



# IN LINE WITH PLAN TO DELIVER EFFICIENCY GAINS OF \$75M IN 2015

TAKING INTO ACCOUNT A WEAKER CAD:  
WINTER 2014 BETTER THAN ANTICIPATED, SUMMER EXPECTED TO BE SATISFACTORY

TRANSAT INVESTORS' PRESENTATION  
JUNE 2014



# FORWARD-LOOKING STATEMENTS

- THIS PRESENTATION CONTAINS CERTAIN FORWARD-LOOKING STATEMENTS WITH RESPECT TO THE CORPORATION. THESE FORWARD-LOOKING STATEMENTS, BY THEIR NATURE, NECESSARILY INVOLVE RISKS AND UNCERTAINTIES THAT COULD CAUSE ACTUAL RESULTS TO DIFFER MATERIALLY FROM THOSE CONTEMPLATED BY THESE FORWARD-LOOKING STATEMENTS. WE CONSIDER THE ASSUMPTIONS ON WHICH THESE FORWARD-LOOKING STATEMENTS ARE BASED TO BE REASONABLE, BUT CAUTION THE READER THAT THESE ASSUMPTIONS REGARDING FUTURE EVENTS, MANY OF WHICH ARE BEYOND OUR CONTROL, MAY ULTIMATELY PROVE TO BE INCORRECT SINCE THEY ARE SUBJECT TO RISKS AND UNCERTAINTIES THAT AFFECT US. THE CORPORATION DISCLAIMS ANY INTENTION OR OBLIGATION TO UPDATE OR REVISE ANY FORWARD-LOOKING STATEMENTS, WHETHER AS A RESULT OF NEW INFORMATION, FUTURE EVENTS OR OTHERWISE, OTHER THAN AS REQUIRED BY LAW.



# AGENDA

1. TRANSAT MARKET
2. KEY FINANCIAL INFORMATION
  - WINTER 2014
  - SUMMER 2014
3. FINANCIAL POSITION
4. COST REDUCTION AND MARGIN IMPROVEMENT INITIATIVES
5. FLEET STRATEGY
6. UP-SELLING STRATEGY
7. STRUCTURE AND ORGANIZATION
8. ROAD MAP

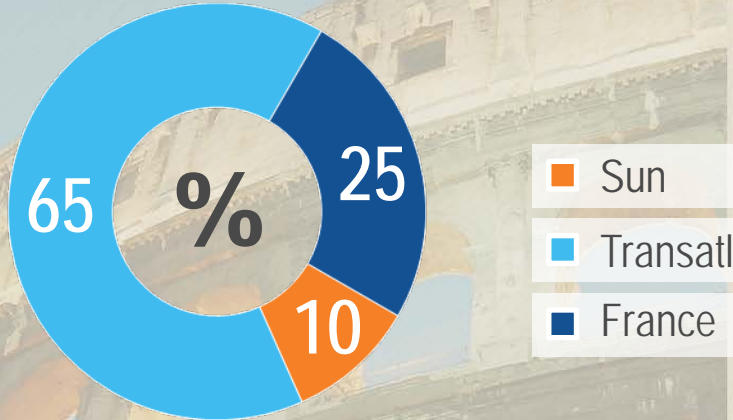


# TRANSAT MARKETS

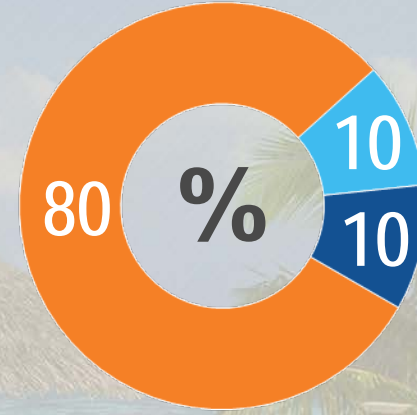
2 SEASONS, 3 MARKETS



## May–October



## November–April



# KEY FINANCIAL INFORMATION - WINTER



Welcome  
Καλώς ήρθατε  
Bem-vindo  
Willkommen  
Hoş geldiniz  
Benvenuto  
Bienvenido  
Bienvenue  
Welkom  
Willkommen  
Bienvenido  
Bem-v  
Willk  
B

# KEY FINANCIAL INFORMATION - WINTER

## VARIANCE SINCE MID-DECEMBER – USD IMPACT ON COSTS



	Sun destinations		
	Q1	Q2	Winter
Average selling price 2013 <sup>(1)</sup>	\$1,300	\$1,300	\$1,300
% in foreign currency (USD) <sup>(2)</sup>	65%	65%	65%
<b>As of December 12, 2013</b>			
2014 average rate	1.02	1.03	1.03
2013 average rate	1.00	1.00	1.00
<b>FX Impact</b>	<b>\$21</b>	<b>\$25</b>	<b>\$25</b>
<b>FX impact in %</b>	<b>1.6%</b>	<b>1.8%</b>	<b>1.8%</b>
<b>As of April 30, 2014</b>			
2014 average rate	1.04	1.07	1.06
2013 average rate	1.00	1.00	1.00
<b>FX Impact</b>	<b>\$34</b>	<b>\$49</b>	<b>\$42</b>
<b>FX impact in %</b>	<b>2.7%</b>	<b>3.8%</b>	<b>3.3%</b>

1. Price before commission was \$1,386

2. Adjusted to take into account the different proportion of USD in our mix of packages

# KEY FINANCIAL INFORMATION - WINTER

VARIANCE SINCE MID-DECEMBER - SECOND QUARTER 2014



	As at Dec 12, 2013	As at April 30, 2014	Variance since Dec 12
Price	5.0%	3.5%	-1.5%
% Load Factor	-2.0%	-0.3%	+1.7%
<b>Impact before FX</b>	<b>+3.0%</b>	<b>+3.2%</b>	<b>+0.2%</b>
FX Impact (USD)	-1.8%	-3.8%	-2.0%
<b>Net Impact on EBITDA</b>	<b>+1.2%</b>	<b>-0.6%</b>	<b>-1.8%</b>

