price risk is the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all



similar financial instruments traded in the market. This risk is mitigated through proper diversification of plan assets.

### Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. A decrease in corporate and/or government bond yields will increase plan liabilities, which will be partially offset by an increase in the value of the plans' bond holdings. As at December 31, 2020, approximately 75% of Air Canada's pension assets were invested in fixed income instruments to mitigate a significant portion of the interest rate risk (discount rate risk).

#### Funding risk

Adverse changes in the value of plan assets or in interest rates, and therefore in the discount rate used to value liabilities, could have a significant impact on pension plan solvency valuations and future cash funding requirements.

### Life expectancy

The majority of the plans' obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the plans' liabilities.

### **Assumptions**

Management is required to make significant estimates about actuarial and financial assumptions to determine the cost and related liabilities of the Corporation's employee future benefits.

### Discount Rate

The discount rate used to determine the pension obligation was determined by reference to market interest rates on corporate bonds rated "AA" or better with cash flows that approximate the timing and amount of expected benefit payments.

### Future Increases in Compensation

Estimates surrounding assumptions of future increases in compensation are based upon the current compensation policies, the Corporation's long range-plans, labour and employment agreements and economic forecasts.

### **Mortality Assumptions**

In 2014, the Canadian Institute of Actuaries ("CIA") published a report on Canadian Pensioners' Mortality ("Report"). The Report contained Canadian pensioners' mortality tables and improvement scales based on experience studies conducted by the CIA. The CIA's conclusions were taken into account in selecting management's best estimate mortality assumption used to calculate the projected benefit obligation as at December 31, 2020 and 2019.

The significant weighted average assumptions used to determine the Corporation's accrued benefit obligations and cost are as follows:

	Pension	Benefits	_	oyee Future efits	
	2020	2019	2020	2019	
Discount rate used to determine:				-	
Net interest on the net defined benefit obligation for the year ended December 31	3.13%	3.81%	3.13%	3.81%	
Service cost for the year ended December 31	3.20%	3.93%	3.20%	3.93%	
Accrued benefit obligation as at December 31	2.59%	3.13%	2.59%	3.13%	
Rate of future increases in compensation used to determine:					
Accrued benefit cost and service cost for the year ended December 31	2.50%	2.50%	Not applicable	Not applicable	
Accrued benefit obligation as at December 31	2.50%	2.50%	Not applicable	Not applicable	



### **Sensitivity Analysis**

Sensitivity analysis is based on changing one assumption while holding all other assumptions constant. In practice, this may be unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to variations in significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as for calculating the liability recognized in the consolidated statement of financial position.

Sensitivity analysis on 2020 pension expense and net financing expense relating to pension benefit liabilities, based on different actuarial assumptions with respect to discount rate is set out below. The effects on each pension plan of a change in an assumption are weighted proportionately to the total plan obligation to determine the total impact for each assumption presented.

		0.25 Percentage Point						
(Canadian dollars in millions)		ecrease	Increase					
Discount rate on obligation assumption								
Pension expense	\$	21	\$	(20)				
Net financing expense relating to pension benefit liabilities		-		5				
	\$	21	\$	(15)				
Increase (decrease) in pension obligation	\$	851	\$	(822)				

The increase (decrease) in the pension obligation for a 0.25 percentage point change in the discount rate relates to the gross amount of the pension liabilities and is before the impact of any change in plan assets. As at December 31, 2020, approximately 75% of Air Canada's pension assets were invested in fixed income instruments to mitigate a significant portion of the interest rate (discount rate) risk.

An increase of one year in life expectancy would increase the pension benefit obligation by \$558 million.

Assumed health care cost trend rates impact the amounts reported for the health care plans. A 5% annual rate of increase in the per capita cost of covered health care benefits was assumed for 2020 (2019 – 5.25%). The rate is assumed to decrease gradually to 4.5% by 2023 (2019 – assumed to decrease gradually to 5% by 2020). A one percentage point increase in assumed health care trend rates would have increased the total of current service and interest costs by \$6 million and the obligation by \$81 million. A one percentage point decrease in assumed health care trend rates would have decreased the total of current service and interest costs by \$5 million and the obligation by \$80 million.

A 0.25 percentage point decrease in discount rate for other employee future benefits would have increased the total of current and interest costs by less than \$1 million and the obligation by \$65 million. A 0.25 percentage point increase in discount rate would have decreased the total of current and interest costs by less than \$1 million and the obligation by \$61 million.

### **Defined Contribution Pension Plans**

Certain of the Corporation's management, administrative and unionized employees participate in a defined contribution pension plan, a defined contribution component of a plan which also includes a defined benefit component or a multi-employer plan which are accounted for as defined contribution plans. The Corporation contributes an amount expressed as a percentage of employees' contributions with such percentage varying by group and for some groups, based on the number of years of service. As permitted by legislation and applicable plan rules, surplus in the defined benefit component can be used to cover the employer contributions in the defined contribution component of such plan. As such, \$13 million of surplus in the defined benefit components of the Domestic Registered Plans was used to cover the employer contributions in the defined contribution components during 2020 (2019 – \$13 million).

The Corporation's expense for these pension plans amounted to \$33 million for the year ended December 31, 2020 (2019 – \$40 million). Taking into account available surplus in the defined benefit components of applicable plans which may be expected to be used, expected total employer contributions for 2021 are \$17 million.



### 11. PROVISIONS FOR OTHER LIABILITIES

The following table provides a continuity schedule of all recorded provisions. Refer to Note 18 for additional information on Litigation provisions. Current provisions are recorded in Accounts payable and accrued liabilities.

(Canadian dollars in millions)	Maintenance (a)		nance (a) Asset retirement (b)		Litigation		Total provisions	
At December 31, 2019								
Current	\$	162	\$	-	\$	34	\$	196
Non-current		1,240		33		-		1,273
	\$	1,402	\$	33	\$	34	\$	1,469
Provisions arising during the year	\$	173	\$	-	\$	11	\$	184
Amounts utilized		(182)		-		(4)		(186)
Changes in estimated costs		(26)		1		(3)		(28)
Accretion expense		18		1		-		19
Foreign exchange gain		(32)		-		-		(32)
At December 31, 2020	\$	1,353	\$	35	\$	38	\$	1,426
Current	\$	313	\$	-	\$	38	\$	351
Non-current		1,040		35		-		1,075
	\$	1,353	\$	35	\$	38	\$	1,426

(a) Maintenance provisions relate to the provision for the costs to meet the contractual return conditions on aircraft under operating leases. The provision relates to leases with expiry dates ranging from 2021 to 2035 with the average remaining lease term of approximately 3 years. The maintenance provisions take into account current costs of maintenance events, estimates of inflation surrounding these costs as well as assumptions surrounding utilization of the related aircraft. Assuming the aggregate cost for return conditions increases by 5%, holding all other factors constant, there would be a cumulative balance sheet adjustment to increase the provision by \$51 million at December 31, 2020 and an increase to maintenance expense in 2021 of approximately \$7 million. Expected future cash flows to settle the obligation are discounted. If the discount rates were to increase by 1%, holding all other factors constant, there would be a cumulative balance sheet adjustment to decrease the provision by \$23 million at December 31, 2020. An equivalent but opposite movement in the discount rate would result in a similar impact in the opposite direction.

In 2020 and as a result of updated cost estimates in preparation for returning certain aircraft to lessors upon lease expiry, a favorable adjustment to Aircraft maintenance expense of \$76 million was recorded primarily related to Airbus A320 and regional aircraft. These aircraft leases are expiring in accordance with their terms and are not part of the accelerated retirements discussed in Note 4. The cost to meet contractual return conditions on upcoming lease returns has been favorably impacted due to reduced flying since the last maintenance event and projected to the lease expiry dates as a result of the COVID-19 pandemic.

(b) Under the terms of certain land and facilities leases, the Corporation has an obligation to restore the land to vacant condition at the end of the lease and to rectify any environmental damage for which it is responsible. The related leases expire over terms ranging from 2021 to 2078. These provisions are based on numerous assumptions including the overall cost of decommissioning and remediation and the selection of alternative decommissioning and remediation approaches. The noncurrent provision is recorded in Other long-term liabilities.



### 12. INCOME TAXES

### **Income Tax Recovery (Expense)**

Income tax recorded in the consolidated statement of operations is presented below.

