



Welcome  
ἔρθετε  
Bienvenido  
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Willkommen  
Willkommen  
Benvenuto  
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Bienvenue  
Welkom  
Benvenuto



**FOURTH QUARTER RESULTS SATISFACTORY DESPITE TOUGH ENVIRONMENT  
FY2017: TRANSFORMATION PLAN UNDERWAY**

INVESTORS PRESENTATION

DECEMBER 2016

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.

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## FY 2014-2016 Average



<sup>(1)</sup> Adjusted EBITDA including hotels JV from continuing operations

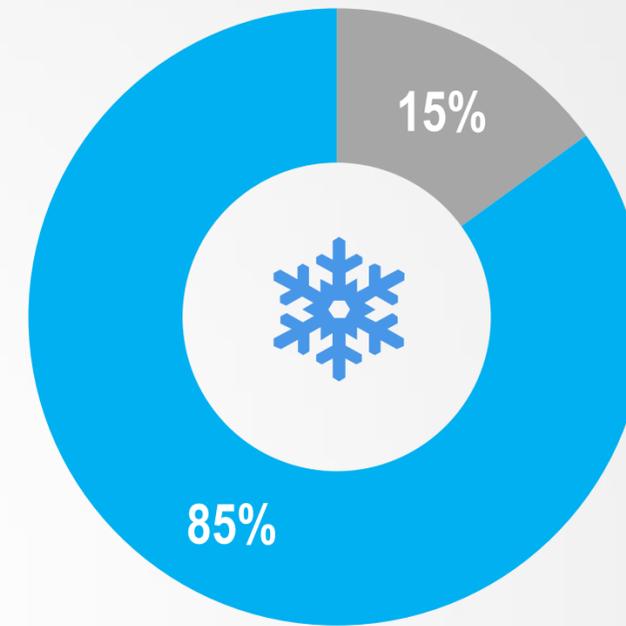
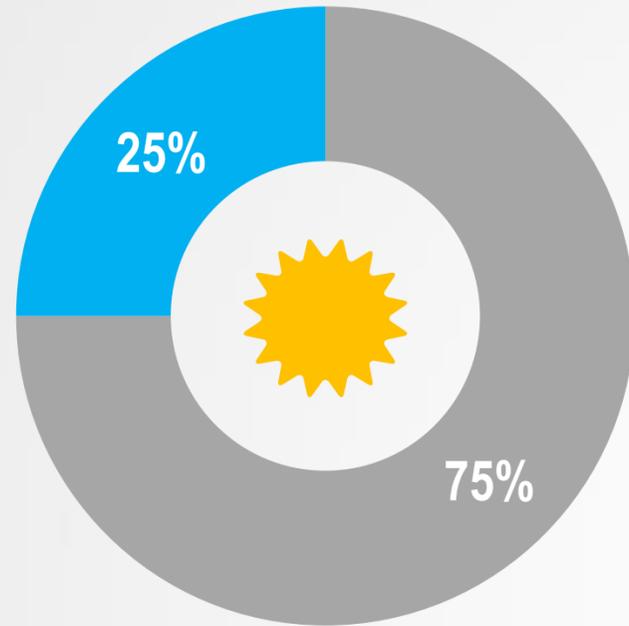
# Vertically-integrated Travel Provider



<p><b>Distributors</b></p>	<ul style="list-style-type: none"> <li>➤ Develops holiday travel packages for sun destinations and Europe</li> <li>➤ Served 1.5M travelers from Canada and 0.6M from Europe in 2016</li> <li>➤ Largest retail holiday travel distributor in Canada with 455 outlets</li> <li>➤ Comprehensive online distribution platform</li> </ul>	
<p><b>Airline</b></p>	<ul style="list-style-type: none"> <li>➤ Operates flights to 35 sun and 31 European destinations with departures from 19 Canadian airports</li> <li>➤ Served 2.1M passengers in 2016</li> </ul>	
<p><b>Hotels</b></p>	<ul style="list-style-type: none"> <li>➤ 35% interest in Ocean Hotels (65% held by H10)</li> <li>➤ 3,625 rooms currently under management (1,618 owned &amp; 2,007 managed-only) in Mexico, Dominican Republic and Cuba</li> <li>➤ 5,625 rooms expected by 2019</li> </ul>	
<p><b>Destination Management Company</b></p>	<ul style="list-style-type: none"> <li>➤ Provides onsite services, such as excursions, sightseeing tours and logistical support services</li> </ul>	

