Caution Regarding Forward-Looking Information

This presentation includes forward-looking statements within the meaning of applicable securities laws. Forward-looking statements relate to analyses and other information that are based on forecasts of future results and estimates of amounts not yet determinable. These statements may involve, but are not limited to, comments relating to preliminary results, guidance, strategies, expectations, planned operations or future actions. Forward-looking statements are identified by the use of terms and phrases such as "preliminary", "anticipate", "believe", "could", "estimate", "expect", "intend", "may", "plan", "predict", "project", "will", "would", and similar terms and phrases, including references to assumptions.

Forward-looking statements, by their nature, are based on assumptions, including those described herein and are subject to important risks and uncertainties. Forward-looking statements cannot be relied upon due to, among other things, changing external events and general uncertainties of the business. Actual results may differ materially from results indicated in forward-looking statements due to a number of factors, including without limitation, our ability to successfully achieve or sustain positive net profitability or to realize our initiatives and objectives, industry, market, credit, economic and geopolitical conditions, energy prices, currency exchange, competition, our dependence on technology, cybersecurity risks, our ability to pay our indebtedness and secure financing, our ability to successfully implement appropriate strategic initiatives or reduce operating costs, war, terrorist acts, epidemic diseases, airport user and related fees, high levels of fixed costs, liquidity, our dependence on key suppliers including regional carriers and Aimia Canada Inc., integrating Aimia Canada Inc. following the acquisition of the Aeroplan loyalty business and launching our new loyalty program, casualty losses, employee and labour relations and costs, our ability to preserve and grow our brand, pension issues, environmental factors (including weather systems and other natural phenomena and factors arising from man-made sources), limitations due to restrictive covenants, insurance issues and costs, our dependence on Star Alliance, interruptions of service, changes in laws, regulatory developments or proceedings, pending and future litigation and actions by third parties and our ability to attract and retain required personnel, as well as the factors identified throughout this presentation and those identified in section 18 "Risk Factors" of Air Canada's 2017 MD&A dated February 16, 2018. The forward-looking statements contained in this presentation represent Air Canada’s expectations as of the date of this presentation (or as of the date they are otherwise stated to be made), and are subject to change after such date. However, Air Canada disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except as required under applicable securities regulations.

This presentation also includes references to non-GAAP measures, such as EBITDAR margins, Returns on Invested Capital, Free Cash Flow and Leverage Ratio. Please refer to Air Canada’s news release dated October 31, 2018 for additional information on non-GAAP measures, as well as major assumptions relating to Air Canada’s financial targets.
Solid foundation allows Air Canada to leverage its unique competitive advantages.
Materially Reduced Risk Profile

- Network diversification
- Fleet flexibility
- Pool of unencumbered assets
- Long-term labour contracts
- Fully-funded pension plans
- Fuel and foreign exchange programs
- Lower leverage and cost of debt, and access to several financing sources
- Significantly higher liquidity levels
Four Priorities
1 International growth
2 Cost & revenue transformation
3 Customer engagement
4 Culture change
Growth Directed to International Markets

- Over 90% of growth in last several years has been directed at U.S. and international markets
- On a system basis, capacity increased 40% over last three years
- Broadening footprint with commercial alliances and leveraging A++ revenue sharing joint venture
- Increased international-to-international connecting traffic through major Canadian hubs (6th Freedom)
- International and U.S. routes represented 68% of total passenger revenue in 2017
- Expect rate of capacity growth to steadily decline as focus shifts from wide-body growth to mainline narrow-body fleet replacement programs
Air Canada Rouge – First Five Years were a Major Success

• > 25 million customers carried since 2013 launch
• > 70 destinations on five continents
• 53 aircraft (22 Airbus A319s, 6 Airbus A321s and 25 Boeing 767s)
• New routes in summer 2018 included: Toronto & Montreal to Bucharest; Toronto to Porto & Zagreb; Toronto to Nanaimo & Kamloops, B.C.; Montreal to Lisbon & Montreal to Victoria, B.C.
• Alternating between Atlantic (summer) and Sun (winter) is a major competitive advantage

Air Canada Rouge was voted the Best New Long-Haul Airline – BUD Annual Awards Gala
Growth of Traffic Transiting Canada to/from the U.S. (6th Freedom)
Growing market share to 2% would represent $930M of incremental annual revenue

AC 6th Freedom Passengers Carried to/from U.S.

Market Share of International Traffic to/from U.S.