(Canadian dollars in millions)	2020	2019
Current income tax recovery (expense)	\$ 42	\$ (72)
Deferred income tax recovery (expense)	164	(227)
Income tax recovery (expense)	\$ 206	\$ (299)

The income tax recovery (expense) differs from the amount that would have resulted from applying the statutory income tax rate to income before income tax expense as follows:

(Canadian dollars in millions)	2020	2019
(Loss) income before income taxes	\$ (4,853)	\$ 1,775
Statutory income tax rate based on combined federal and provincial rates	26.54%	26.73%
Income tax recovery (expense) based on statutory tax rates	1,288	(474)
Effects of:		
Non-taxable portion of capital gains	20	32
Recognition of (unrecognized) deferred income tax assets	(1,018)	37
Non-deductible items	(82)	(24)
Tax rate changes on deferred income taxes	-	(5)
Unrecognized deferred income tax liability on outside basis difference	-	126
Other	(2)	9
Income tax recovery (expense)	\$ 206	\$ (299)

The applicable statutory tax rate is 26.54% (2019 - 26.73%). The Corporation's applicable tax rate is the Canadian combined tax rate applicable in the jurisdiction in which the Corporation operates. The income tax recovery (expense) in the consolidated statement of operations differs from the amount that would have resulted from applying the statutory income tax rate to the (loss) income before income taxes in the consolidated statement of operations primarily due to not recognizing all deferred income tax assets.



Income tax recorded in the consolidated statement of comprehensive income is presented below.

(Canadian dollars in millions)	2020	2019
Remeasurements on employee benefit liabilities - current income tax (expense) recovery	\$ (33)	\$ -
- deferred income tax (expense) recovery	(279)	10
Remeasurements on equity investments -deferred income tax (expense) recovery	4	(4)
Income tax (expense) recovery	\$ (308)	\$ 6

The income tax differs from the amount that would have resulted from applying the statutory income tax rate to other comprehensive income before income tax expense as follows:

(Canadian dollars in millions)	2020	2019
Other comprehensive income (loss) before income taxes	\$ 1,009	\$ (3)
Statutory income tax rate based on combined federal and provincial rates	26.54%	26.73%
Income tax (expense) recovery based on statutory tax rates	(268)	1
Non-deductible portion of capital loss	(9)	-
Unrecognized deferred income tax assets	(28)	-
Tax rate changes on deferred income taxes	1	5
Other	(4)	-
Income tax (expense) recovery	\$ (308)	\$ 6

### **Deferred Income Tax**

Deferred income tax assets are recognized only to the extent that it is probable that future taxable income will be available to realize them. In making this assessment, consideration is given to available positive and negative evidence and relevant assumptions, including, historical financial results, and expectations relating to future taxable income, the overall business environment, and industry-wide trends.

As a result of the COVID-19 pandemic, there is considerable negative evidence relating to losses incurred in the current year and uncertainty exists as to when conditions will improve. Such negative evidence currently outweighs the positive historical evidence and, accordingly, net deferred tax assets are not being recognized, commencing from the second quarter of 2020. The future tax deductions underlying the unrecognized deferred income tax assets of \$1,114 million remain available for use in the future to reduce taxable income. The deferred income tax expense recorded in Other comprehensive income (loss) related to remeasurements on employee benefit liabilities is offset by a deferred income tax recovery which was recorded through the statement of operations. As such, a deferred income tax recovery of \$164 million was recorded for the year, which is partially offsetting the deferred income tax expense of \$275 million recorded in Other comprehensive income (loss).

Deferred tax assets and liabilities of \$25 million are recorded net as a noncurrent deferred income tax asset and deferred tax liabilities of \$75 million are recorded as a noncurrent deferred income tax liability on the consolidated statement of financial position. Certain intangible assets with nominal tax cost and a carrying value of \$275 million have indefinite lives and accordingly, the associated deferred income tax liability of \$73 million (2019 – \$73 million) is not expected to reverse until the assets are disposed of, become impaired or amortizable and as a result is included as part of the noncurrent deferred income tax liability.



The significant components of deferred income tax assets and liabilities were as follows:

(Canadian dollars in millions)	2020	2019
Deferred income tax assets		
Non-capital losses	\$ 1,126	\$ 48
Post-employment obligations – other employee future benefits	-	402
Accounting provisions not currently deductible for tax	9	85
Investment tax credits and recoverable taxes	-	22
Lease liabilities	1,110	1,092
Maintenance provisions	215	372
Other	-	197
	2,460	2,218
Deferred income tax liabilities		
Post-employment obligations – pension	(353)	(154)
Property, equipment, technology-based and other intangible assets	(2,023)	(1,930)
Indefinite-lived intangible assets	(73)	(73)
Other	(61)	-
	(2,510)	(2,157)
Net recognized deferred income tax (liabilities) assets	(50)	61
Balance sheet presentation		
Deferred income tax assets	25	134
Deferred income tax liabilities	(75)	(73)
Net recognized deferred income tax (liabilities) assets	(50)	61

The following table presents the variation of the components of deferred income tax balances:

(6 1 1 1 1 1 1 1 1 1 1	January 1, 2020	2020 income statement	2020 OCI movement	December 31, 2020
(Canadian dollars in millions)		movement		
Non-capital losses	\$ 48	\$ 1,078	\$ -	\$ 1,126
Post-employment obligations – other employee future benefits	402	(382)	(20)	-
Accounting provisions not currently deductible for tax	85	(76)	-	9
Investment tax credits and recoverable taxes	22	(22)	-	-
Lease liabilities	1,092	18	-	1,110
Maintenance provisions	372	(157)	-	215
Other deferred tax assets	197	(201)	4	-
Post-employment obligations – pension	(154)	60	(259)	(353)
Property, equipment, technology- based and other intangible assets	(1,930)	(93)	-	(2,023)
Indefinite-lived intangible assets	(73)	-	-	(73)
Other deferred tax liabilities	-	(61)	-	(61)
Total recognized deferred income tax assets (liabilities)	\$ 61	\$ 164	\$ (275)	\$ (50)



	January 1, 2019	Statement movement a		Aeroplan	December 31, 2019
(Canadian dollars in millions)	2019	movement	illovellient	acquisition	2019
Non-capital losses	\$ 353	\$ (305)	\$ -	\$ -	\$ 48
Post-employment obligations – other employee future benefits	342	6	49	5	402
Accounting provisions not currently deductible for tax	67	12	-	6	85
Investment tax credits and recoverable taxes	37	(15)	-	-	22
Lease liabilities	1,125	(42)	-	9	1,092
Maintenance provisions	386	(14)	-	-	372
Other deferred tax assets	-	228	(4)	(27)	197
Post-employment obligations – pension	(171)	51	(39)	5	(154)
Property, equipment, technology-based and other intangible assets	(1,791)	(185)	-	46	(1,930)
Indefinite-lived intangible assets	(49)	-	-	(24)	(73)
Other deferred tax liabilities	(37)	37	_		-
Total recognized deferred income tax assets (liabilities)	\$ 262	\$ (227)	\$ 6	\$ 20	\$ 61

At December 31, 2020, the Corporation has deductible temporary differences of an operating and a capital nature for which no deferred income tax asset has been recognized at this time as the ability to utilize these tax attributes is limited to future taxable income and capital gains. Net capital losses do not have an expiry date.



The following are the temporary differences and tax loss carryforwards for which no deferred income tax assets could be recognized:

(Canadian dollars in millions)	2020		2019
Recognized non-capital losses carryforwards	\$ 4,255		-
Lease liabilities	4,168		_
Maintenance provisions	811		_
Less: Property, equipment, technology-based and other intangible assets	(7,840)		-
Less: Post-employment obligations – pension	(1,333)		-
Less: Other deferred tax liabilities	(61)		-
Total recognized net temporary differences	-		1
Unrecognized non-capital losses carryforwards	30		
Post-employment obligations - other employee future benefits	1,562		_
Accounting provisions not currently deductible for tax	323		-
Maintenance provision	542		_
Deferred revenue	1,461		_
Unrecognized net capital losses carryforwards	154		91
Unrealized foreign exchange (gains) losses	(18)		101
Unrealized net capital gain on investment	-		(14)
Other	8		-
Total unrecognized net temporary differences	\$ 4,062	\$	178
Deferred income tax rate based on combined federal and provincial rates	26.51%		26.54%
	1,077		47
Unrecognized recoverable taxes	37		-
Total unrecognized net deferred income tax assets	1,114	-	47

The following are the Federal non-capital tax losses expiry dates:

(Canadian dollars in millions)	Tax Losses
2030	\$ 11
2031	6
2032	2
2033	1
2034	3
2036	3
2037	2
2038	2
2040	4,178
Non-capital losses carryforwards	\$ 4,208

Cash income taxes paid in 2020 by the Corporation were \$8 million (2019 - \$62 million).