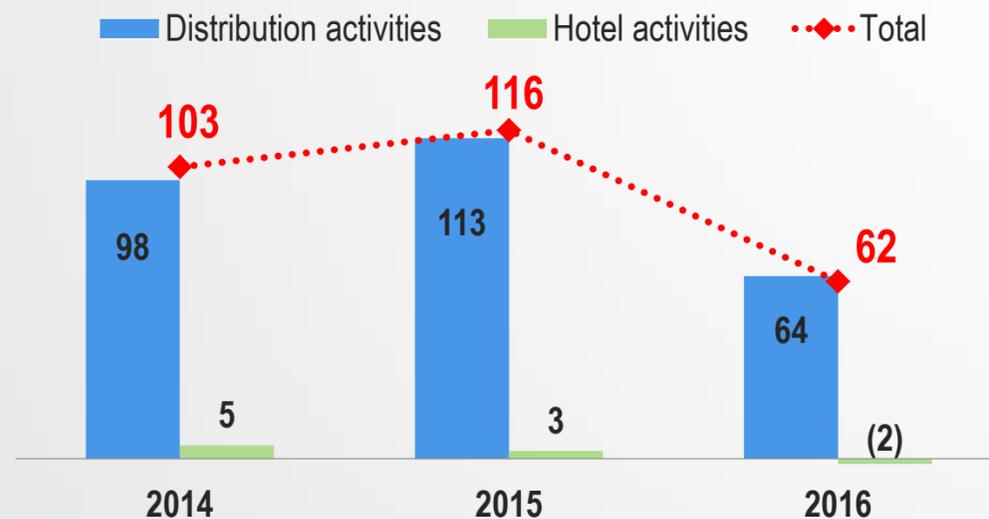
# Distinct Summer And Winter Markets

## PAX Distribution (FY2016)

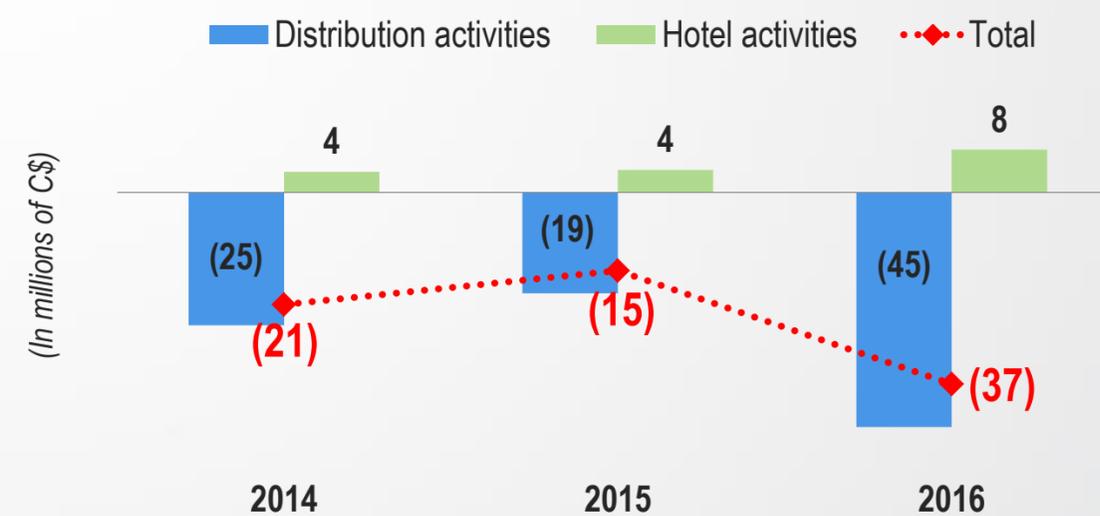


■ Transatlantic ■ South & Ocean Hotels

## Historical EBITDA <sup>(1)</sup>



Protect Performance in Summer



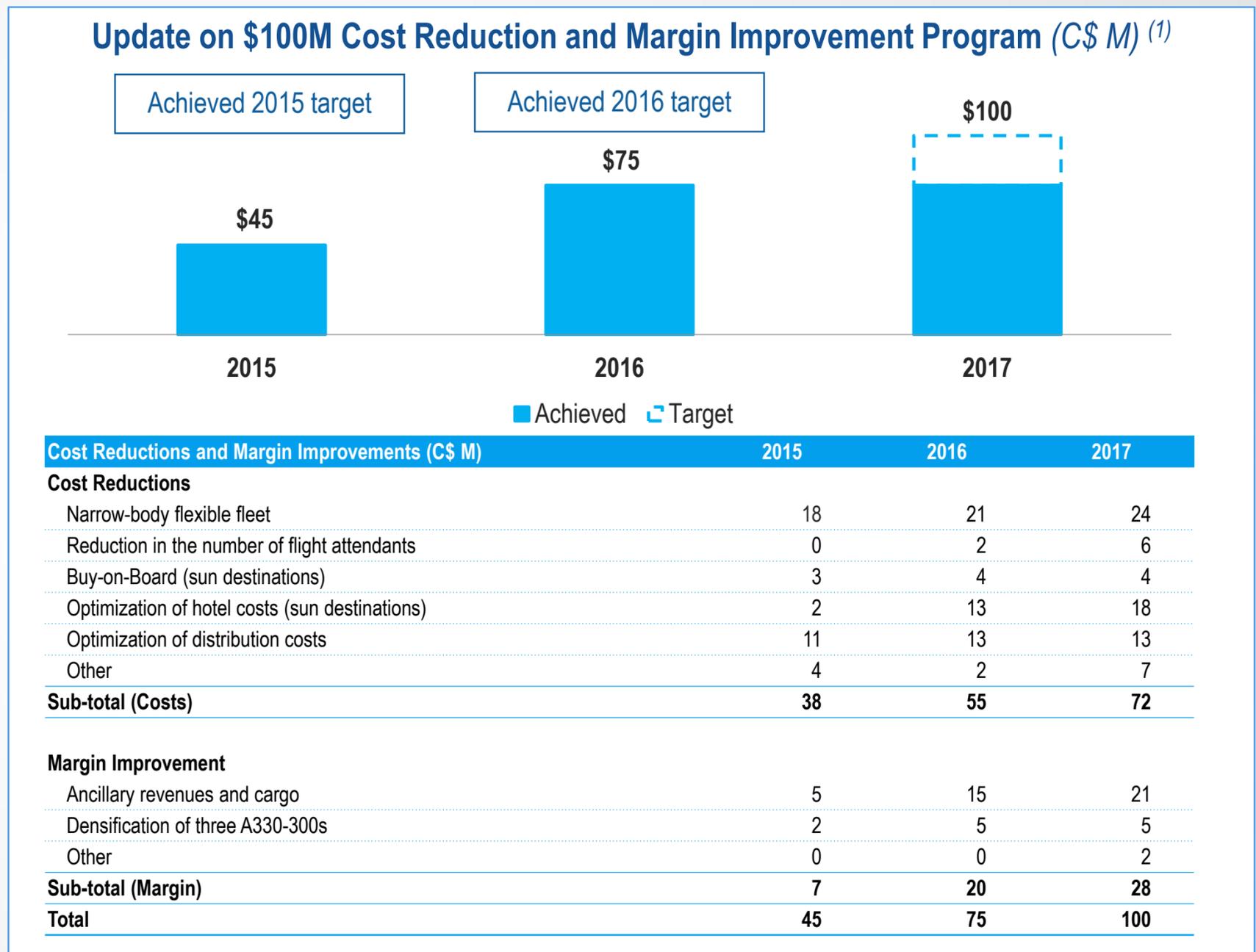
Focus on Returning to Profitability in Winter

<sup>(1)</sup> Adjusted EBITDA from continuing operations only and distribution activities included distributors, airline, destination management company

# 2015-2017 Strategic Plan (Key Initiatives)

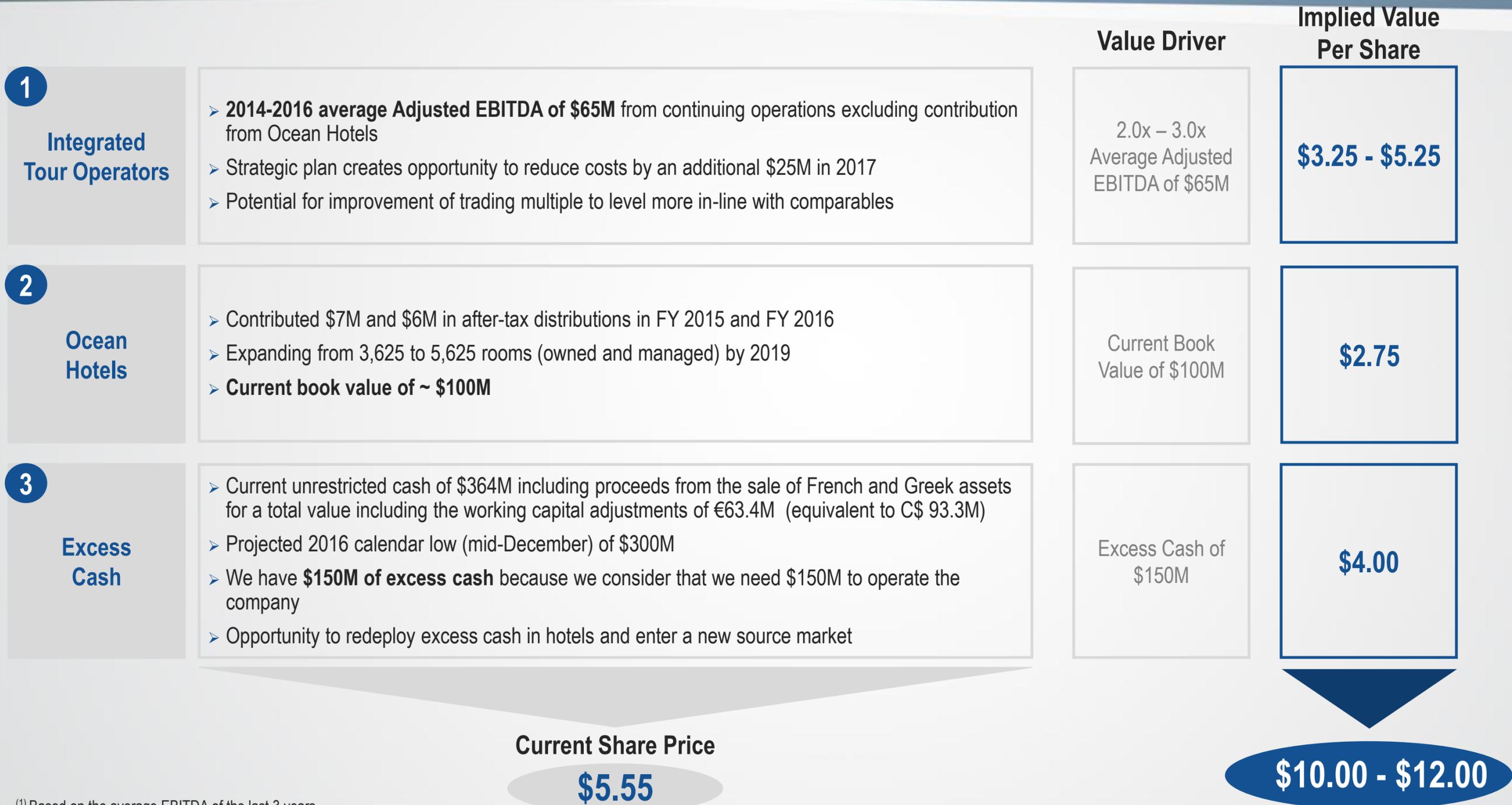


- ✓ **\$100M Cost Reduction and Margin Improvement Program**
- ✓ **Improve Product Offering**
  - Introduce new European destinations
  - Optimize sun destinations offering
- ✓ **Transform Distribution Strategy**
  - Develop Transat Travel brand
  - Improve new distribution website
- ✓ **Market Development and Integration**
  - Develop and grow Hotels
  - Expand in the United States
  - Enhance incoming tour operator presence



<sup>(1)</sup> Table amended

# Illustrative Sum-of-the-Parts Analysis



(1) Based on the average EBITDA of the last 3 years



✓ Since 2012, Transat achieved a turnaround to become more agile including a unique flexible aircraft fleet