# KEY FINANCIAL INFORMATION - WINTER



## IMPACT ON ADJUSTED EBITDA

### HIGHLIGHTS (vs. 2013)

- Prevented from improving our results due to a weaker CAD (-\$22M YOY)
- Sun destinations
  - Capacity decreased by 3%
  - Price up by 3.5% (vs. 5%<sup>(1)</sup>)
  - Similar load factor (vs. 2%<sup>(1)</sup>)
  - FX impact of 3.8% (vs. 1.8%<sup>(1)</sup>)
- Transatlantic and France markets
  - Similar to previous year's results
- Currency Exposure
  - 65% of our costs on sun destination packages are in USD (35% of our consolidated winter operating expenses)

	Q1	Q2	Winter
Adjusted EBITDA 2013	(21M)	3M	(18M)
Δ FOREIGN CURRENCY (USD)	(14M)	(22M) <i>(was -28M)</i>	(36M) <i>(was -42M)</i>
Adjusted EBITDA incl. currency impact	(35M)	(19M) <i>(was -25M)</i>	(54M) <i>(was -60M)</i>
Yield management (price and load factor)	+11M	+15M	+26M
Adjusted EBITDA 2014	(24M)	(4M)	(28M)

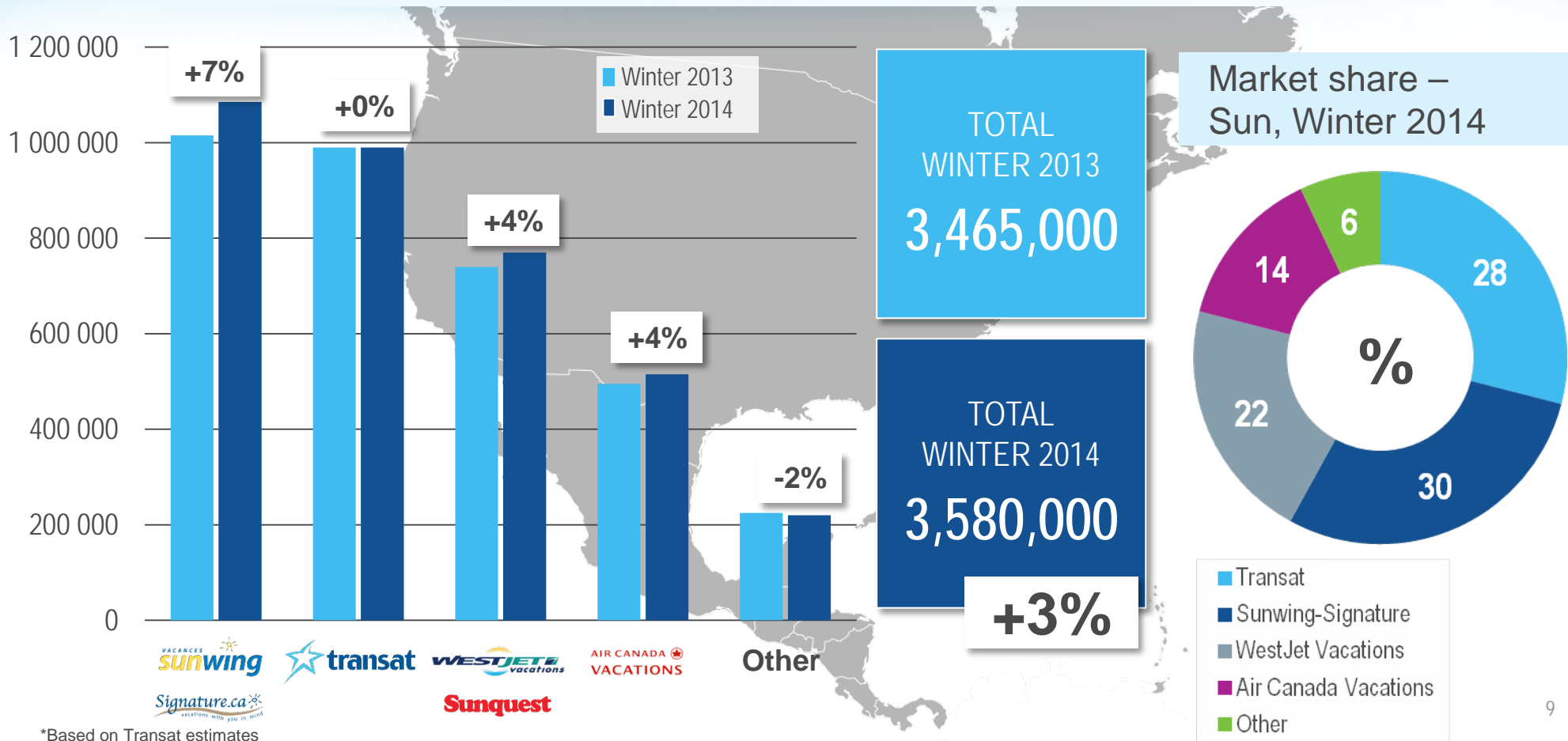
1) As at December 12, 2013

*Numbers in blue – Impact on adjusted EBITDA as of mid-March*



# SUN DESTINATIONS MARKET

## CAPACITY AND MARKET SHARE



\*Based on Transat estimates

# TRANSAT SUN DESTINATIONS

OUTBOUND FROM CANADA



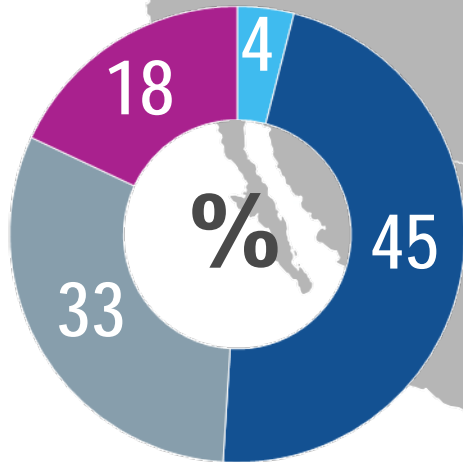
## Winter 2014: 990,000 travellers

(excluding Florida)