### 13. SHARE CAPITAL

	Number of shares	Value (Canadian dollars in millions)
At January 1, 2019	270,729,911	\$ 798
Shares issued on the exercise of stock options	2,069,354	14
Shares purchased and cancelled under issuer bid	(8,982,687)	(27)
At December 31, 2019	263,816,578	\$ 785
Shares issued on the exercise of stock options	285,138	2
Shares issued on settlement of performance share units	241,172	4
Shares issued in public offering	70,840,000	1,367
Shares purchased and cancelled under issuer bid	(3,010,600)	(8)
At December 31, 2020	332,172,288	\$ 2,150

The issued and outstanding shares of Air Canada, along with the potential shares, were as follows:

		2020	2019
Issued and outstanding			
Class A variable voting shares		111,926,060	126,664,740
Class B voting shares		220,246,228	137,151,838
Total issued and outstanding		332,172,288	263,816,578
Potential shares			
Convertible notes	Note 9	48,687,441	-
Stock options	Note 14	5,903,174	4,890,095
Total outstanding and potentially issuable shares	•	386,762,903	268,706,673

An additional 2,587,000 shares were issued in January 2021 in connection with the underwriters' exercise of an over-allotment option as described below under Share Offering.

### **Shares**

As at December 31, 2020, the shares issuable by Air Canada consist of an unlimited number of Class A Variable Voting Shares ("Variable Voting Shares") and an unlimited number of Class B Voting Shares ("Voting Shares"). The two classes of shares have equivalent rights as shareholders except for voting rights.

Variable Voting Shares may only be held, beneficially owned or controlled, directly or indirectly, by persons who are not Canadians (within the meaning of the *Canada Transportation Act*). An issued and outstanding Variable Voting Share is converted into one Voting Share automatically and without any further act of Air Canada or the holder, if such Variable Voting Share becomes held, beneficially owned and controlled, directly or indirectly, otherwise than by way of security only, by a Canadian, as defined in the *Canada Transportation Act*.

Voting Shares may only be held, beneficially owned and controlled, directly or indirectly, by Canadians. An issued and outstanding Voting Share is converted into one Variable Voting Share automatically and without any further act of Air Canada or the holder, if such Voting Share becomes held, beneficially owned or controlled, directly or indirectly, otherwise than by way of security only, by a person who is not a Canadian.

Air Canada's articles provide that holders of Variable Voting Shares are entitled to one vote per share unless (i) the number of Variable Voting Shares outstanding, as a percentage of the total number of voting shares of Air Canada exceeds 49% or (ii) the total number of votes cast by or on behalf of



holders of Variable Voting Shares at any meeting exceeds 49% of the total number of votes that may be cast at such meeting. If either of the above noted thresholds would otherwise be surpassed at any time, the vote attached to each Variable Voting Share will decrease proportionately such that (i) the Variable Voting Shares as a class do not carry more than 49% of the aggregate votes attached to all issued and outstanding Voting Shares of Air Canada and (ii) the total number of votes cast by or on behalf of holders of Variable Voting Shares at any meeting do not exceed 49% of the votes that may be cast at such meeting. Air Canada's articles also provide for the automatic reduction of the voting rights attached to Variable Voting Shares in the event any of the following limits are exceeded. In such event, the votes attributable to Variable Voting Shares will be affected as follows:

- first, if required, a reduction of the voting rights of any single non-Canadian holder (including a single non-Canadian holder authorized to provide an air service) carrying more than 25% of the votes to ensure that such non-Canadian holder never carries more than 25% of the votes which holders of Voting Shares cast at any meeting of shareholders;
- second, if required and after giving effect to the first proration set out above, a further
  proportional reduction of the voting rights of all non-Canadian holders authorized to provide an
  air service to ensure that such non-Canadian holders authorized to provide an air service, in the
  aggregate, never carry more than 25% of the votes which holders of Voting Shares cast at any
  meeting of shareholders; and
- third, if required and after giving effect to the first two prorations set out above, a proportional reduction of the voting rights for all non-Canadian holders as a class to ensure that non-Canadians never carry, in aggregate, more than 49% of the votes which holders of Voting Shares cast at any meeting of shareholders.

### **Shareholder Rights Plan**

Under the terms of the shareholder rights plan agreement (the "Rights Plan"), effective until the day after Air Canada's 2023 annual meeting of shareholders, one right (a "Right") is issued with respect to each share of Air Canada issued and outstanding. These Rights would become exercisable only when a person, including any party related to it, acquires or announces its intention to acquire 20% or more of the outstanding shares of Air Canada calculated on a combined basis, without complying with the "Permitted Bid" provisions of the Rights Plan or, in certain cases, without the approval of the Board. Until such time, the Rights are not separable from the shares, are not exercisable and no separate rights certificates are issued. To qualify as a "Permitted Bid" under the Rights Plan, a bid must, among other things: (i) be made to all holders of shares, (ii) remain open for a period of not less than 105 days (or such shorter minimum period determined in accordance with National Instrument 62-104 - *Take-Over Bids and Issuer Bids* ("NI 62-104"), (iii) provide that no shares shall be taken up unless more than 50% of the then outstanding shares, other than the shares held by the person pursuing the acquisition and parties related to it, have been tendered and not withdrawn, and (iv) provide that if such 50% condition is satisfied, the bid will be extended for at least 10 days to allow other shareholders to tender.

Following the occurrence of an event which triggers the right to exercise the Rights and subject to the terms and conditions of the Rights Plan, each Right would entitle the holders thereof, other than the acquiring person or any related persons, to exercise their Rights and purchase from Air Canada two hundred dollars' worth of shares for one hundred dollars (i.e. at a 50% discount to the market price at that time). Upon such exercise, holders of rights beneficially owned and controlled by Qualified Canadians would receive Class B Voting Shares and holders of rights beneficially owned or controlled by persons who are not Qualified Canadians would receive Class A Variable Voting Shares.

### **Issuer Bid**

In response to the COVID-19 pandemic, in early March 2020 Air Canada suspended share purchases under its normal course issuer bid. Air Canada's normal course issuer bid expired in May 2020 and Air Canada did not renew it.

Prior to suspending purchases under its normal course issuer bid, in the first quarter of 2020, the Corporation purchased, for cancellation, a total of 2,910,800 shares at an average cost of \$43.76 per share for aggregate consideration of \$127 million. The excess of the cost over the average book value of \$119 million was charged to Retained earnings.



In 2019, the Corporation purchased, for cancellation, 9,082,487 shares at an average cost of \$41.64 per share for aggregate consideration of \$378 million. The excess of the cost over the average book value of \$351 million was charged to Retained earnings.

### **Share Offering**

In June 2020, Air Canada completed an underwritten public offering of 35,420,000 shares at a price of \$16.25 per share, for aggregate gross proceeds of \$576 million, which includes the exercise in full by the underwriters of their over-allotment option to purchase up to 4,620,000 shares for gross proceeds of \$75 million. After deduction of the underwriters' fees and expenses of the offering, net proceeds were \$552 million.

In December 2020, Air Canada completed an underwritten public offering of 35,420,000 shares at a price of \$24.00 per share, for aggregate proceeds of \$850 million. After deduction of the underwriters' fees and expenses of the offering, net proceeds were \$815 million. Air Canada granted the underwriters an option to purchase up to an additional 15% of the shares in the offering, exercisable in whole or in part at any time until 30 days after closing of the offering on December 30, 2020. On January 18, 2021, the Corporation announced that the underwriters exercised their over-allotment option to purchase an additional 2,587,000 shares for gross proceeds of \$62 million.



### 14. SHARE-BASED COMPENSATION

### Air Canada Long-Term Incentive Plan

Certain of the Corporation's employees participate in the Air Canada Long-term Incentive Plan (the "Long-term Incentive Plan"). The Long-term Incentive Plan provides for the grant of stock options, performance share units and restricted share units to senior management and officers of Air Canada. With respect to the stock options, 19,381,792 shares were initially authorized for issuance under the Long-term Incentive Plan of which 6,803,772 remain available for future issuance. The outstanding performance share units and restricted share units will generally not result in the issuance of new shares as these share units will be redeemed for shares purchased on the secondary market (and not issued from treasury) and/or equivalent cash, at the discretion of the Corporation.

### **Stock Options**

The options to purchase shares granted under the Long-term Incentive Plan have a maximum term of up to ten years and an exercise price based on the fair market value of the shares at the time of the grant of the options. Fifty percent of options are time-based and vest over four years. The remaining options vest based upon performance conditions, which are based on operating margin (operating income over operating revenues) targets established by the Air Canada Board over the same time period. Each option entitles the employee to purchase one share at the stated exercise price.