Increasing U.S. revenues provides more U.S. net coverage and reduces net U.S. FX exposure
1. International growth
2. **Cost & revenue transformation**
3. Customer engagement
4. Culture change
Strong Revenue Growth Continues

- Yields expected to improve
  - Maturity of new routes
  - Stage length growth rate declines
  - Passenger mix impact diminishes
  - Focus on higher-yielding corporate customer
  - Effective yield management through O&D system
  - Expanded suite of fare offerings
- Building up diversified revenue streams
- New PSS to provide robust full retailing platform
- Launch of new loyalty program
Improving Margins through Premium Products

- International growth strategy is fueled by premium traffic
- Air Canada Signature Class
- Premium products (Air Canada Signature Suite, Maple Leaf Lounges, Priority check-in areas, concierge, priority boarding, quality in-flight cuisine) enhance the experience

Premium products enable revenue growth to keep pace with capacity growth
Investments in Technology Driving Future Benefits

**Passenger Service System**
Principal IT system supporting reservations and departure control operations
- Better partner integration
- Improved efficiency
- Improved shopping

**Branded Fares**
Expanded suite of fare offerings
- Increased fare differentiation
- Improved product recognition
- Increased customer buy-up

**Fuel Management System**
Petroleum administration, inventory control and expenditures system
- To provide visibility to fuel movements from refinery to wing

**Other Technology Investments**

**Mobile 3.0**
- AC mobile application upgrade

**Plusgrade**
- To allow customers to bid on premium seats

**SmartSuite**
- To replace operating system on critical digital devices

**Customer Relations System**
- To replace customer relations and baggage claims system

**Workday**
- New HR system

**Data Roadmap**
- Improved enterprise data capabilities
New Boeing 737-8 MAX Aircraft Expected to Provide 11% CASM Reduction versus Air Canada’s A320 Aircraft
New Airbus A220-300 Aircraft Expected to Provide 12% CASM Reduction versus Air Canada’s Embraer 190 Aircraft
Cost Reduction Program

Adjusted CASM declined 6.1% over the last four years

• Company-wide initiatives – savings of $90 million in 2017
• Procurement initiatives – savings of $120 million over life of agreements
• Jazz CPA compensation declines $55 million per year from 2021
• New Cost Transformation Program to secure $250 million in savings by end of 2019
1. International growth
2. Cost & revenue transformation
3. **Customer engagement**
4. Culture change
Strengthening Customer Loyalty through Digital Experience

**Enhanced Customer Relationship Management system**
Holistic view of the customer and their journey covering the online, offline & on-board worlds

**Redesign & optimize digital channels**
Mobile investments achieving revenue growth & behaviour shift

**Personalize customer content, offers & services**
Monetize customer data by enabling personalized offers and services based upon context, customer behaviour and commercial value

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**CRM**
- Loyalty
- Reservations
- Operations

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**Traveler A**
Leisure
Low frequency
Value: $

**Traveler B**
Business
High frequency
Value: $$$

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**Business Content Offer**

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**Leisure Content Offer**
Loyalty Program

Expect to unlock significant value through the launch of loyalty program
- Program design in process after extensive research
- Process on schedule and on budget

January 2019
- Air Canada completed the closing of its purchase of Aimia Canada Inc., owner and operator of the Aeroplan loyalty business
- Air Canada, TD, CIBC and Visa concluded credit card loyalty program and network agreements for future participation in Air Canada’s new loyalty program
- Air Canada entered into an agreement in principle with American Express to secure its continued participation in Air Canada’s loyalty program after 2020
Industry Awards

Four-Star ranking
(Skytrax)

Best Airline in North America
(Skytrax)

Best Business Class in North America
(Skytrax)

Best Long-Haul Airline in the Americas
(AirlineRatings.com)
1 International growth
2 Cost & revenue transformation
3 Customer engagement
4 Culture change
Long-term collective bargaining agreements provide:

1. Cost certainty
2. Significantly enhanced efficiency
3. Team engagement
4. Additional flexibility to respond to competitive threats and internal business challenges
5. Solid platform from which to invest in increased team engagement initiatives
Fostering Positive Culture Change with Engaged Workforce

Employee surveys and several awards demonstrate marked improvements in employee culture and engagement as Air Canada is voted one of:

- Canada’s Top 100 Employers (2019)
- 50 Most Engaged Workplaces in North America (2018)
- Montreal’s Top Employers (2018)
- Canada’s Best Diversity Employers (2018)
- Top 20 employer brands in Canada (2018)
- North American Candidate Experience Award (2018)
Investor Day Targets and Current Outlook (1)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019 and 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual EBITDAR Margin</strong></td>
<td>approximately 16% in 2018</td>
<td>17% - 20% in 2019 and 2020</td>
</tr>
<tr>
<td><strong>Annual ROIC</strong></td>
<td>approximately 12% in 2018</td>
<td>13% - 16% in 2019 and 2020</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>$500-$600 million in 2018</td>
<td>$2.0-$3.0 billion cumulative over 2018 to 2020 period</td>
</tr>
<tr>
<td><strong>Leverage Ratio</strong></td>
<td></td>
<td>1.2 by end of 2020</td>
</tr>
</tbody>
</table>

Air Canada will be updating its key financial targets at its upcoming Investor Day on February 28, 2019

(1) As reported on October 31, 2018
Expect Continued Strong EBITDAR Margins

- Expect revenue growth to continue
  - Leveraging unique competitive advantages and fleet investments
  - Air Canada Rouge
  - Revenue enhancement initiatives
  - Revenue diversification – International points of sale revenue
  - Ancillary sales
  - Technology

- Continuous focus on cost transformation
  - New more-efficient narrow-body aircraft
  - Lowering cost structures of regional partners
  - Cost reduction initiatives
  - Process/productivity improvements
  - Technology

- Outstanding customer service

Expect EBITDAR margin of approximately 16% in 2018 (1) and an annual EBITDAR margin of 17% to 20% in 2019 and 2020 (1)

(1) As reported on October 31, 2018
## Expect Improvement in ROIC and Growth in Free Cash Flow

| Free Cash Flow | – Plan on using excess cash to purchase new aircraft to effectively reduce gross debt  
|               | – Will continue to leverage Normal Course Issuer Bid (NCIB) opportunities  
|               | – Will consider other uses of cash as plan matures  
|               | – **Expect cumulative free cash flow of $2B to $3B over 2018-2020 period** (1) |
| ROIC          | – Continue to expect ROIC to continue to exceed weighted average cost of capital by a wide margin  
|               | – **Forecast annual ROIC of approximately 12% in 2018** (1) and 13% to 16% in 2019 and 2020 (1) |

(1) As reported on October 31, 2018
## Projected Capital Expenditures (1)

<table>
<thead>
<tr>
<th>$ millions</th>
<th>Remainder of 2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Projected committed expenditures</strong></td>
<td>$176</td>
<td>$1,623</td>
<td>$1,422</td>
<td>$775</td>
<td>$716</td>
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<tr>
<td><strong>Projected planned but uncommitted expenditures</strong></td>
<td>100</td>
<td>718</td>
<td>340</td>
<td>305</td>
<td>226</td>
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<tr>
<td><strong>Projected planned but uncommitted capitalized maintenance</strong></td>
<td>39</td>
<td>173</td>
<td>175</td>
<td>56</td>
<td>95</td>
</tr>
<tr>
<td><strong>Total projected Expenditures</strong></td>
<td><strong>$315</strong></td>
<td><strong>$2,514</strong></td>
<td><strong>$1,937</strong></td>
<td><strong>$1,136</strong></td>
<td><strong>$1,037</strong></td>
</tr>
</tbody>
</table>

(1) As reported on October 31, 2018
Lower Leverage Supports Investment Grade Credit Ratings

• Creating shareholder value by lowering gross debt and leverage remains a top priority followed by shareholder distributions via share buybacks

• Forecast continued improvement in financial leverage as debt is paid off and gross debt is reduced

• Reduced overall risk profile by aggressively managing our financial leverage, leading to credit rating upgrades
  - **Standard & Poor’s**
    BB with positive outlook (from B- in 2010)
  - **Moody’s**
    Ba2 with stable outlook (from B3 in 2010)

(1) As reported on October 31, 2018

Expect projected decline in leverage ratio to 1.2 by the end of 2020 (1) to support drive for investment grade credit ratings
Air Canada – A Global Champion

• Proven strategy
• Sustainable business model
• Improved financial targets
• De-risked the airline
• Many opportunities ahead, including:
  – New more efficient narrow-body aircraft
  – Launch of loyalty program
  – RFP for new credit card partner
  – New Passenger Service System
  – Digital initiatives
  – Lower-cost Rouge growth
Thank you