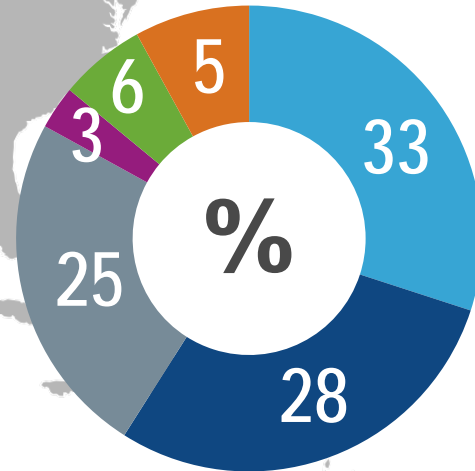
### Origin of travellers

- Atlantic
- Quebec
- Ontario
- West



### Destination of travellers

- Mexico
- Dom. Rep.
- Cuba
- Caribbean
- Jamaica
- Central America



# SUN DESTINATIONS

A DISTINCTIVE EXPERIENCE



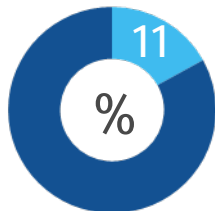
## Exclusive hotels



### TRANSAT HOLIDAYS

- Meals and discovery with all the comforts
- 19 exclusive hotels

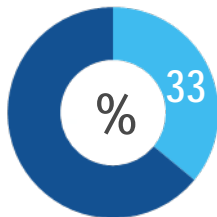
### EXCLUSIVE HOTELS



### NOLITOURS

- Exciting packages at unbeatable prices
- 32 exclusive hotels

### ROOM NIGHTS

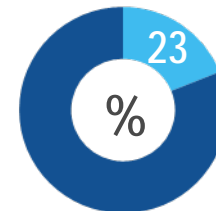


## Transat Holidays Collections



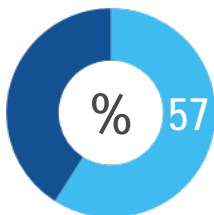
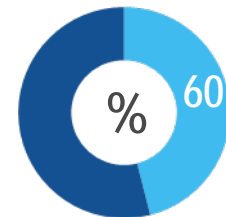
**DISTINCTION**  
27 resorts in 2014

### ROOM NIGHTS



**LUXURY**  
15 resorts in 2014

### MARGIN



57% OF ROOM NIGHTS WITH TRANSAT HOLIDAYS AND NOLITOURS ARE SOLD IN EXCLUSIVE HOTELS OR THROUGH OUR COLLECTIONS

# KEY FINANCIAL INFORMATION - SUMMER



Welcome  
Καλώς ήρθατε Bienvenido Bienvenu Bem-v Bem-vindo Welcome Wilko  
Welkom Willkommen Bienvenido B  
Hoş geldiniz Bienvenue Welkor  
Benvenuto

# KEY FINANCIAL INFORMATION - SUMMER

## YEAR OVER YEAR VARIANCE - CURRENCY IMPACT ON COSTS



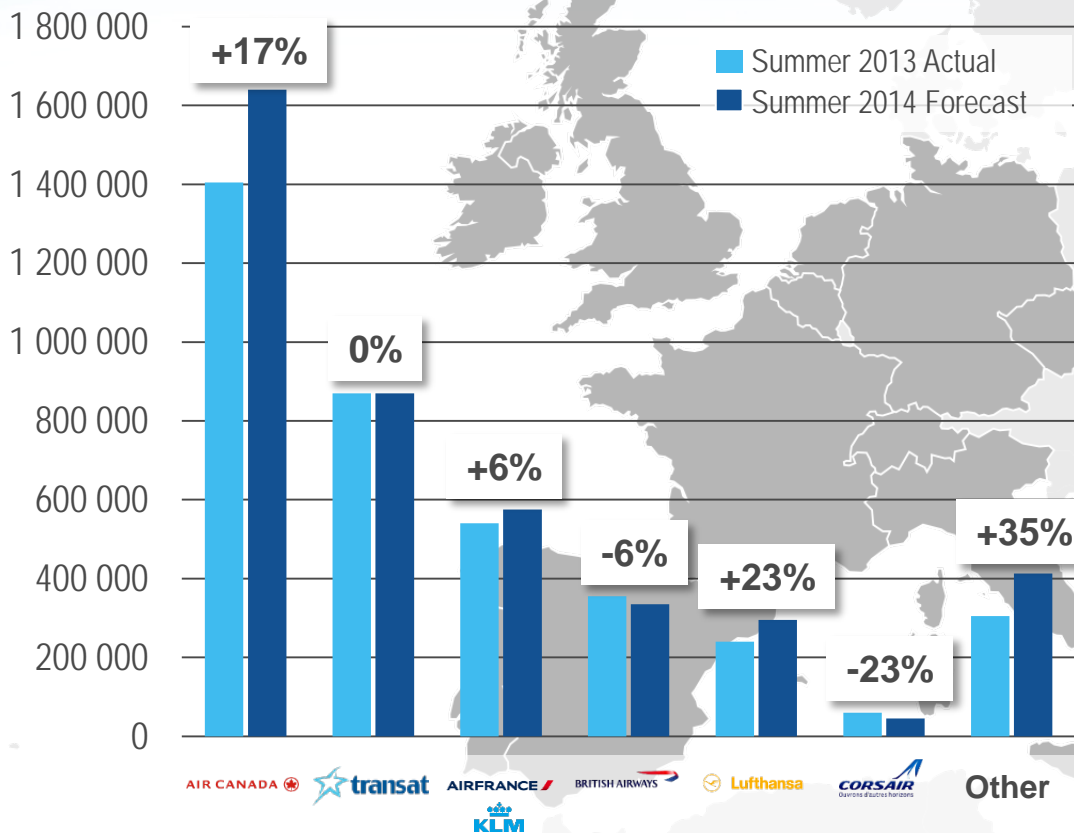
	Transatlantic		
	Q3	Q4	Summer
Average selling price 2013	\$850	\$930	\$890
% in foreign currency (USD, EUR, GBP)	55%	55%	55%
As of June 12, 2014			
2014 average rate	1.09 / 1.48 / 1.76	1.09 / 1.48 / 1.77	1.09 / 1.48 / 1.77
2013 average rate	1.01 / 1.33 / 1.57	1.02 / 1.35 / 1.58	1.02 / 1.34 / 1.57
FX Impact on costs	\$42	\$35	\$39
FX impact in %	4.9%	3.8%	4.4%