The number of Air Canada stock options granted to employees, the related compensation expense recorded and the assumptions used to determine stock-based compensation expense, using the Black-Scholes option valuation model are as follows:

	2020	2019
Compensation expense (\$ millions)	\$ 16	\$ 13
Number of stock options granted to Air Canada employees	1,428,322	1,075,182
Weighted average fair value per option granted (\$)	\$ 8.95	\$ 10.75
Aggregated fair value of options granted (\$ millions)	\$ 13	\$ 12
Weighted average assumptions:		
Share price	\$ 31.08	\$ 33.29
Risk-free interest rate	0.22%-0.62%	1.36%-1.71%
Expected volatility	33.35%	35.0%
Dividend yield	0%	0%
Expected option life (years)	5.25	5.25

Expected volatility was determined at the time of grant using the share price on a historical basis. It reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome.



A summary of the Long-term Incentive Plan option activity is as follows:

	20	20	20	19
	Options	Weighted Average Exercise Price/Share	Options	Weighted Average Exercise Price/Share
Beginning of year	4,890,095	\$ 18.80	6,014,464	\$ 11.40
Granted	1,428,322	31.08	1,075,182	33.29
Exercised	(285,138)	8.78	(2,069,354)	4.60
Expired or cancelled	-	-	-	-
Forfeited	(130,105)	28.66	(130,197)	22.48
Outstanding options, end of year	5,903,174	\$ 22.06	4,890,095	\$ 18.80
Options exercisable, end of year	2,414,643	\$ 13.05	1,550,930	\$ 11.02

The weighted average share price on the date of exercise for options exercised in 2020 was \$26.22 (2019 - \$43.51).

		2020	Outstanding O	2020 Exercisable Options				
Range of Exercise Prices	Expiry Dates	Number of Options Outstanding	Weighted Average Remaining Life (Years)	Weighted Average Exercise Price/Share	Number of Exercisable Options	Weighted Average Exercise Price/Share		
\$5.35 - \$5.39	2021	347,188	1	\$ 5.39	347,188	\$ 5.39		
\$12.64	2022	327,827	2	12.64	327,827	12.64		
\$9.23 - \$9.61	2023	988,974	3	9.27	988,974	9.27		
\$12.83 - \$26.40	2027	859,261	7	14.40	305,801	14.25		
\$22.53 - \$27.75	2028	983,085	8	26.46	241,947	26.46		
\$33.11 - \$43.22	2029	1,007,192	9	33.27	125,906	33.27		
\$15.35 - \$32.42	2030	1,389,647	10	31.04	77,000	18.02		
		5,903,174		\$ 22.06	2,414,643	\$ 13.05		

		2019 (	Outstanding O	2019 Exercisable Options				
Range of Exercise Prices	Expiry Dates	Number of Options Outstanding	Weighted Average Remaining Life (Years)	Weighted Average Exercise Price/Share	Number of Exercisable Options	Weighted Average Exercise Price/Share		
\$3.02 - \$3.04	2020	67,035	1	\$ 3.04	67,035	\$ 3.04		
\$5.35 - \$5.39	2021	368,705	2	5.39	368,705	5.39		
\$12.64	2022	404,843	3	12.64	404,843	12.64		
\$9.23 - \$9.61	2023	1,096,332	4	9.26	370,897	9.26		
\$12.83 - \$26.40	2027	893,788	8	14.38	214,285	14.38		
\$22.53 - \$27.75	2028	1,016,939	9	26.47	125,165	26.47		
\$33.11 - \$43.22	2029	1,042,453	10	33.29	ı	-		
	•	4,890,095		\$ 18.80	1,550,930	\$ 11.02		



### **Performance and Restricted Share Units**

The Long-term Incentive Plan also includes performance share units ("PSUs") and restricted share units ("RSUs"). The vesting of PSUs is based on the Corporation achieving its cumulative annual earnings target over a three-year period, while RSUs will vest after three years from their date of grant. The PSUs and RSUs granted may only be redeemed for Air Canada shares purchased on the secondary market and/or equivalent cash at the discretion of the Board of Directors.

The compensation expense (credit) related to PSUs and RSUs in 2020 was (23) million (2019 – 50 million). The compensation credit in 2020 reflected the decrease in share price during 2020 and the resulting decrease to the compensation liability.

A summary of the Long-term Incentive Plan share unit activity is as follows:

	2020	2019
Beginning of year	2,085,811	2,500,764
Granted	1,124,146	643,186
Settled	(724,539)	(984,087)
Forfeited	(111,412)	(74,052)
Outstanding share units, end of year	2,374,006	2,085,811

Refer to Note 17 for a description of derivative instruments used by the Corporation to mitigate the cash flow exposure to the PSUs and RSUs granted.

### **Employee Share Purchase Plan**

Eligible employees can participate in the employee share purchase plan under which employees can invest between 2% and 10% of their base salary for the purchase of shares on the secondary market. The Corporation's matching of employee contributions was suspended effective May 1, 2020. For 2020 contributions made between January 1 and April 30, Air Canada will match 33.33% of the contributions made by employees. During 2020, the Corporation recorded compensation expense of \$5 million (2019 – \$13 million) related to the Employee Share Purchase Plan.



# 15. EARNINGS (LOSS) PER SHARE

The following table outlines the calculation of basic and diluted earnings (loss) per share:

(in millions, except per share amounts)	2020	2019
Numerator:		
Net income (loss)	\$ (4,647)	\$ 1,476
Effect of assumed conversion of convertible notes	216	-
Remove anti-dilutive impact	(216)	-
Adjusted numerator for diluted earnings (loss) per share	(4,647)	1,476
Denominator:		
Weighted-average shares	282	268
Effect of potential dilutive securities:		
Stock options	1	4
Convertible notes	28	-
Total potential dilutive securities	29	4
Remove anti-dilutive impact	(29)	-
Adjusted denominator for diluted earnings (loss) per share	282	272
Basic earnings (loss) per share	\$ (16.47)	\$ 5.51
Diluted earnings (loss) per share	\$ (16.47)	\$ 5.44

The calculation of earnings per share is based on whole dollars and not on rounded millions. As a result, the above amounts may not be recalculated to the per share amount disclosed above.

Excluded from the 2020 calculation of diluted earnings per share were 2,817,000 (2019 - 178,000) outstanding options where the options' exercise prices were greater than the average market price of the shares for the year.



### 16. COMMITMENTS

# **Capital Commitments and Leases**

Capital commitments consist of the future firm aircraft deliveries and commitments related to acquisition of other property and equipment. The estimated aggregate cost of aircraft is based on delivery prices that include estimated escalation and, where applicable, deferred price delivery payment interest calculated based on the 90-day U.S. LIBOR rate at December 31, 2020. U.S. dollar amounts are converted using the December 31, 2020 closing rate of CDN\$1.2725. Minimum future commitments under these contractual arrangements are shown below.

(Canadian dollars in millions)	2021		2021 20		2022 2023		2024		2025		Thereafter		1	Γotal
Capital commitments	\$	969	\$	961	\$	410	\$	204	\$	1	\$	-	\$	2,544

The Corporation leases and subleases certain aircraft and spare engines to its regional carriers which are charged back to Air Canada through their respective CPAs. These are reported net on the consolidated statement of operations. The leases and subleases relate to ten Bombardier Q400 aircraft, twenty-two CRJ-200 aircraft, twenty CRJ-705/900 aircraft, twenty-five Embraer 175 aircraft, and fifteen spare engines. The lease and sublease revenue and expense related to these aircraft and engines each amount to \$183 million in 2020 (2019 – \$181 million).

### **Other Contractual Commitments**

The future minimum non-cancellable commitment for the next 12 months under the capacity purchase agreements is approximately \$921 million.



# 17. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

# **Summary of Financial Instruments**

		Carrying Amounts										
(Canadian dollars in millions)		December 31, 2020										
			Fina	ncial ins	strui	nents cla	ssifi	cation				
	th	Fair value through profit and loss  Fair value amortized cost  Cost  Liabilities at amortized cost  Total		December 3 2019								
Financial Assets												
Cash and cash equivalents	\$	3,658	\$	-	\$	-	\$	-	\$	3,658	\$	2,090
Short-term investments		3,843		-		-		-		3,843		3,799
Restricted cash		106		-		-		-		106		157
Accounts receivable		-		-		644		-		644		926
Investments, deposits and other assets	1											
Long term investments		512		-		-		-		512		512
Equity investment in Chorus		-		58		-		-		58		126
Restricted cash		87		-		-		-		87		102
Aircraft related and other deposits	1	-		-		90		-		90		113
Derivative instruments												
Share forward contracts		20		-		-		-		20		45
Foreign exchange derivatives		-		-		-		-		-		3
	\$	8,226	\$	58	\$	734	\$	-	\$	9,018	\$	7,873
Financial Liabilities												
Accounts payable	\$	-	\$	-	\$	-	\$	1,775	\$	1,775	\$	2,240
Foreign exchange derivatives		591		-		-		-		591		117
Embedded derivative on convertible notes		534		-		-		-		534		-
Current portion of long-term debt and lease liabilities		-		-		-		1,788		1,788		1,218
Long-term debt and lease liabilities		-		-		-		11,201		11,201		8,024
	\$	1,125	\$	-	\$	-	\$	14,764	\$	15,889	\$	11,599

# Summary of Gain (Loss) on Financial Instruments Recorded at Fair Value

(Canadian dollars in millions)	(Canadian dollars in millions)					
Share forward contracts		\$	(28)	\$	23	
Embedded derivative on convertible notes	Note 9		(214)		=	
Gain (loss) on financial instruments recorded at fair value	•	\$	(242)	\$	23	



### **Risk Management**

Under its risk management policy, the Corporation manages its market risk through the use of various financial derivative instruments. The Corporation uses these instruments solely for risk management purposes, not for generating trading profit. As such, any change in cash flows associated with derivative instruments is designed to be an economic hedge and offset by changes in cash flows of the relevant risk being hedged.

