## Management Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Montie Brewer</td>
<td>President and Chief Executive Officer</td>
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<tr>
<td>Joshua Koshy</td>
<td>Executive Vice President and Chief Financial Officer</td>
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</tbody>
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AIR CANADA

Changing the Game
Changing the Game

- Canada’s #1 domestic, transborder and international airline
- Strong brand recognition
- Innovative revenue model driving customers’ loyalty
- Targeting sustained profitability in a low fare environment
- Balanced network and modern fleet
- Strong operating performance
- Strong financial position
Canada’s Largest Domestic and Transborder Carrier

- Linking 67 cities within Canada
- Serving 51 cities in the U.S.*
- Combined fleet of 333 aircraft*

*Including Jazz
Canada’s Largest International Carrier

- 14th largest carrier in the world
- Extensive global network
- Three international gateways

Current Routes
Leading Share in all Markets

**Domestic**
- **Air Canada**: 60%
- **WestJet**: 30%
- **Other Airlines**: 10%

**International**
- **Air Canada**: 43%
- **Other Airlines**: 35%
- **CX**: 4%
- **KL**: 4%
- **BA**: 6%
- **AF**: 4%
- **LH**: 4%

**Transborder**
- **Air Canada**: 38%
- **US**: 5%
- **Dal**: 5%
- **WS**: 4%
- **NW**: 6%
- **DL**: 5%
- **US**: 6%
- **CO**: 6%
- **AA**: 11%
- **Other Airlines**: 14%

40% of airline revenues

40% of airline revenues

20% of airline revenues

Source: OAG data, based on available seat miles (ASMs) during the period Jan. 1, 2006 to Sept. 30, 2006.
Embraer 190 - The Game Changer
Positioning for Efficiency and Growth

- Boeing 777
  19 Firm (18 options)

- Boeing 787
  14 Firm (46 options)
Changing the Game for On-Board Services

- Drives loyalty
- In-seat video
- In-seat power
- Creates additional revenue opportunities
Innovative Revenue Model

Changing the Game
Changing the Game

Old Way

Lack of Trust
- What is being sold: travel from A to B
- Complex pricing - rules, rules, rules
- Hidden information, choices unclear

Our Way

What is being sold: How one wants to travel from A to B
Product very differentiated:
- Tailored to individual choice
- Clear link between price and value
Transparency and trust are guiding principles

Loyalty
Simplified Fare Products

Choice

Flexibility

Value

Price

Executive Class
Maximum comfort and freedom

Latitude Plus
Great value plus flexibility

Latitude
A perfect fit

Tango Plus
Get up and go!

Tango
Our best value
Simplified Fare Display: The Key to Success