✓ Unusual factors that had a direct impact on our 2016 bottom line :

- Winter (Sun destinations)
  - Zika virus
  - Pilot strike avoided (new 6-year agreement in place)
- Summer (Transatlantic)
  - Global capacity increased
  - Terrorism attack in Europe

1

Vertically-integrated travel producer with flexible cost structure

2

Very strong position in sun destinations and transatlantic markets with exceptional brand recognition

3

Significant unrecognized asset value at current trading level

4

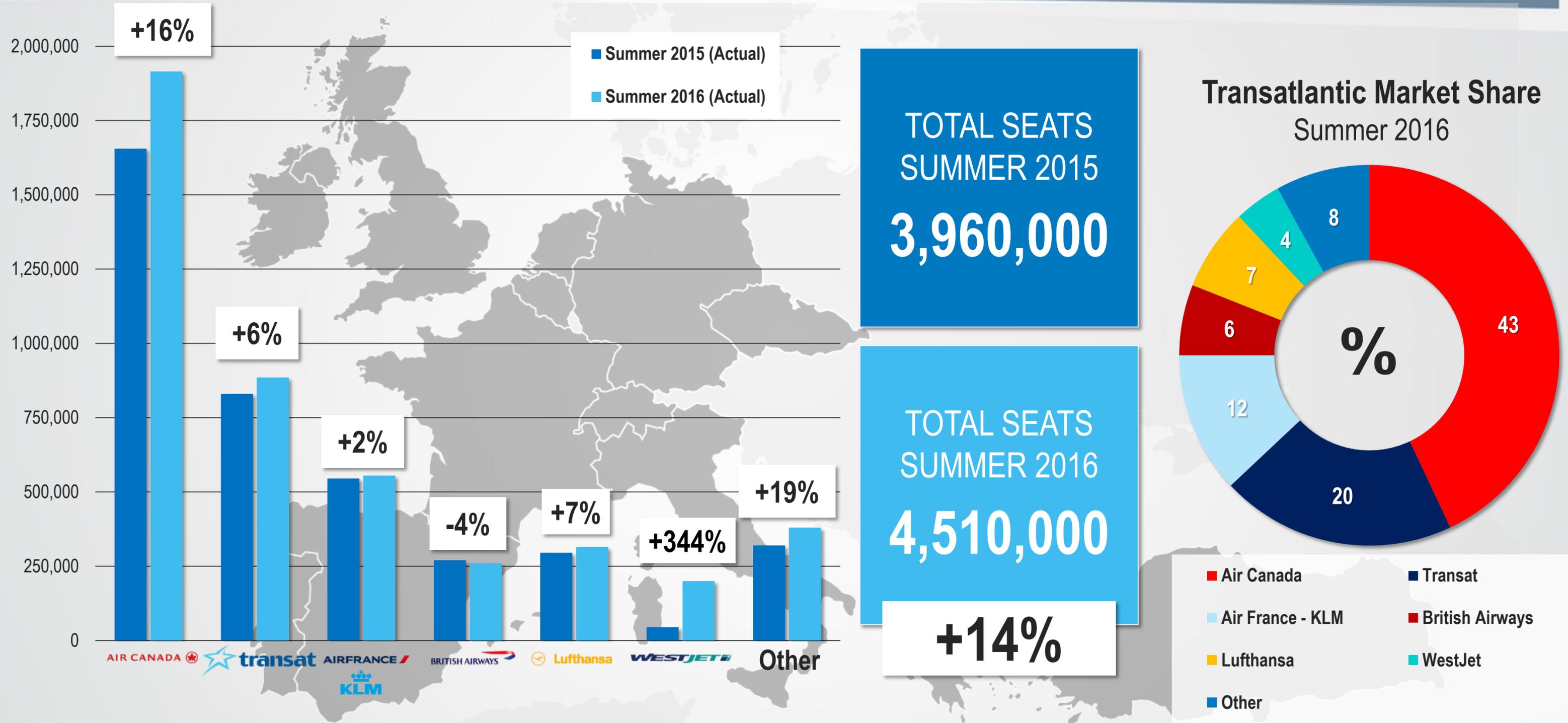
Long-term strategic and transformation plan driving profitability expansion

5

Strong balance sheet providing financial capacity to execute on strategic opportunities

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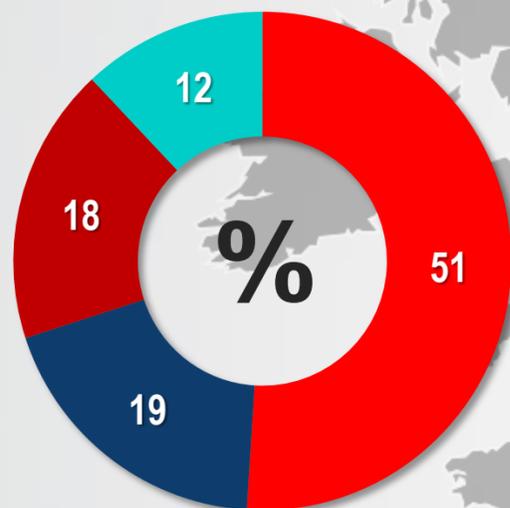
# Transatlantic Capacity And Market Share <sup>(1)</sup> (Summer 2016)



(1) Capacity between Canada and European countries as : France, United Kingdom, Italy, Spain, Portugal, Greece, Netherlands, Germany, Belgium, Ireland, Switzerland, Austria, Czech Republic, Hungary and Croatia

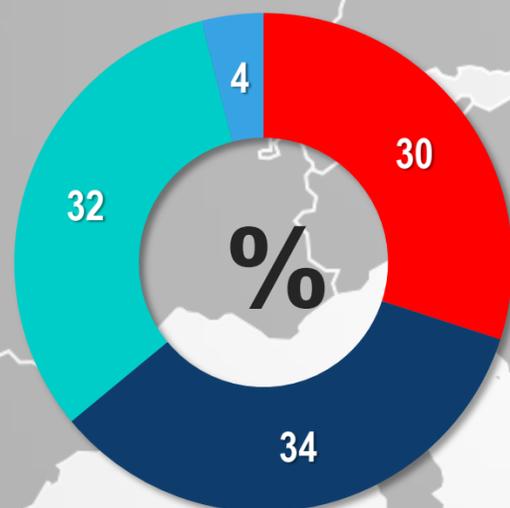
# Transatlantic Market Share by Destinations (Summer 2016)

Market share  
United Kingdom



■ Air Canada     ■ Transat  
■ British Airways     ■ WestJet

Market share  
France



■ Air Canada     ■ Transat  
■ Air France - KLM     ■ Corsair

## GLOBAL MARKET OVERVIEW

- ▣ Europe: largest tourism market in the world (more than 50% of travellers inbound & outbound)
- ▣ 4.5M seats in summer 2016 between Canada and Europe

## TRANSAT STRATEGY AND MARKET POSITION

- ▣ Lowest-cost producer
- ▣ Wide portfolio of direct destinations
- ▣ Strong airline brand and enhanced customer experience
- ▣ Solid distribution networks on both sides of the Atlantic
- ▣ 40% of European passengers = sales in foreign currency
- ▣ Attractive offering of packages including accommodations, transfers, cruises, tours, rental cars and excursions

## Q4 HIGHLIGHTS (vs. 2015)

### ▲ Tough market conditions due to 14% global capacity increase

- Precisely 19% increase on UK market

### ▲ Transatlantic market

- Capacity up by 7.4%
- Load factor down by 3.6%
- Price down by 8.9%
- Net impact (FX & Fuel) on costs of 4.6%

### ▲ Sun destination market

- Slightly lower results compared to previous year

### ▲ Ocean hotels

- Net income decreased despite better operational results due to FX loss on financial statement conversion in dollars and tax recovered accounted in 2015

(in thousands of C\$)

	4 <sup>th</sup> quarter results ended October 31			
	2016	2015	2016 vs. 2015	
			\$	%
<b>REVENUES</b>	<b>612,111</b>	<b>634,004</b>	<b>(21,893)</b>	<b>(3.5%)</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	79,340	97,111	(17,771)	(18.3%)
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>46,497</b>	<b>70,805</b>	<b>(24,308)</b>	<b>(34.3%)</b>
<i>As % of revenues</i>	7.6%	11.2%	(3.6%)	(32.1%)
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>24,183</b>	<b>44,648</b>	<b>(20,466)</b>	<b>(45.8%)</b>
<i>As % of revenues</i>	4.0%	7.0%	(3.0%)	(42.9%)
<i>Per share</i>	\$0.66	\$1.18	(\$0.52)	(44.1%)
<b>Net income (loss) attributable to shareholders</b>	<b>(20,497)</b>	<b>59,035</b>	<b>(79,532)</b>	<b>(134.7%)</b>

(1) Refer to Non-IFRS Financial Measures in the Appendix

## SUMMER HIGHLIGHTS (vs. 2015)

### ▲ Difficult market conditions

- Global capacity up by 14%
- Terrorism attack
- Brexit, ...