The fair values of derivative instruments represent the amount of the consideration that could be exchanged in an arm's length transaction between willing parties who are under no compulsion to act. The fair value of these derivatives is determined using prices in active markets, where available. When no such market is available, valuation techniques such as discounted cash flow analysis are applied. The valuation technique incorporates all factors that would be considered in setting a price, including the Corporation's own credit risk as well as the credit risk of the counterparty.

### Liquidity risk

The Corporation manages its liquidity needs through a variety of strategies including by seeking to sustain and improve cash from operations, sourcing committed financing for new and existing aircraft, and through other financing activities.

Liquidity needs are primarily related to meeting obligations associated with financial liabilities, capital commitments, ongoing operations, contractual and other obligations. The Corporation monitors and manages liquidity risk by preparing rolling cash flow forecasts for a minimum period of at least twelve months after each reporting period, monitoring the condition and value of assets available to be used as well as those assets being used as security in financing arrangements, seeking flexibility in financing arrangements, and establishing programs to monitor and maintain compliance with terms of financing agreements. At December 31, 2020, unrestricted liquidity was \$8,013 million comprised of Cash and cash equivalents, Short-term investments, and Long-term investments.

Cash and cash equivalents include \$667 million pertaining to investments with original maturities of three months or less at December 31, 2020 (\$381 million as at December 31, 2019).

In response to the COVID-19 pandemic, Air Canada has taken the following actions to support its liquidity position:

- As described in Notes 9, 13, and 22, completed financing transactions raising a total of \$6.8 billion of liquidity since March 2020.
- Significantly reduced capacity and its workforce since March 2020 when compared to the same period of 2019. The airline continues to proactively adjust capacity as required.
- In addition to the projected cost savings associated with capacity reductions, including workforce reductions and other programs, Air Canada has initiated a company-wide cost reduction and capital deferral and reduction program.
- Suspended purchases under its share repurchase program in early March 2020 and did not renew its issuer bid upon its expiry in May 2020

A maturity analysis of the Corporation's principal and interest repayment requirements on long-term debt and lease liabilities is set out in Note 9, and fixed operating commitments and capital commitments are set out in Note 16.

### Market Risks

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market prices. Market risk can be further divided into the following sub-classifications related to the Corporation: fuel price risk, foreign exchange risk, interest rate risk, and share-based compensation risk.

### Fuel Price Risk

Fuel price risk is the risk that future cash flows will fluctuate because of changes in jet fuel prices. To manage its exposure to jet fuel prices and to help mitigate volatility in operating cash flows, the



Corporation can elect to enter into derivative contracts with financial intermediaries. The Corporation may use derivative contracts based on jet fuel, heating oil and crude-oil based contracts. The Corporation's policy permits hedging of up to 75% of the projected jet fuel purchases for the current calendar year, 50% of the projected jet fuel purchases for the next calendar year, and 25% of projected jet fuel purchases for any calendar year thereafter. These are maximum (but not mandated) limits. There is no minimum monthly hedging requirement. There are regular reviews to adjust the strategy in light of market conditions.

There was no fuel hedging activity during 2020 and there were no outstanding fuel derivatives as at December 31, 2020 and December 31, 2019.

### Foreign Exchange Risk

The Corporation's financial results are reported in Canadian dollars, while a large portion of its expenses, debt obligations and capital commitments are in foreign currencies, primarily in U.S. dollars. Foreign exchange risk is the risk that fluctuations in foreign exchange rates may have on operating results and cash flows. The Corporation's risk management objective is to reduce cash flow risk related to foreign denominated cash flows.

Air Canada generates certain sales in U.S. dollars and in other foreign currencies which are converted to U.S. dollars under the Corporation's risk management program. In 2020, these net operating cash inflows totaled approximately US\$1.0 billion and U.S. denominated operating costs amounted to approximately US\$3.0 billion. Non-operating cash outflows in U.S. dollars, primarily related to interest payments on U.S. dollar denominated debt and net financing outflows, amounted to approximately US\$1.5 billion. For 2020, this resulted in a U.S. dollar net cash flow exposure of approximately US\$3.5 billion.

The Corporation has a target coverage of 70% on a rolling 24 month basis to manage the net U.S. dollar cash flow exposure described above utilizing the following risk management strategies:

- Holding U.S. dollar cash reserves as an economic hedge against changes in the value of the U.S. dollar. U.S. dollar cash, short and long-term investment balances as at December 31, 2020 amounted to \$1,747 million (US\$1,371 million) (\$1,123 million (US\$862 million) as at December 31, 2019). A portion of the cash and investment reserves are an economic hedge against long-term U.S. dollar debt while the remainder of the cash is operational cash and investment reserves which are applied against the rolling 24 month net U.S. dollar cash flow exposure. In 2020, a loss of \$69 million (loss of \$36 million in 2019) was recorded in Foreign exchange gain (loss) reflecting the change in Canadian equivalent market value of the U.S. dollar cash and short-term investment balances held.
- Locking in the foreign exchange rate through the use of a variety of foreign exchange derivatives which have maturity dates corresponding to the forecasted dates of U.S. dollar net outflows.

The level of foreign exchange derivatives entered into and their related maturity dates are dependent upon a number of factors, which include the amount of foreign revenue conversion available, U.S. dollar net cash outflows, as well as the amount attributed to aircraft and debt payments. Based on the notional amount of currency derivatives outstanding at December 31, 2020, as further described below, approximately 90% of net U.S. cash outflows are hedged for 2021 and 21% for 2022, resulting in derivative coverage of 63% over the next 24 months. Operational U.S. dollar cash and investment reserves combined with derivative coverage results in 68% coverage.

As at December 31, 2020, the Corporation had outstanding foreign currency options and swap agreements, settling in 2021 and 2022, to purchase at maturity \$5,730 million (US\$4,499 million) of U.S. dollars at a weighted average rate of \$1.3586 per US\$1.00 (2019 – \$6,599 million (US\$5,080 million) with settlements in 2020 and 2021 at a weighted average rate of \$1.2775 per \$1.00 U.S. dollar). The Corporation also has protection in place to sell a portion of its excess Euros, Sterling, YEN, YUAN, and AUD (EUR €464 million, GBP £64 million, JPY ¥4,963 million, CNH ¥415 million and AUD \$88 million) which settle in 2021 and 2022 at weighted average rates of €1.1414, £1.3277, ¥0.0094, ¥0.1463, and AUD \$0.6942 per \$1.00 U.S. dollar, respectively (as at December 31, 2019 – EUR €335 million, GBP £202 million, JPY ¥46,655 million, CNH ¥286 million and AUD \$209 million with settlement in 2020 and 2021 at weighted average rates of €1.1577, £1.3238, ¥0.0096, ¥0.1469, and AUD \$0.7092 respectively per \$1.00 U.S. dollar).



The hedging structures put in place have various option pricing features, such as knock-out terms and profit cap limitations, and based on the assumed volatility used in the fair value calculation, the net fair value of these foreign currency contracts as at December 31, 2020 was \$591 million in favour of the counterparties (2019 – \$114 million in favour of the counterparties). These derivative instruments have not been designated as hedges for accounting purposes and are recorded at fair value. During 2020, a loss of \$583 million was recorded in Foreign exchange gain (loss) related to these derivatives (2019 – \$92 million gain). In 2020, foreign exchange derivative contracts cash settled with a net fair value of \$106 million in favour of the counterparties (2019 – \$173 million in favour of the Corporation).

### Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Corporation enters into both fixed and floating rate debt and also leases certain assets where the rental amount fluctuates based on changes in short term interest rates. The Corporation manages interest rate risk on a portfolio basis and seeks financing terms in individual arrangements that are most advantageous taking into account all relevant factors, including credit margin, term and basis. The risk management objective is to minimize the potential for changes in interest rates to cause adverse changes in cash flows to the Corporation. The cash and short-term investment portfolio which earns a floating rate of return is an economic hedge for a portion of the floating rate debt.