# TRANSATLANTIC MARKET

## CAPACITY AND MARKET SHARE



(Transat Markets)

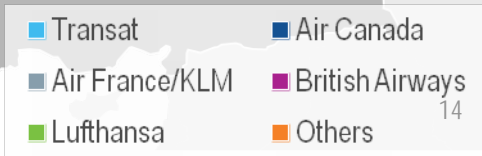
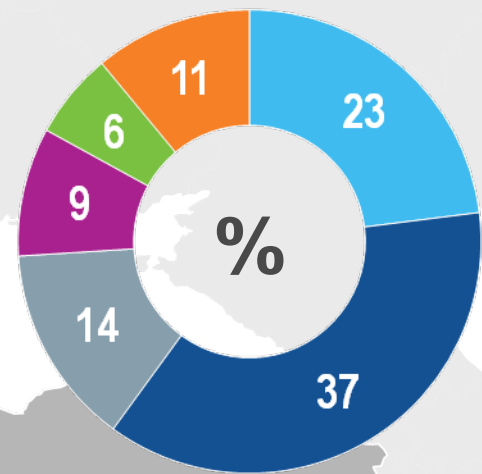


TOTAL  
SUMMER 2013  
**3,776,000**

TOTAL  
SUMMER 2014  
**4,173,000**

**+10%**

Market share –  
Transatlantic,  
Summer 2013



\*Based on Transat estimates

# KEY FINANCIAL INFORMATION - SUMMER

IMPACT ON ADJUSTED EBITDA (AS AT JUNE 12, 2014)



## ▣ Transatlantic

- Capacity is similar
- 65% of inventory sold
- Load factor down by 2.4%
- Prices up by 4.3%
- Cost up by 4.4%

## ▣ Currency Exposure

- Depreciation of CAD against other currencies will have an impact on our costs
- 55% of our costs on a flight to Europe are in foreign currencies (USD, EUR, GBP) (30% of our consolidated summer operating expenses are in USD)

	Q3	Q4	Summer
Adj. EBITDA 2013	54M	81M	135M
Δ Foreign currency (USD, EUR, GBP) +4.4%	(21M)	(18M)	(39M)
Adj. EBITDA incl. currency impact	33M	63M	96M
Yield mgmt (price, FX, load factor) +1.9% <sup>(1)</sup>			
Adj. EBITDA 2014			

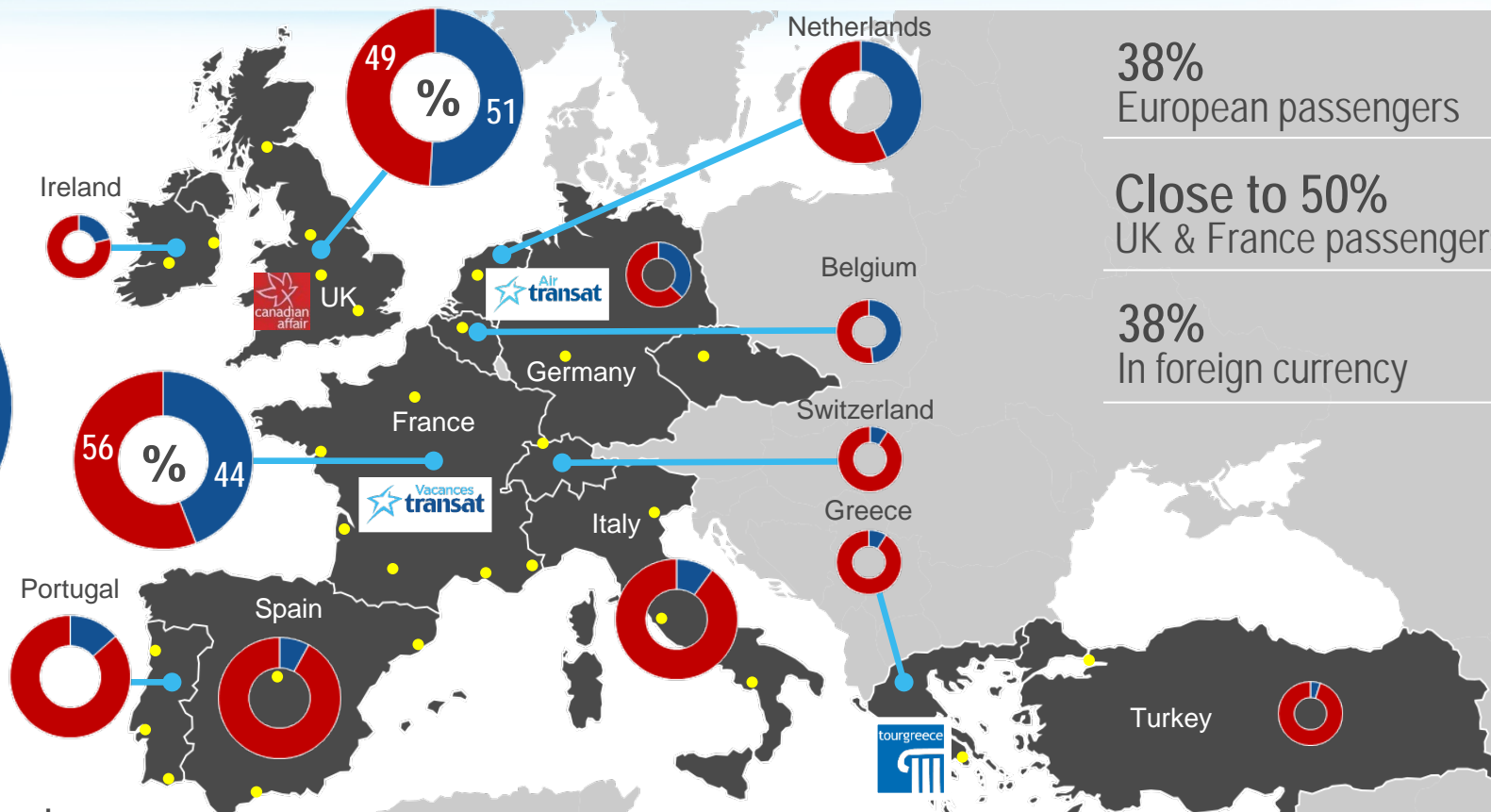
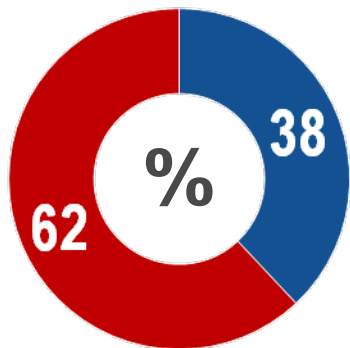
1) As at June 12, 2014 – Price up 4.3% and load factor down 2.4% on transatlantic