### ▲ Transatlantic market

- 87% of inventory sold
- Capacity up by 6.5%
- Load factor down by 4.1%
- Price down by 6.8%
- Cost down by 4.6% <sup>(1)</sup>

### ▲ Sun destinations

- Lower results than previous year

	Q3	Q4	Summer
<b>Adj. EBITDA 2015 (incl. hotels) <sup>(1)</sup></b>	<b>45M</b>	<b>71M</b>	<b>116M</b>
Δ FX / Fuel on costs on transatlantic flight	18M	14M	32M
<b>Adj. EBITDA incl. FX / Fuel impact <sup>(1)</sup></b>	<b>63M</b>	<b>85M</b>	<b>148M</b>
Transatlantic Yield Management <sup>(2)</sup>	(39M)	(42M)	(81M)
Others (sun destinations, Ocean hotels, ...)	(8M)	3M	(5M)
<b>Adj. EBITDA 2016 (incl. hotels) <sup>(1)</sup></b>	<b>16M</b>	<b>46M</b>	<b>62M</b>

<sup>(1)</sup> Refer to Non-IFRS Financial Measures in the Appendix

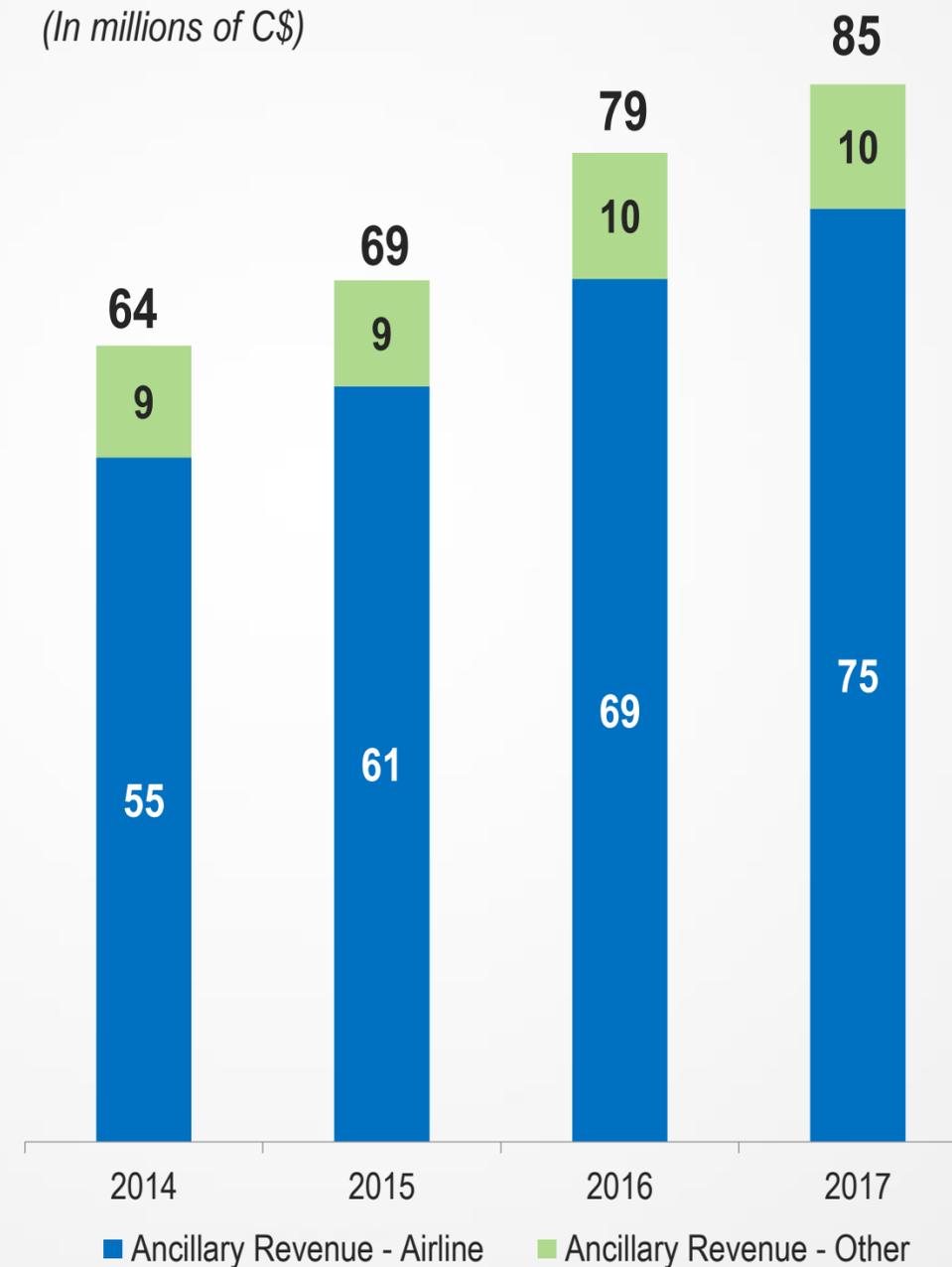
<sup>(2)</sup> Price, Load Factor and Volume Impact on Operating Margin

<sup>(1)</sup> Not fully benefiting from the drop of fuel price in C\$ compared to last summer



## TOTAL ANCILLARY REVENUES <sup>(1)</sup>

(In millions of C\$)