The ratio of fixed to floating rate obligations outstanding is designed to maintain flexibility in the Corporation's capital structure and is based upon a long term objective of 60% fixed and 40% floating but allows flexibility to adjust to prevailing market conditions. The ratio at December 31, 2020 is 74% fixed and 26% floating (83% and 17%, respectively as at December 31, 2019).

### Share-based Compensation Risk

The Corporation issues RSUs and PSUs to certain of its employees, as described in Note 14, which entitles the employees to receive a payment in the form of one share, cash in the amount equal to market value of one share, or a combination thereof, at the discretion of the Board of Directors.

To hedge the share price exposure, the Corporation entered into share forward contracts to hedge PSUs and RSUs that may vest between 2021 and 2023, subject to the terms of vesting including realization of performance vesting criteria. The forward dates for the share forward contracts coincide with the vesting terms and planned settlement dates of 869,809 PSUs and RSUs from 2021 to 2023 These contracts were not designated as hedging instruments for accounting purposes. Accordingly, changes in the fair value of these contracts are recorded in Gain (loss) on financial instruments recorded at fair value in the period in which they arise. During 2020, a loss of \$28 million was recorded (2019 – gain of \$23 million). Share forward contracts cash settled with a fair value of \$9 million in favour of the Corporation in 2020 (2019 – \$30 million), with new contract purchases of \$12 million for 2023 hedges. As at December 31, 2020, the fair value of the share forward contracts is \$20 million in favour of the Corporation (2019 – \$45 million in favour of the Corporation), with those contracts maturing in 2021 valued at \$6 million recorded in Prepaid expenses and other current assets and the remainder of \$14 million recorded in Deposits and other assets.

### Credit Risk

Credit risk is the risk of loss due to a counterparty's inability to meet its obligations. As at December 31, 2020, the Corporation's credit risk exposure consists mainly of the carrying amounts of Cash and cash equivalents, Short-term investments, Accounts receivable, Long-term investments and derivative instruments. Cash and cash equivalents and Short and Long-term investments are in place with major financial institutions, various levels of government in Canada, and major corporations. Accounts receivable are generally the result of sales of passenger tickets to individuals, largely through the use of major credit cards, through geographically dispersed travel agents, corporate outlets, or other airlines. Similarly, accounts receivable related to cargo revenues relate to accounts from a large number of geographically dispersed customers. Accounts receivable related to the sale of Aeroplan Points are mainly with major financial institutions and any exposure associated with these customers is mitigated by the relative size and nature of business carried on by such partners. Credit rating guidelines are used in determining derivative counterparties. In order to manage its exposure to credit risk and assess credit quality, the Corporation reviews counterparty credit ratings on a regular basis and sets credit limits when deemed necessary.



### Sensitivity Analysis

The following table is a sensitivity analysis for each type of market risk relevant to the significant financial instruments recorded by the Corporation as at December 31, 2020. The sensitivity analysis is based on certain movements in the relevant risk factor. These assumptions may not be representative of actual movements in these risks and may not be relied upon. Given potential volatility in the financial and commodity markets, the actual movements and related percentage changes may differ significantly from those outlined below. Changes in income generally cannot be extrapolated because the relationship of the change in assumption to the change in income may not be linear. For purposes of presentation, each risk is contemplated independent of other risks; however, in reality, changes in one factor may result in changes in one or more several other factors, which may magnify or counteract the sensitivities.

The sensitivity analysis related to derivative contracts is based on the estimated fair value change applicable to the derivative as at December 31, 2020 considering a number of variables including the remaining term to maturity and does not consider the fair value change that would be applicable to the derivative assuming the market risk change was applicable to the maturity date of the derivative contract.

	Int	terest ı	rate i	risk	Foreign exchange rate risk <sup>(1)</sup>				Other price risk <sup>(2),(3)</sup>			
		Inco	me		Income			Inc	Income			
(Canadian dollars in millions)	1% 1% increase decrease		in	5% 5% increase decrease			10% increase			10% crease		
Cash and cash equivalents	\$	37	\$	(37)	\$	(59)	\$	59	\$		\$	-
Short-term investments	\$	38	\$	(38)	\$	(28)	\$	28	\$	-	\$	-
Long-term investments	\$	5	\$	(5)	\$	-	\$	-	\$	-	\$	-
Aircraft related deposits	\$	4	\$	(4)	\$	-	\$	-	\$	-	\$	-
Long-term debt and lease liabilities	\$	(32)	\$	10	\$	529	\$	(529)	\$	-	\$	-
Share forward contracts	\$	-	\$	-	\$	-	\$	-	\$	2	\$	(2)
Foreign exchange derivatives	\$	-	\$	-	\$	(432)	\$	529	\$	-	\$	-
Embedded derivative on convertible notes	\$	-	\$	-	\$	-	\$	-	\$	(53)	\$	53

- (1) Increase (decrease) in foreign exchange relates to a strengthening (weakening) of the Canadian dollar versus the U.S. dollar. The impact on long-term debt and lease liabilities includes \$5 million related to the Canadian dollar versus the Japanese yen. The impact of changes in other currencies is not significant to the Corporation's financial instruments.
- (2) The sensitivity analysis for share forward contracts is based upon a 10% increase or decrease in the Air Canada share price.
- (3) The sensitivity analysis for the embedded derivative on the convertible notes is based on a total 10% change in value.

For Air Canada' equity investment in Chorus, a 10% increase (decrease) to the Chorus share price would increase (decrease) Other comprehensive income by \$6 million.

### Covenants in Credit Card Agreements

The Corporation's principal credit card processing agreements for credit card processing services contain triggering events upon which the Corporation is required to provide the applicable credit card processor with cash deposits. The obligations to provide cash deposits and the required amount of deposits are each based upon a matrix measuring, on a quarterly basis, both a fixed charge coverage ratio for the Corporation and the unrestricted cash and short-term investments of the Corporation. In 2020, the Corporation made no cash deposits under these agreements (nil in 2019).



# **Financial Instrument Fair Values in the Consolidated Statement of Financial Position**

The carrying amounts reported in the consolidated statement of financial position for short term financial assets and liabilities, which includes Accounts receivable and Accounts payable and accrued liabilities, approximate fair values due to the immediate or short-term maturities of these financial instruments. Cash equivalents and Short and Long-term investments are classified as held for trading and therefore are recorded at fair value.

The carrying amounts of derivatives are equal to fair value, which is based on the amount at which they could be settled based on estimated current market rates.

Management estimated the fair value of its long-term debt based on valuation techniques including discounted cash flows, taking into account market information and traded values where available, market rates of interest, the condition of any related collateral, the current conditions in credit markets and the current estimated credit margins applicable to the Corporation based on recent transactions. Based on significant unobservable inputs (Level 3 in the fair value hierarchy), the estimated fair value of debt approximates its carrying value of \$9,561 million.

Following is a classification of fair value measurements recognized in the consolidated statement of financial position using a fair value hierarchy that reflects the significance of the inputs used in making the measurements.

			Fair value measurements at reporting date using:							
Recurring measurements (Canadian dollars in millions)	Dec	December 31, 2020 Quoted prices in active markets for identical assets (Level 1) Significant other observable inputs (Level 2			bservable	un	Significant observable uts (Level 3)			
Financial Assets	-				<u>-</u>					
Held-for-trading securities										
Cash equivalents	\$	667	\$	-	\$	667	\$	-		
Short-term investments	l	3,843		-		3,843		-		
Long-term investments	1	512		-		512		-		
Equity investment in Chorus	l	58		58		-		-		
Derivative instruments	l									
Share forward contracts		20		-		20		-		
Total	\$	5,100	\$	58	\$	5,042	\$	-		
Financial Liabilities										
Derivative instruments	l									
Foreign exchange derivatives		591		=		591		-		
Embedded derivative on convertible notes		534		<u>-</u> _		534				
Total	\$	1,125	\$	-	\$	1,125	\$	-		

Financial assets held by financial institutions in the form of cash and restricted cash have been excluded from the fair value measurement classification table above as they are not valued using a valuation technique.

The Corporation's policy is to recognize transfers into and transfers out of fair value hierarchy levels as of the date of the event or change in circumstances that caused the transfer. There were no transfers within the fair value hierarchy during 2020.



# Offsetting of Financial Instruments in the Consolidated Statement of Financial Position

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position where the Corporation has a legally enforceable right to set-off the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously. In the normal course of business, the Corporation enters into various master netting arrangements or other similar arrangements that do not meet the criteria for offsetting in the consolidated statement of financial position but still allow for the related amounts to be set-off in certain circumstances, such as the termination of the contracts or in the event of bankruptcy or default of either party to the agreement.