# TRANSATLANTIC MARKET - SUMMER

(TRANSAT MARKETS IN 2013)



Total sales:  
870,000 seats



38%  
European passengers

Close to 50%  
UK & France passengers

38%  
In foreign currency

■ Sales made in Canada  
■ Sales made in Europe

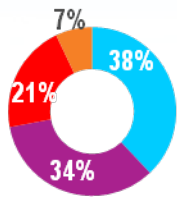


# TRANSATLANTIC MARKET: AIR AND LAND

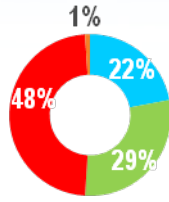
## PRODUCT AND CUSTOMER EXPERIENCE



SUMMER  
CAPACITY  
2013



France



United Kingdom



- Europe: largest tourism market in the world (more than 50% of travellers inbound & outbound)
- 3.8M seats in summer 2013 between Canada and Europe

## TRANSAT STRATEGY AND MARKET POSITION

- Unique portfolio of direct destinations
- Strong airline brand and enhanced customer experience (refurbished cabin, excellent on-time performance, excellent customer service)
- Lowest-cost producer with aggregate 21% market share
- Sells on both sides of the Atlantic through our own business units, distribution networks and the Web
- Attractive offering of packages including accommodations and transfers, cruises, tours, rental cars and excursions



75% OF CANADIAN TRAVELLERS SAY THEY ARE VERY OR EXTREMELY INTERESTED IN VISITING OR REVISITING EUROPE

(TravelStyles Canada, 2013)

# TRANSATLANTIC MARKET: AIR AND LAND

## PRODUCT AND CUSTOMER EXPERIENCE



### EACH YEAR, TRANSAT SELLS:

- More than 100,000 tours to destinations all around the world (40% in Canada or Europe), with an average margin of over 10%
- More than 200,000 room nights in Europe, to Canadian travellers
- More than 325,000 room nights in Canada, to European travellers



### TOURS, PACKAGES AND FLIGHTS TO CANADA SOLD IN EUROPE

- Jonview Canada: more than 160,000 customers from Western Europe in 2013
- Air Transat: 38% of transatlantic capacity sold through Transat France, Canadian Affair (UK), ACE (Neth.+ Germany), Tourgreece, plus GSAs and B2C websites (12-country footprint)

### TOURS, PACKAGES AND FLIGHTS TO EUROPE SOLD IN CANADA

- More than 75,000 customers purchase some form of land portion from Transat (accommodations, etc.)
- 12,000 tours sold each year in Canada (in-house or through partnership with Trafalgar)
- Direct flights to Barcelona, Venice and Athens: 20,000 European cruises sold each year



CLUBS • SÉJOURS • CIRCUITS



## MARKET CONDITIONS AND TRANSAT POSITION

- ▣ Demand still weak due to economic conditions
- ▣ Tunisia (which used to be the biggest market in the summer) shows positive signs
- ▣ Transat doing better than its peers
- ▣ Profitable in 2013 (and expects to remain profitable in 2014)

## VACANCES TRANSAT

- ▣ Nearly 80,000 tours sold each year, mainly long-haul, including 20,000 to Canada
- ▣ No. 1 tour operator in France on Canada
- ▣ Sells Air Transat products and works closely with Jonview Canada

## LOOK VOYAGES AND DISTRIBUTION

- ▣ Nearly 200,000 pax in clubs with new openings scheduled for 2015 (Cuba, Panama, Canary Islands)
- ▣ Quick realignment of the Club Lookea portfolio from North African to Southern European destinations, while keeping an eye on Tunisia
- ▣ Strong brand as a club specialist, a travel agency network and now an OTA (selling third party products)

# FINANCIAL POSITION

AS AT APRIL 30, 2014



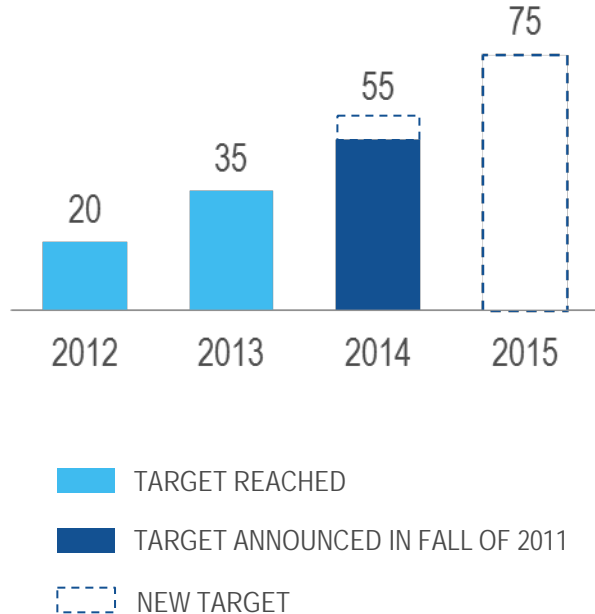
## HIGHLIGHTS

- Free Cash of \$405M
  - Increase of \$68M YoY
  - Equivalent to \$150M liquidity reserves in low season (fall)
- Working capital ratio improved
- Unused credit facilities of \$65M
- 2014 CAPEX: \$60M

	As at			
	April 30, 2014	April 30, 2013	2014 vs. 2013	
	Actual	Actual	\$	%
<i>(in thousands of C\$, except ratios)</i>				
Free cash	404,554	336,148	68,406	20.4%
Cash in trust or otherwise reserved	300,848	296,747	4,101	1.4%
Trade and other payables	373,840	372,094	1,746	0.5%
Customer deposits	540,293	514,674	25,619	5.0%
<b>Working capital ratio</b>	<b>1.04</b>	<b>0.98</b>	<b>0.06</b>	<b>6.1%</b>
Balance sheet debt	0	0	0	0.0%
Commitments on aircraft leases	648,600	508,961	139,639	27.4%
Net investment (H10 hotels)	77,510	68,300	9,210	13.5%
Capital expenditures (TTM)	63,239	61,562	1,677	2.7%
Free cash Flow (TTM)	54,774	(5,779)	60,553	948%