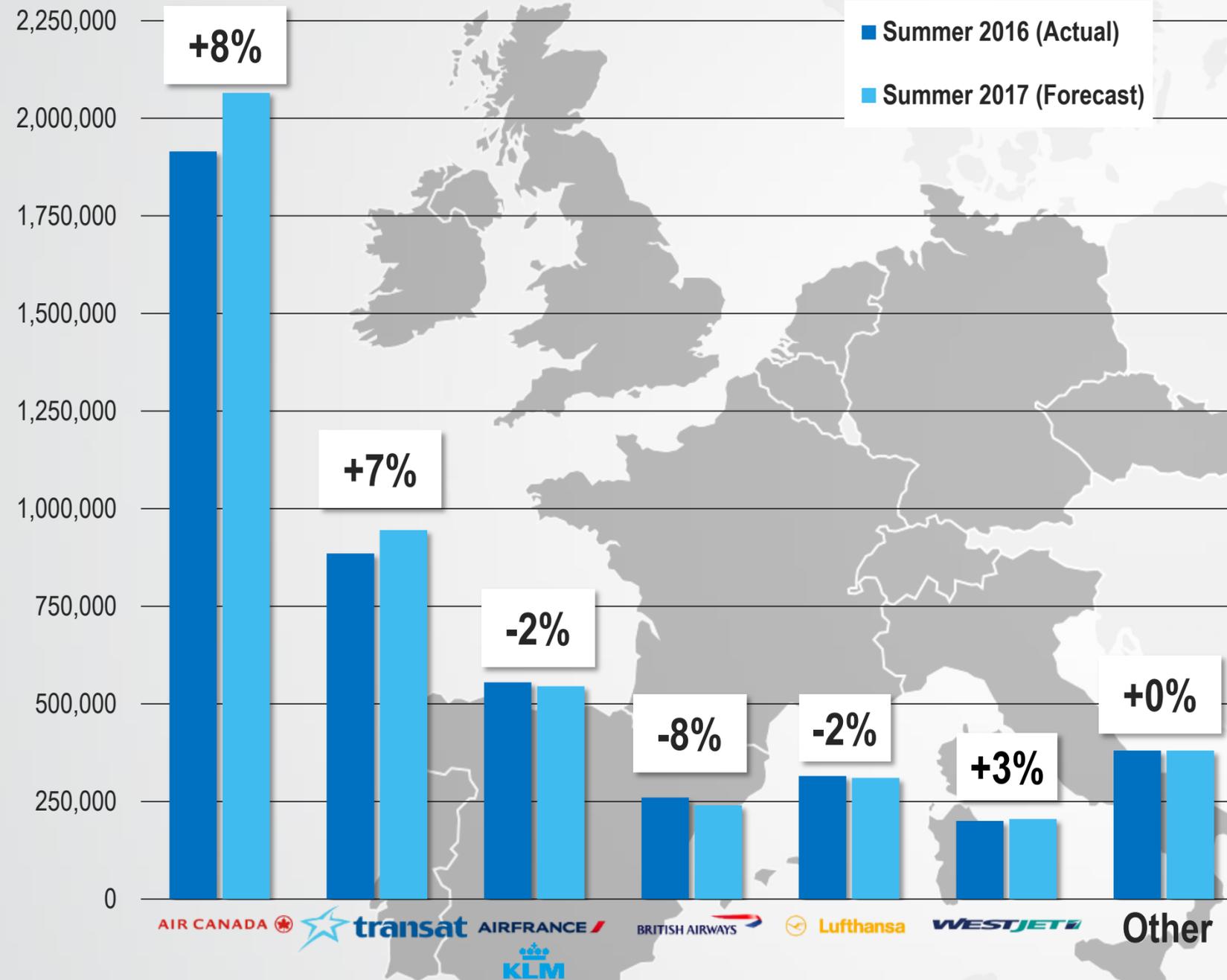


<sup>(1)</sup> Previously we presented the ancillary revenues related to airline only

## HIGHLIGHTS

- ▲ Grow total ancillary revenues ~ C\$ 85M by 2017
- ▲ Ancillary revenues allocation:
  - Seat selection
  - Different fares (Option flex, eco extra, eco max)
  - Airport revenues
  - Buy-on-board
  - Excess luggage
  - Duty-Free
  - Excursions
  - Travel insurance, etc.
- ▲ Introduction of Datalex software to facilitate the sale of optional services
- ▲ New cargo agreement

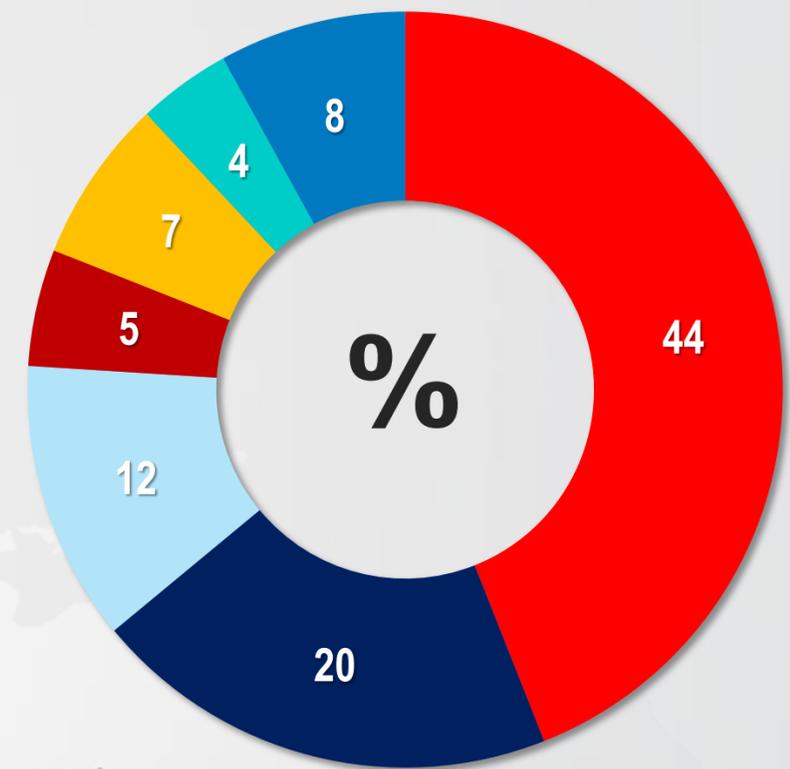
# Transatlantic Capacity And Market Share <sup>(1)</sup> (Summer 2017)



TOTAL SEATS  
SUMMER 2016  
**4,510,000**

TOTAL SEATS  
SUMMER 2017  
**4,690,000**  
**+4%**

## Transatlantic Market Share Summer 2017

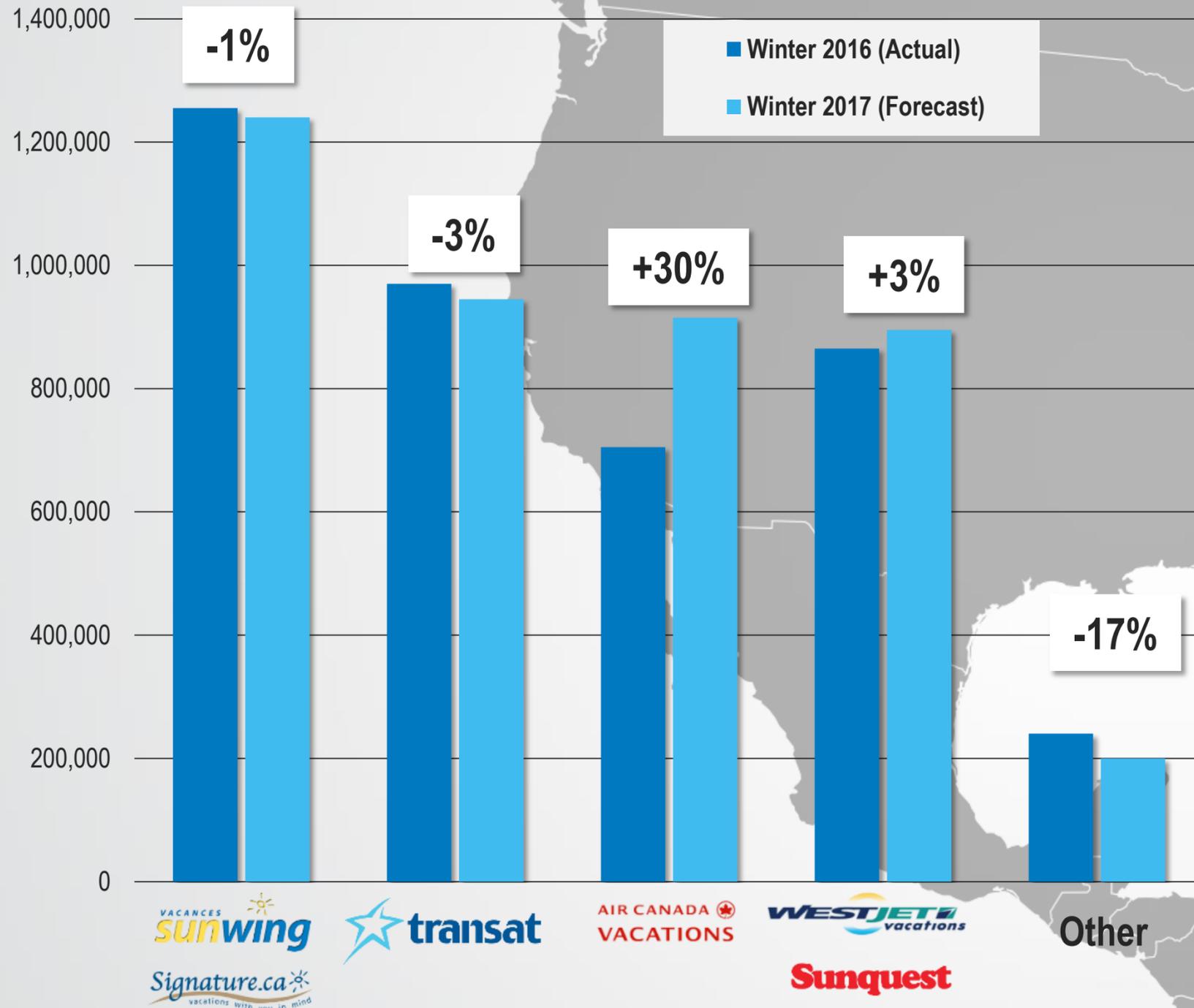


(1) Capacity between Canada and European countries as : France, United Kingdom, Italy, Spain, Portugal, Greece, Netherlands, Germany, Belgium, Ireland, Switzerland, Austria, Czech Republic, Hungary and Croatia

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# Sun Destinations Capacity And Market Share <sup>(1)</sup>