Air Canada participates in industry clearing house arrangements whereby certain accounts receivable balances related to passenger, cargo and other billings are settled on a net basis with the counterparty through the clearing house. These billings are mainly the result of interline agreements with other airlines, which are commercial agreements that enable the sale and settlement of travel and related services between the carriers. Billed and work in process interline receivables are presented on a gross basis and amount to \$9 million as at December 31, 2020 (\$86 million as at December 31, 2019). These balances will be settled at a net value at a later date; however, such net settlement amount is unknown until the settlement date.

The following table presents the recognized financial instruments that are offset, or subject to enforceable master netting arrangements or other similar arrangements but not offset, as at December 31, 2020 and 2019, and shows in the Net column what the net impact would be on the consolidated statement of financial position if all set-off rights were exercised.

	Amounts offset					Amounts not offset		Net	
Financial assets (Canadian dollars in millions)		Gross assets	ı	Gross iabilities offset		et amounts presented		inancial struments	
December 31, 2020									
Derivative assets	\$	-	\$	-	\$	-	\$	20	\$ 20
	\$	-	\$	-	\$	-	\$	20	\$ 20
December 31, 2019									
Derivative assets	\$	11	\$	(8)	\$	3	\$	45	\$ 48
	\$	11	\$	(8)	\$	3	\$	45	\$ 48

	Amounts offset						Amounts not offset		Net
Financial liabilities (Canadian dollars in millions)	Gross bilities		Gross assets offset		t amounts resented		nancial ruments		
December 31, 2020									
Derivative liabilities	\$ 646	\$	(55)	\$	591	\$	-	\$	591
	\$ 646	\$	(55)	\$	591	\$	-	\$	591
December 31, 2019									
Derivative liabilities	\$ 178	\$	(61)	\$	117	\$	-	\$	117
	\$ 178	\$	(61)	\$	117	\$	-	\$	117



### 18. CONTINGENCIES, GUARANTEES AND INDEMNITIES

### **Contingencies and Litigation Provisions**

Various lawsuits and claims, including claims filed by various labour groups of Air Canada are pending by and against the Corporation and provisions have been recorded where appropriate. It is the opinion of management that final determination of these claims will not have a material adverse effect on the financial position or the results of the Corporation.

#### Guarantees

### Guarantees in Fuel Facilities and De-Icing Arrangements

The Corporation participates in fuel facility arrangements operated through nine Fuel Facility Corporations, and three aircraft de-icing service facilities, along with other airlines that contract for fuel and de-icing services at various major airports in Canada. These entities operate on a cost recovery basis. The aggregate debt of these entities that has not been consolidated by the Corporation under IFRS 10 Consolidated Financial Statements is approximately \$1,047 million as at December 31, 2020 (December 31, 2019 – \$643 million), which is the Corporation's maximum exposure to loss before taking into consideration the value of the assets that secure the obligations and any cost sharing that would occur amongst the other contracting airlines. The Corporation views this loss potential as remote. Each contracting airline participating in these entities shares pro rata, based on system usage, in the guarantee of this debt. The maturities of these debt arrangements vary but generally extend beyond five years.

### **Indemnification Agreements**

In the ordinary course of the Corporation's business, the Corporation enters into a variety of agreements, such as real estate leases or operating agreements, aircraft financing or leasing agreements, technical service agreements, and director/officer contracts, and other commercial agreements, some of which may provide for indemnifications to counterparties that may require the Corporation to pay for costs and/or losses incurred by such counterparties. The Corporation cannot reasonably estimate the potential amount, if any, it could be required to pay under such indemnifications. Such amount would also depend on the outcome of future events and conditions, which cannot be predicted. While certain agreements specify a maximum potential exposure, certain others do not specify a maximum amount or a limited period. Historically, the Corporation has not made any significant payments under these indemnifications.

The Corporation expects that it would be covered by insurance for most tort liabilities and certain related contractual indemnities.



### 19. CAPITAL DISCLOSURES

The Corporation views capital as the sum of Long-term debt and lease liabilities, the embedded derivative on convertible notes, and the book value of Shareholders' equity. Air Canada no longer includes excess cash as a reduction to its capital as the amount is not meaningful in the current environment. The Corporation also monitors its net debt. Net debt is calculated as the sum of Long-term debt and lease liabilities less Cash and cash equivalents, Short-term investments, and Long-term investments.

The Corporation's main objectives when managing capital are:

- To ensure the Corporation has access to capital to fund contractual obligations as they become due
  and to ensure adequate cash levels to withstand deteriorating economic conditions;
- To ensure capital allocation decisions generate sufficient returns and to assess the efficiency with which the Corporation allocates its capital to generate returns;
- To structure repayment obligations in line with the expected life of the Corporation's principal revenue generating assets;
- To maintain an appropriate balance between debt supplied capital versus investor supplied capital;
   and
- To monitor the Corporation's credit ratings to facilitate access to capital markets at competitive interest rates.

In order to maintain or adjust the capital structure, the Corporation may adjust the type or amount of capital utilized, including purchase versus debt financing versus lease decisions, defer or cancel aircraft expenditures by not exercising available options or selling aircraft options, redeeming or issuing debt securities, issuing equity securities, and repurchasing outstanding shares, all subject to market conditions and the terms of the underlying agreements (or any consents required) or other legal restrictions.

The total capital and net debt as at December 31 are calculated as follows:

(Canadian dollars in millions)	De	cember 31, 2020	Dec	cember 31, 2019
Long-term debt and lease liabilities	\$	11,201	\$	8,024
Current portion of long-term debt and lease liabilities		1,788		1,218
Total long-term debt and lease liabilities		12,989		9,242
Embedded derivative on convertible notes		534		-
Shareholders' equity		1,715		4,400
Total Capital	\$	15,238	\$	13,642
Total long-term debt and lease liabilities	\$	12,989	\$	9,242
Less Cash and cash equivalents, Short-term investments, and Long-term investments		(8,013)		(6,401)
Net debt	\$	4,976	\$	2,841



### 20. REVENUE

### Disaggregation of revenue

The Corporation disaggregates revenue from contracts with customers according to the nature of the air transportation services. The nature of services is presented as passenger, cargo and other revenue on its consolidated statement of operations. The Corporation further disaggregates passenger and cargo air transportation service revenue according to geographic market segments.

A reconciliation of the total amounts reported by geographic region for Passenger revenues and Cargo revenues on the consolidated statement of operations is as follows:

Passenger Revenues (Canadian dollars in millions)		2020	2019
Canada	\$	1,640	\$ 5,233
U.S. Transborder		840	3,795
Atlantic		909	4,468
Pacific		468	2,449
Other		525	1,287
	\$	4,382	\$ 17,232

Cargo Revenues (Canadian dollars in millions)	2020	2019
Canada	\$ 90	\$ 113
U.S. Transborder	35	48
Atlantic	387	258
Pacific	354	241
Other	54	57
	\$ 920	\$ 717

Passenger and cargo revenues are based on the actual flown revenue for flights with an origin and destination in a specific country or region. Atlantic refers to flights that cross the Atlantic Ocean with origins and destinations principally in Europe, India, the Middle East and North Africa. Pacific refers to flights that cross the Pacific Ocean with origins and destinations principally in Asia and Australia. Other passenger and cargo revenues refer to flights with origins and destinations principally in Central and South America and the Caribbean and Mexico.

Other operating revenues are principally derived from customers located in Canada and consist primarily of revenues from the sale of the ground portion of vacation packages, redemption of Aeroplan Points for non-air goods and services, buy on board and related passenger ancillary services and charges, and other airline-related services.



### Contract balances

The following table provides information about receivables, contract assets, and contract liabilities from contracts with customers.

(Canadian dollars in millions)	December 31, 2020	December 31, 2019
Receivables, which are included in Accounts receivable	\$ 332	\$ 578
Contract costs which are included in Prepaid expenses and other current assets	68	124
Contract liabilities – Advance ticket sales	2,314	2,939
Contract liabilities – Aeroplan deferred revenue (current and long- term)	3,256	2,825
Contract liabilities – Other deferred revenue (current and long- term)	1,348	1,473

Receivables include passenger, cargo and other receivables from contracts with customers. The Corporation sells passenger ticket and related ancillary services via cash, credit card or other card-based forms of payment with payment generally collected in advance of the performance of related transportation services. Passenger ticket and ancillary receivables are amounts due from other airlines for interline travel, travel agency payment processing intermediaries or credit card processors associated with sales for future travel and are included in Accounts receivable on the consolidated statement of financial position. Aeroplan Points are sold to program partners based on member accumulations and which billings are generally settled monthly. Cargo and other accounts receivable relate to amounts owing from customers, including from freight forwarders and interline partners for cargo and other services provided.