# INITIATIVES - COSTS & MARGINS

## TARGETS



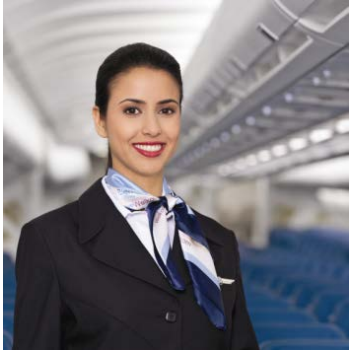
- 2012:** Achieved targeted cost reductions of \$20M, mainly through headcount and general expenses.
- 2013:** Achieved targeted cost reductions of \$15M, stemming in part from new operational processes at Air Transat, including the removal of one FA on A330s.
- 2014:** Plan in place to deliver an additional improvement of \$20M to come from several initiatives, including the internalization of narrow-body aircraft (from summer 2014) and the first phase of a more flexible wide-body fleet more easily adaptable to demand.
- 2015:** Impact of the internalization of the narrow-body fleet and changes made to the wide-body fleet, will be fully felt during the 12-month period and will generate another \$20M.

**2012-2015: Cumulative impact of \$75M**

**2015-2017: Additional cost reductions (in December)**

# FLEET STRATEGY

## AIR TRANSAT



WIDE-BODY	W13	S13	W14	S14	W15	S15
Air Transat Base Fleet	21	21	21	21	21	21
Less: Temporarily withdrawn <sup>(1)</sup>	-	-	(4)	-	(6)	-
Less: Sub-Lease	(1)	-	(1)	-	(1)	-
Total	20	21	16	21	14	21

1) As announced in July, we signed an agreement for the renewal of six A330 with improved terms that will enable us to achieve our objective of reducing costs in a more advantageous way than the seasonal subcontracting arrangement originally envisioned

NARROW-BODY	W13	S13	W14	S14	W15	S15
Air Transat Base Fleet <sup>(2)</sup>	-	-	-	4	4	4
Plus: CanJet	11	5	11	1	2	1
Plus: Seasonal Lease <sup>(3)</sup>	-	-	1	-	8	-
Total	11	5	12	5	14	5

2) Already secured 4 narrow-body starting in Summer 2014 with ILFC

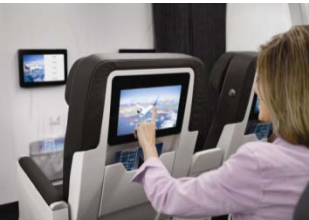
3) Already secured 6 of 8 seasonal narrow-body aircraft starting in winter 2015 (with one additional aircraft for the subsequent year until 2019)

# FLEET STRATEGY

## AIR TRANSAT



nachdenken • klimabewusst reisen



## BEFORE

Transat used a mix of wide-body aircraft (operated by Air Transat) and depending on the season, a variable number of narrow-body aircraft (operated by CanJet Airlines)

## WIDE-BODY

Sun capacity on wide-body aircraft will be reduced during the winter season

### Benefits:

- Reduced fixed costs and pressure to deploy wide-body capacity in winter season
- Increased flexibility and yield

## IN WINTER 2015

Transat will migrate towards a fleet of variable size for both wide-body and narrow-body in order to adjust the mix of aircraft type according to seasonal needs

## NARROW-BODY

Starting in Summer 2014, Transat will internalize the operation of narrow-body aircraft (mix of permanent and seasonal) at Air Transat

### Benefits:

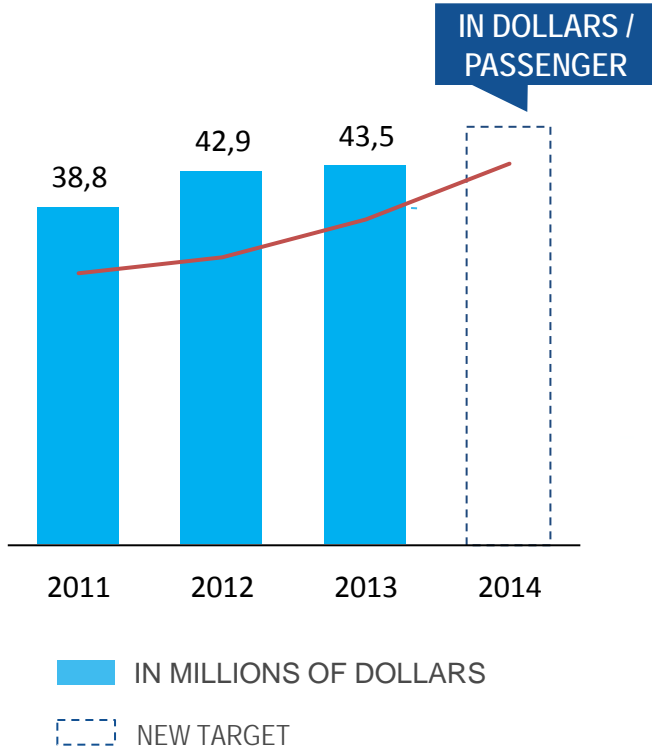
- Maintain and adjust capacity at will on sun destinations
- Favorable impact on costs and margins
- Controlled customer experience

# UP-SELLING STRATEGY

## AIR TRANSAT



### ANCILLARY REVENUES



- ▣ Revised terms and conditions: more flexibility for a fee (2012)
- ▣ New cabin configuration contributed to an increase in the selling price of Club seats
- ▣ New search engine for selling tours on airtransat.ca
- ▣ Core business ancillary revenues: more than \$40M/year
  - Seat selection
  - Option Flex introduced in winter 2013
  - Option Plus (premium eco)
  - Excess baggage, onboard sales, etc.
- ▣ Selling accommodations: Air Transat site connected to bed banks Expedia and HotelBeds
- ▣ Food: Buy on board starting this summer (on sun destinations)