(Based on Winter 2016-17 scheduled and chartered flight deployed)

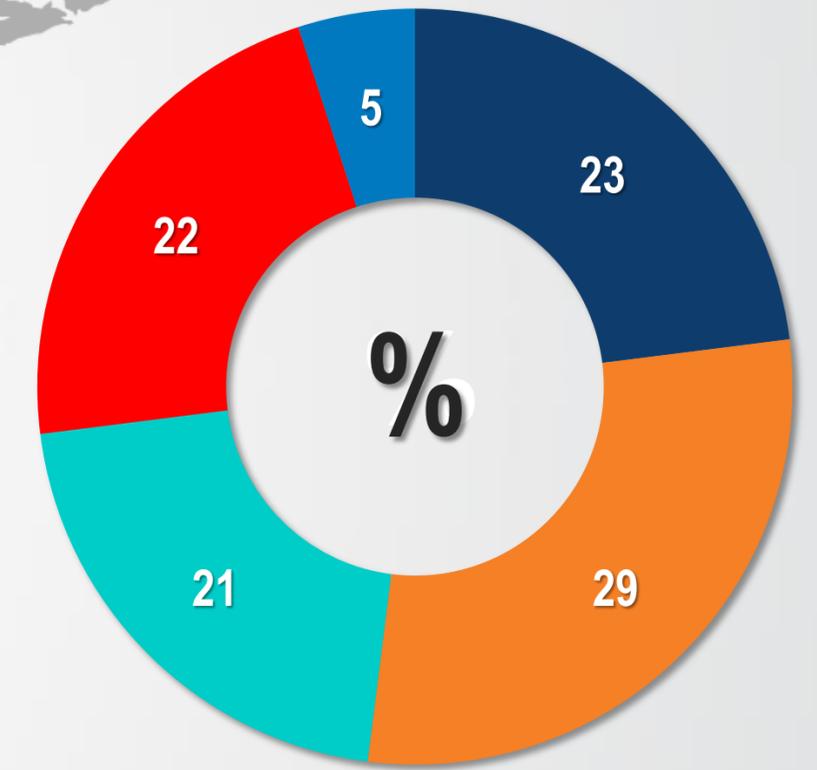


TOTAL SEATS WINTER 2016  
**4,035,000**

TOTAL SEATS WINTER 2017  
**4,205,000**

**+4%**

## Sun Destinations Market Share Winter 2017



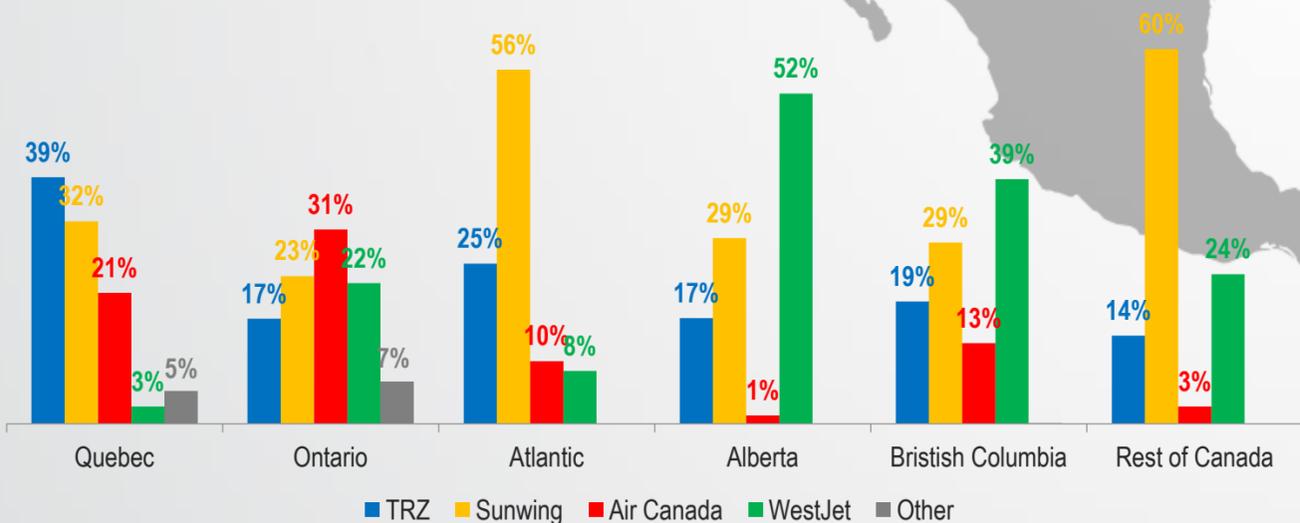
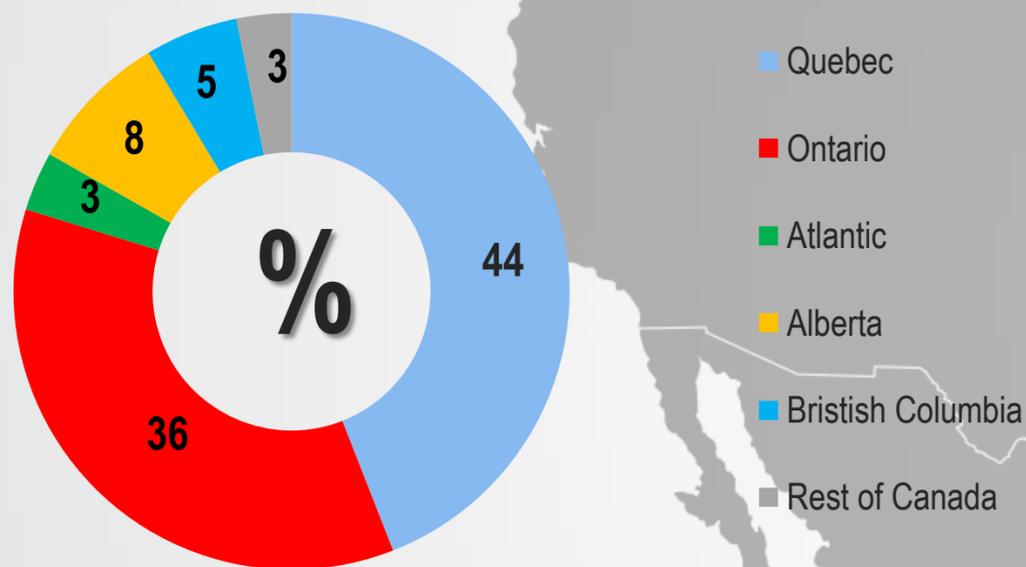
- Transat
- Sunwing-Signature
- WestJet Vacations
- Air Canada Vacations
- Other

(1) Capacity between Canada and sun destinations as : Mexico, Dominican Republic, Cuba, Caribbean, Jamaica and Central America