Contract costs include payment card fees, commissions and global distribution system charges on passenger tickets. These costs are capitalized at time of sale and expensed at the time of passenger revenue recognition.

Airline passenger and cargo sales transactions rely on multiple information technology systems and controls to process, record, and recognize a high volume of low value transactions, including through a combination of internal information technology systems, outsourced service providers, industry clearing houses, global distribution systems, and other partner airlines. Passenger sales and the ground portion of vacation packages are deferred and included in Current liabilities. A portion of the passenger sale related to the equivalent ticket value of any Aeroplan Points issued is separated and deferred in Aeroplan deferred revenue. The Advance ticket sales liability is recognized in revenue when the related flight occurs or over the period of the vacation. Depending on the fare class, passengers may exchange their tickets up to the time of the flight or obtain a refund, generally in exchange for the payment of a fee. The Corporation performs regular evaluations on the advance ticket sales liability.

The practical expedient in IFRS 15 allows entities not to disclose the amount of the remaining transaction prices and its expected timing of recognition for performance obligations if the contract has an original expected duration of one year or less. The Corporation elects to use this practical expedient for the passenger travel performance obligation as passenger tickets expire within a year if unused.

In response to the COVID-19 pandemic, Air Canada offered customers the option of converting their existing booking into a travel voucher with no expiry date should their travel plans change. Customers have the ability to use the travel vouchers within the next 12 months and the Corporation does not have an unconditional right to defer settlement beyond the next 12 months. As such, the entire liability amount related to these vouchers has been recorded in current liabilities even though some could be used after the next 12 months.



A reconciliation of the Aeroplan deferred revenue is as follows.

### (Canadian dollars in millions)

Aeroplan deferred revenue, December 31, 2020	\$ 3,256
Aeroplan Points redeemed	(319)
Equivalent ticket value of Aeroplan Points issued	63
Proceeds from Aeroplan Points issued to program partners	687
Aeroplan deferred revenue, December 31, 2019	\$ 2,825
Aeroplan Points redeemed	(1,108)
Equivalent ticket value of Aeroplan Points issued	201
Proceeds from Aeroplan Points issued to program partners	953
Fair value as at January 10, 2019 acquisition	\$ 2,779

Proceeds from Points issued to Aeroplan program partners and the equivalent ticket value of Points issued through travel are deferred until the Points are redeemed and the reward is provided to the member. The Corporation expects the majority of the Points outstanding will be redeemed within three years.

In connection with new commercial agreements signed in 2019, Air Canada received payments from TD Bank, CIBC, Visa, and AMEX in the aggregate amount of \$1,212 million. Additionally, TD Bank and CIBC made payments to the Corporation in the aggregate amount of \$400 million as prepayments to be applied towards future monthly payments in respect of Aeroplan Points. These considerations are accounted for as a contract liability within Aeroplan and other deferred revenue.

# 21. REGIONAL AIRLINES EXPENSE

The Corporation has capacity purchase agreements with regional carriers. Expenses associated with these arrangements are classified as regional airlines expense on the consolidated statement of operations. Regional airlines expense consists of the following, which amounts exclude fuel expense and the component of capacity purchase fees related to aircraft utilization:

(Canadian dollars in millions)	2020		2019
Capacity purchase fees	\$ 636	\$	1,042
Airport and navigation fees	127		292
Sales and distribution costs	51		158
Other operating expenses	272		464
Regional airlines expense, excluding fuel	\$ 1,086	\$	1,956

### 22. SALE-LEASEBACK

In 2020, the Corporation completed sale and leaseback transactions for nine Boeing 737 MAX 8 aircraft for total proceeds of US\$365 million (\$485 million), which resulted in the recognition of a gain on sale of \$18 million. The aircraft will continue to be operated under 12-year leases entered into under such sale-leaseback agreement.



### 23. RELATED PARTY TRANSACTIONS

# **Compensation of Key Management**

Key management includes Air Canada's Board of Directors, President and Chief Executive Officer, Deputy Chief Executive Officer and Chief Financial Officer, Executive Vice President and Chief Commercial Officer, Executive Vice President - Chief Human Resources and Communications Officer, and Executive Vice President - International and Regulatory Affairs and Chief Legal Officer. Key management was expanded with these latter two positions added in the 2020 period (2019 comparative figures are not amended). Amounts reported are based upon the expense as reported in the consolidated financial statements. Compensation to key management is summarized as follows:

(Canadian dollars in millions)	2020	2019
Salaries and other benefits	\$ 7	\$ 7
Pension and post-employment benefits	6	5
Share-based compensation	(9)	36
	\$ 4	\$ 48

# 24. ACQUISITION OF AEROPLAN

On January 10, 2019, Air Canada completed its purchase of Aimia Canada Inc. (now Aeroplan Inc.). The aggregate purchase price for the acquisition consisted of \$450 million in cash plus \$67 million in cash for closing adjustments (total purchase consideration of \$517 million). The acquisition also included the assumption of the Aeroplan Points liability.

Concurrently with the conclusion of the Aeroplan purchase, Air Canada, Aeroplan, The Toronto-Dominion Bank ("TD Bank"), Canadian Imperial Bank of Commerce ("CIBC"), and Visa Canada Corporation ("Visa") finalized various commercial agreements relating to and in support of the acquisition, including credit card loyalty program and network agreements for future participation in the Aeroplan program. Similarly, in the first quarter of 2019, Air Canada, Aeroplan, and AMEX Bank of Canada ("AMEX") concluded agreements enabling AMEX's continued participation in the Aeroplan program. Air Canada received payments from TD Bank, CIBC, Visa, and AMEX in the aggregate amount of \$1,212 million. This consideration has been accounted for as deferred revenue and will be amortized into passenger revenue over the terms of the related agreements.

In addition, TD Bank and CIBC made payments to the Corporation in the aggregate amount of \$400 million as prepayments to be applied towards future monthly payments in respect of Aeroplan Points. This consideration is accounted for as a contract liability within Aeroplan and other deferred revenue.

# 25. EQUITY INVESTMENT IN CHORUS

In February 2019, Air Canada concluded an agreement to amend and extend its capacity purchase agreement with Jazz, a wholly-owned subsidiary of Chorus Aviation Inc., by ten years from January 1, 2026 to December 31, 2035.

Concurrently, Air Canada subscribed for 15,561,600 class B voting shares in the capital of Chorus, representing, at time of issuance, approximately 9.99% of the total issued and outstanding voting shares of Chorus. This represented an investment of \$97 million by Air Canada.



# 26. PROPOSED ACQUISITION OF TRANSAT

On June 27, 2019, Air Canada and Transat A.T. Inc. ("Transat") announced a definitive arrangement agreement that provides for Air Canada's acquisition of all issued and outstanding shares of Transat. Under the terms of the agreement, Air Canada would have acquired all outstanding shares of Transat for \$13 per share. The value of the all-cash transaction was, at that time, approximately \$520 million.

On August 11, 2019, Air Canada and Transat announced that Air Canada had agreed to increase the purchase price for the acquisition of all issued and outstanding shares of Transat, from \$13 to \$18 per share and had amended the Arrangement Agreement dated June 27, 2019 accordingly. Based on the increased consideration, the value of the all-cash transaction was approximately \$720 million.

On October 10, 2020, Air Canada announced amendments to the transaction with Transat. The acquisition agreement provides for the acquisition by Air Canada of all the shares of Transat for \$5.00 per share, payable at the option of Transat shareholders in cash or shares of Air Canada at a fixed exchange ratio of 0.2862 Air Canada share for each Transat share (representing a price for the Air Canada shares of \$17.47).

Assuming closing of the acquisition of Transat and that all Transat shareholders elect to receive Air Canada shares as consideration for their Transat shares (and that no holders of options of Transat exercise their options before the applicable election deadline and elect to receive Air Canada shares for the Transat shares underlying their options), Air Canada would expect to issue an aggregate of up to 10,803,217 shares in connection with the acquisition (based on 37,747,090 outstanding shares of Transat, as reported by Transat). However, the transaction remains subject to certain conditions including, notably, the ongoing approval process of regulatory authorities, and while Air Canada has endeavoured to adequately address all relevant considerations in all jurisdictions, there can be no assurance that all required regulatory approvals will be granted, that relevant delays for completion will be extended or that the transaction will be successfully completed.

Under the acquisition agreement with Transat, closing of the transaction was to be completed no later than February 15, 2021; it may be extended at any time by agreement of the parties and remains in force unless terminated by either of them.