# STRUCTURE AND ORGANIZATION



- ▣ Simplified structure in Canada
- ▣ Transat Discoveries and Vacances Tours Mont-Royal now under Transat Tours Canada
- ▣ Formal legal merger completed in France

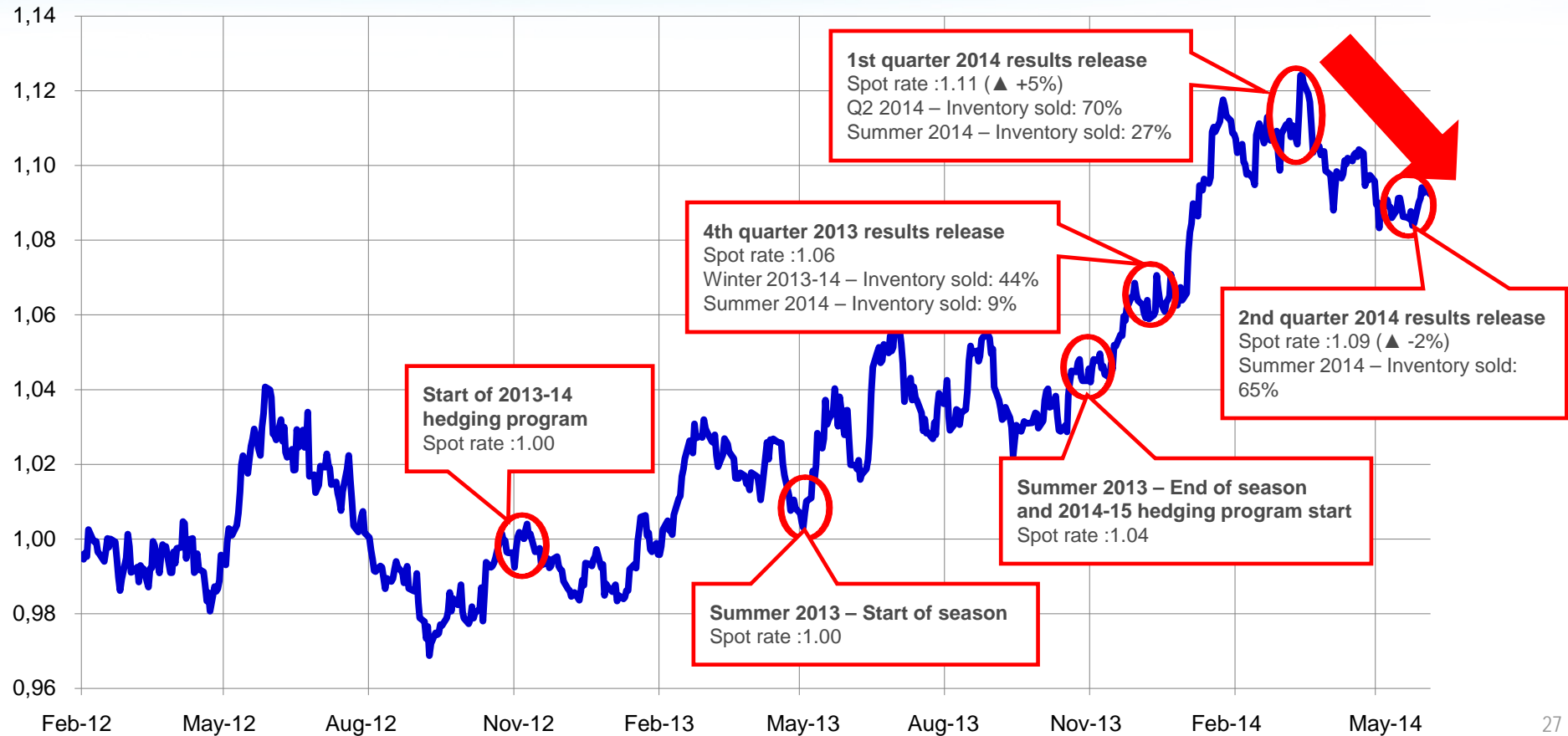
# ROAD MAP FOR 2015 AND BEYOND



- Winter (Sun market):
  - Sharp and rapid decrease of CAD during key booking period hurt profitability  
(market will quickly integrate higher prices to offset the cost increase)
  - Winter 2015: Full, favorable impact of internalized narrow-body fleet  
(plus expected reduction of cabin crew size for B737s, new buy-on-board policy and other measures)
- Summer (Transatlantic market):
  - Lowest cost producer among market leaders
  - Selling well on both sides of the Atlantic and offering a large array of leisure products
- Cost reduction and margin improvement:
  - On target with our 2011-2015 plan  
(\$75M by 2015)
  - 2015-2017 strategic plan in place by fall  
(including further cost reduction and margin improvement initiatives)

# ANNEX : CAD DEPRECIATION

## USD/CAD HISTORICAL LINE CHART



# ANNEX: WINTER FINANCIAL RESULTS

(5-YEAR HISTORICAL)



<i>(in thousands of C\$)</i>	Winter					
	2014	2013	2012	2011	2010	Avg. 2004-2008
REVENUES	1,965,842	1,912,538	2,041,722	1,911,263	1,852,948	1,482,107
EBITDAR <sup>(1)</sup>	11,197	22,688	(16,594)	26,440	23,386	110,072
EBITDA <sup>(1)</sup>	(27,826)	(18,287)	(58,065)	(5,470)	(4,211)	84,462
As % of revenues	-1.4%	-1.0%	-2.8%	-0.3%	-0.2%	5.7%
Adjusted net income (loss) <sup>(2)</sup>	(30,841)	(22,996)	(54,477)	(20,084)	(20,892)	45,173
As % of revenues	-1.6%	-1.2%	-2.7%	-1.1%	-1.1%	3.0%
Net income (loss) as per F/S	(33,552)	(37,897)	(42,688)	(4,853)	(7,674)	43,907
Adjustments net of tax :	(2,711)	(14,901)	11,789	15,231	13,218	(1,266)
Change in fair value of derivative financial instruments used for aircraft fuel purchases	(1,480)	(16,440)	6,025	11,993	10,318	5,603
Non-monetary gain on investments in ABCP	-	-	8,032	6,637	5,394	(6,427)
Gain on disposal of a subsidiary	-	-	-	-	-	-
Goodwill impairment	-	-	-	-	-	-
Restructuring (Charge) / Gain	(2,226)	(3,915)	-	-	960	-
Tax Impact	995	5,454	(2,268)	(3,399)	(3,454)	(442)