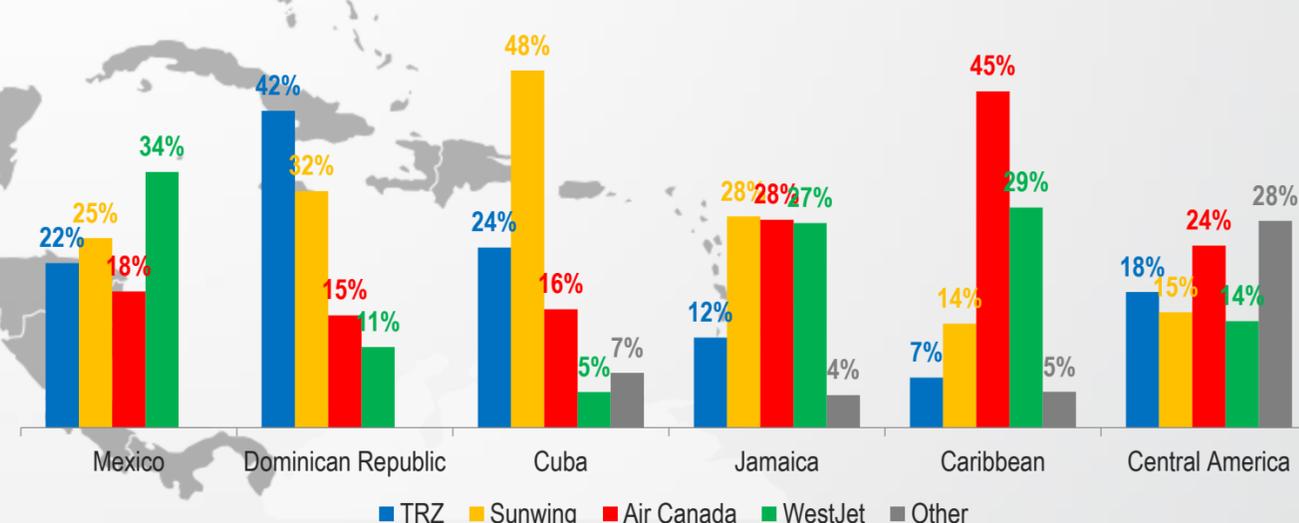
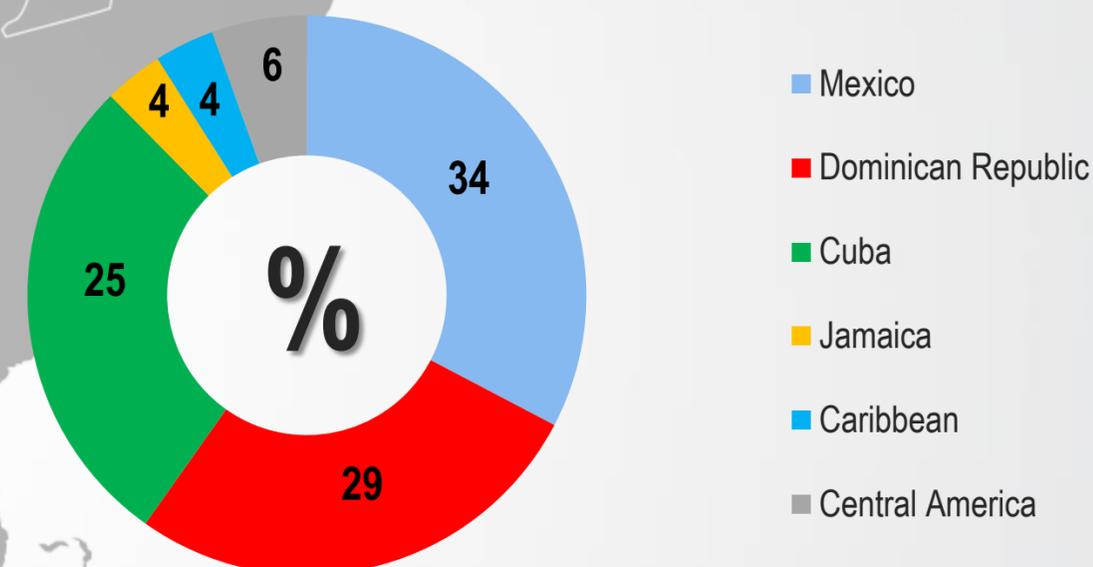
## Winter 2016-17 : 945,000 Travellers (Excluding USA)



### ORIGIN OF TRAVELERS



### DESTINATION OF TRAVELERS



## HIGHLIGHTS (vs. 2016)

### ▲ Transat

- Unusual factors that affected directly our 2016 margin that will not occur in 2017 :
  - ✓ Zika virus
  - ✓ Pilot strike avoided (new 6-year agreement in place)
  - ✓ Terrorism attack

### ▲ Sun destinations market

- 48% of inventory sold
- Capacity down by 3%
- Load factor up by 3.5%
- Price up by 1.2% (mix)
- Cost up by 3.0%

### ▲ Transatlantic market (low season)

- Expect lower results than previous year

### ▲ Global Market

- Capacity up by 4%
- Majority of the increase done by Air Canada

	Q1	Q2	Winter
<b>Adj. EBITDA 2016 (incl. hotels) <sup>(1)</sup></b>	<b>(32M)</b>	<b>(5M)</b>	<b>(37M)</b>
Δ FX / Fuel on costs on sun destinations packages	(12M)	(21M)	(33M)
<b>Adj. EBITDA incl. FX / Fuel impact <sup>(1)</sup></b>	<b>(44M)</b>	<b>(26M)</b>	<b>(70M)</b>
Sun Destinations Yield Management <sup>(2)</sup>			
Others (Transatlantic, Ocean hotels, ...)			
<b>Adj. EBITDA 2017 (incl. hotels) <sup>(1)</sup></b>			

<sup>(1)</sup> Refer to Non-IFRS Financial Measures in the Appendix

<sup>(2)</sup> Price, Load Factor and Volume Impact on Operating Margin

# Transat Aircraft Fleet



**A330/A310**

	2013		2014		2015		2016		2017	
<b>Wide-Body Base Fleet</b>	21	21	21	21	21	21	21	23	23	23
- Seasonally withdrawn <sup>(1)</sup>	-	-	(4)	-	(6)	-	(6)	-	(8)	-
- Sublease	(1)	-	(1)	-	(1)	-	(3)	-	(3)	-
<b>Total</b>	<b>20</b>	<b>21</b>	<b>16</b>	<b>21</b>	<b>14</b>	<b>21</b>	<b>12</b>	<b>23</b>	<b>12</b>	<b>23</b>

<sup>(1)</sup> As a result to improved leasing terms, three A330s are withdrawn from the fleet in winter. In addition, Transat has flexibility on the A310s it owns.



**B737**

	2013		2014		2015		2016		2017	
<b>Narrow-Body Base Fleet</b>	-	-	-	4	4	4	4	7	7	7
+ CanJet	11	5	11	1	2	1	-	-	-	-
+ Seasonal Lease	-	-	1	-	8	-	15	-	13	-
<b>Total</b>	<b>11</b>	<b>5</b>	<b>12</b>	<b>5</b>	<b>14</b>	<b>5</b>	<b>19</b>	<b>7</b>	<b>20</b>	<b>7</b>
<b>% passengers</b>	<b>30%</b>		<b>39%</b>		<b>42%</b>		<b>50%</b>		<b>50%</b>	



## OWNED AND MANAGED

Now

1,618 rooms

Projected

2,650 by 2019

## MANAGED ONLY

Now

2,007 rooms

Projected

2,975 by 2019

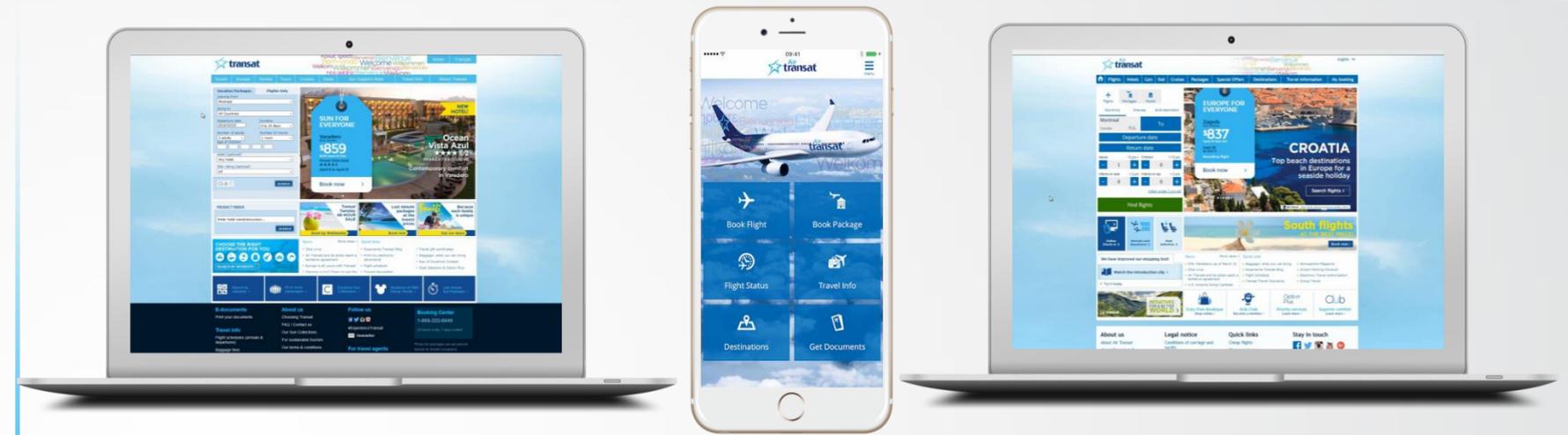
## HIGHLIGHTS

- ▲ **35% Interest (65% held by H10 Hotels)**
  - C\$ 97.7M on balance sheet as of Oct 31
- ▲ **Grow Ocean Hotels from 3,625 as of today over 5,625 rooms by 2019**
  - Through a combination of owned and managed hotels
  - 2 new managed hotels opened Winter 2015-16 in Cuba
    - Casa Del Mar: Number of rooms increased from 400 to 800 rooms at the end of September 2016
  - 1 new hotel in Mexico that will open in the coming weeks
  - 2 projects underway (Dominican Republic and Jamaica)
- ▲ **Continuous growth in terms of operational contribution since 2010**
  - Positive free cash flow<sup>(1)</sup> used to reimburse debt
  - Debt to value lower than 10%
  - Dividends of C\$ 6.7M and C\$ 9.1M received respectively in 2015 and 2016 at Transat Level