1) Before restructuring charge

2) Net income (loss) excluding change in fair value of derivative financial instruments used for aircraft fuel purchases, non-monetary gain on investments in ABCP, goodwill impairment and restructuring charge

# ANNEX: SUMMER FINANCIAL RESULTS

(5-YEAR HISTORICAL)



<i>(in thousands of C\$)</i>	Summer					
	2013	2012	2011	2010	2009	Avg. 2009-2013
REVENUES	1,735,620	1,672,497	1,746,901	1,645,929	1,539,010	1,667,991
EBITDAR <sup>(1)</sup>	175,228	121,910	78,907	157,145	90,128	124,664
EBITDA <sup>(1)</sup>	134,933	75,020	41,967	131,793	62,763	87,992
As % of revenues	7.8%	4.5%	2.4%	8.0%	4.1%	5.3%
Adjusted net income <sup>(2)</sup>	85,563	39,205	12,880	74,554	24,848	47,410
As % of revenues	4.9%	2.3%	0.7%	4.5%	1.6%	2.8%
Net income (loss) as per F/S	95,852	26,019	(7,360)	73,281	49,097	47,378
Adjustments net of tax :	10,289	(13,186)	(20,240)	(1,273)	24,249	(32)
Change in fair value of derivative financial instruments used for aircraft fuel purchases	15,947	(5,324)	(13,271)	(977)	59,351	11,145
Non-monetary gain on investments in ABCP	-	(96)	1,476	(746)	(5,545)	(858)
Gain on disposal of a subsidiary	-	5,655	-	-	-	1,131
Goodwill impairment	-	(15,000)	(10,030)	-	(11,967)	(6,700)
Restructuring (Charge) / Gain	(1,825)	-	(6,513)	197	-	(2,328)
Tax Impact	(3,833)	1,579	8,098	252	(17,590)	(2,422)

1) Before restructuring charge

2) Net income (loss) excluding change in fair value of derivative financial instruments used for aircraft fuel purchases, non-monetary gain on investments in ABCP, goodwill impairment and restructuring charge

# ANNEX: ANNUAL FINANCIAL RESULTS

(5-YEAR HISTORICAL)



<i>(in thousands of C\$)</i>	Annual					
	2013	2012	2011	2010	2009	Avg. 2004-2013
REVENUES	3,648,158	3,714,219	3,568,164	3,498,877	3,545,341	3,179,158
EBITDAR <sup>(1)</sup>	197,916	105,316	105,347	180,531	147,682	165,689
EBITDA <sup>(1)</sup>	116,646	16,955	36,497	127,582	93,395	104,657
As % of revenues	3.2%	0.5%	1.0%	3.6%	2.6%	3.3%
Adjusted net income (loss) <sup>(2)</sup>	62,567	(15,272)	(7,204)	56,662	33,723	45,517
As % of revenues	1.7%	-0.4%	-0.2%	1.5%	1.0%	1.4%
Net income (loss) as per F/S	57,955	(16,669)	(12,213)	65,607	61,847	38,063
Adjustments net of tax :	(4,612)	(1,397)	(5,099)	11,945	28,124	(7,454)
Change in fair value of derivative financial instruments used for aircraft fuel purchases	(493)	701	(1,278)	9,341	68,267	(332)
Non-monetary gain on investments in ABCP	-	7,936	8,113	4,648	(6,952)	(3,866)
Gain on disposal of a subsidiary	-	5,655	-	-	-	566
Goodwill impairment	-	(15,000)	(10,030)	-	(11,967)	(3,740)
Restructuring (Charge) / Gain	(5,740)	-	(6,513)	1,157	-	(1,459)
Tax Impact	1,621	(689)	4,699	(3,202)	(21,224)	1,378

1) Before restructuring charge

2) Net income (loss) excluding change in fair value of derivative financial instruments used for aircraft fuel purchases, non-monetary gain on investments in ABCP, goodwill impairment and restructuring charge

# ANNEX: FINANCIAL POSITION

(5-YEAR HISTORICAL)



<i>(in thousands of C\$)</i>	As at April 30					As at October 31				
	2014	2013	2012	2011	2010	2013	2012	2011	2010	2009
Free cash + ABCP investment ( <i>fair value</i> )	404,554	336,148	349,457	356,431	281,340	265,818	198,525	260,327	252,973	251,953
Cash in trust or otherwise reserved	300,848	296,747	289,806	337,487	315,966	361,743	331,172	323,314	320,428	244,250
Trade and other payables	373,840	372,094	366,742	333,477	306,241	326,687	308,069	355,246	300,355	266,445
Customer deposits	540,293	514,674	464,722	464,660	422,184	410,340	382,823	331,280	313,695	251,018
<b>Working capital ratio</b>	<b>1.04</b>	<b>0.98</b>	<b>0.93</b>	<b>1.03</b>	<b>1.01</b>	<b>1.10</b>	<b>1.00</b>	<b>1.02</b>	<b>1.10</b>	<b>1.06</b>
Balance sheet debt	0	0	0	6,867	55,332	0	0	0	29,059	110,840
Commitment on aircraft leases	648,600	508,961	595,755	618,752	397,462	768,297	557,133	653,663	643,750	396,433
Net investment (H10 hotels)	77,510	68,300	62,651	58,665	64,307	70,041	64,189	60,612	61,239	66,347
Capital expenditures (TTM)	63,239	61,562	57,265	44,424	23,336	55,457	67,491	54,194	26,122	28,900
Free cash flow (TTM)	54,774	(5,779)	389	116,016	8,949	67,582	(55,768)	32,282	93,009	16,334



# IN LINE WITH PLAN TO DELIVER EFFICIENCY GAINS OF \$75M IN 2015

TAKING INTO ACCOUNT A WEAKER CAD:

WINTER 2014 BETTER THAN ANTICIPATED, SUMMER EXPECTED TO BE SATISFACTORY

THANK YOU!