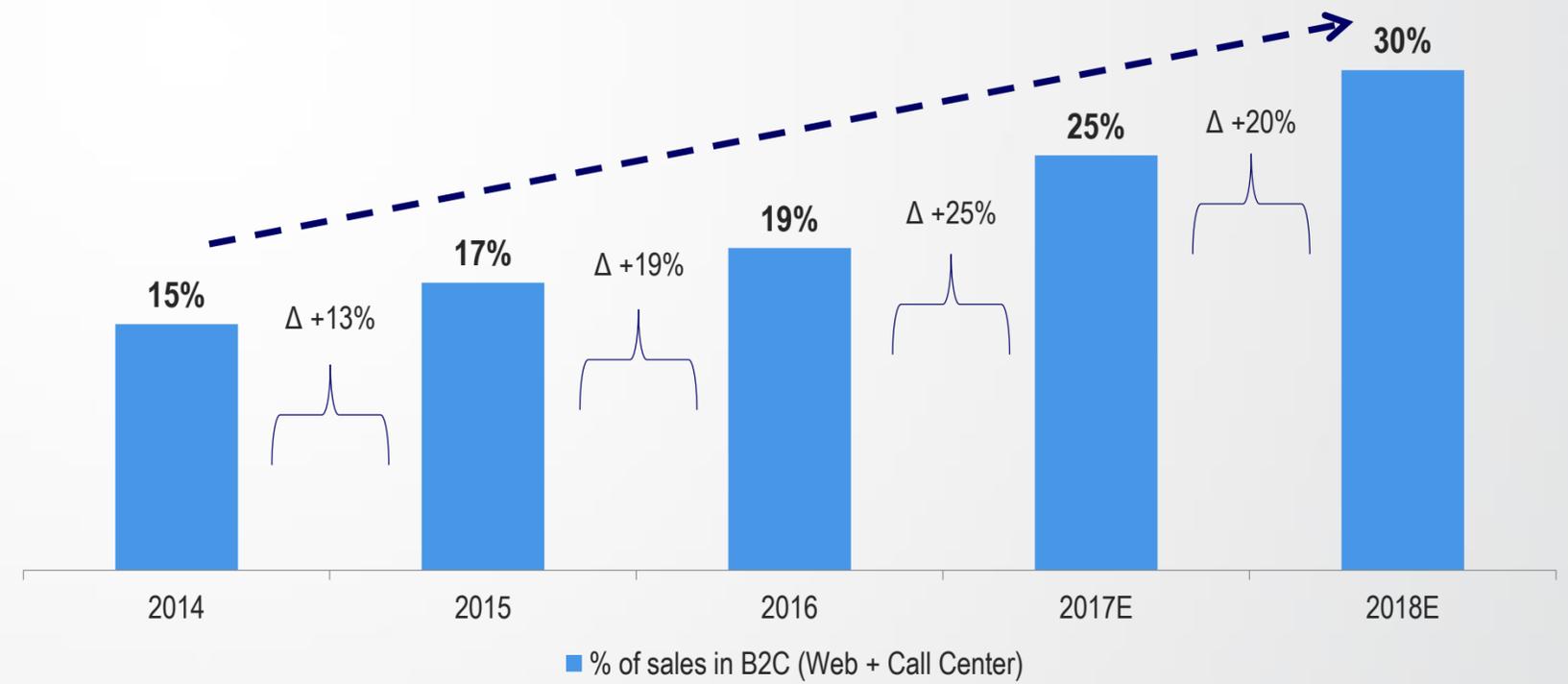
<sup>(1)</sup> Refer to Non-IFRS Financial Measures in the Appendix

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# Transat Distribution Strategy



-  Create a fully-integrated distribution ecosystem comprised of a new Transat Travel website, connected to our call centers and travel agencies
-  Make online tools fully responsive to mobile devices
-  Enhance offering with third-party products so as to nurture repeat business and customer loyalty
-  Improved CRM (customer relationship management)



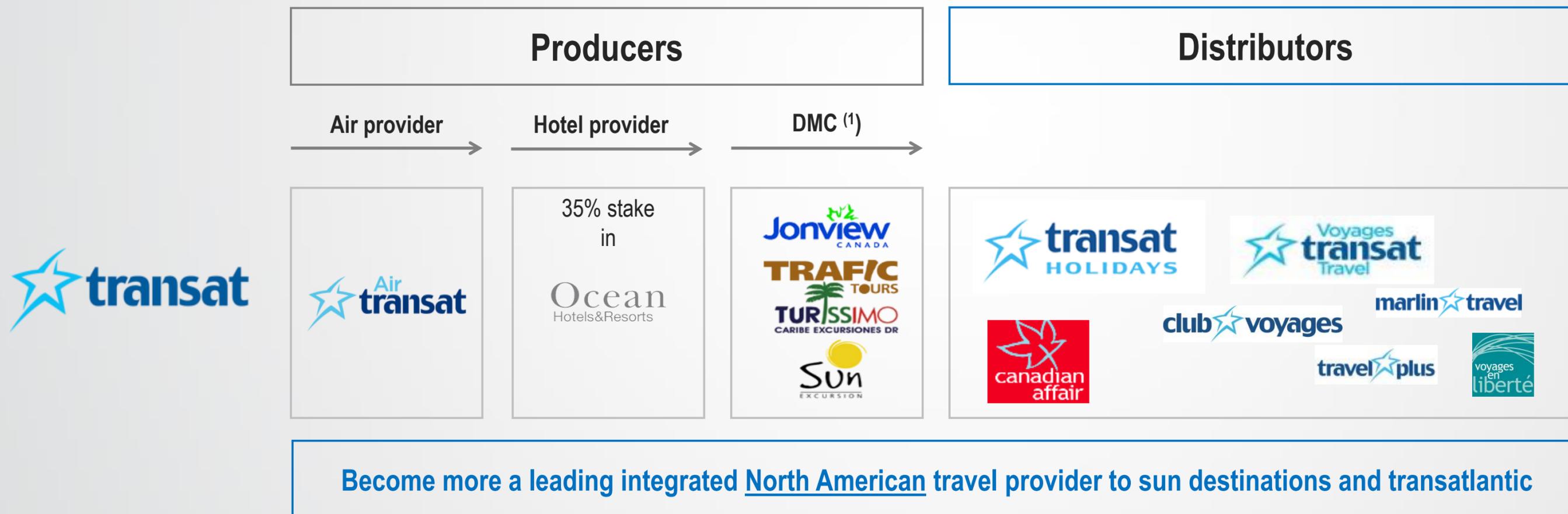
Launched new website platform to improve our customers online experience and increase our direct sales

# Transat Transformation Strategy



- To ensure long-term success, Transat is looking to own the product across the value chain and adapt its distribution model

- Acquisition of hotel business in order to benefit from higher profitability, secure room capacity, provide differentiated products and reduce seasonality of **earnings**
- Acquisition of (online) tour operator in new outbound market (e.g. the U.S.) to realize economies of scope, secure access to end customers and reduce seasonality of **volumes**



Hotels investments would represent the first step in the realization of Transat's vision

(1) Destination Management Company

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# Sale of French and Greek Operations



## HIGHLIGHTS

### October 21<sup>st</sup>, 2016

- The anti-trust authorities approved the sale of Transat France to TUI AG

### October 31<sup>st</sup>, 2016

- Transat concluded the transaction for the total price of € 63.4M that included :
  - Base price of € 54.5M
  - Working capital adjustment of € 8.9M (maximum allowed per the share purchase agreement)
  - Note that the price could be adjusted at the final closing of accounts and completion of the audit within 90 business days following the sale, due to working capital adjustment
- The sale also included an unrestricted cash of C\$ 23M as at October 31, 2016

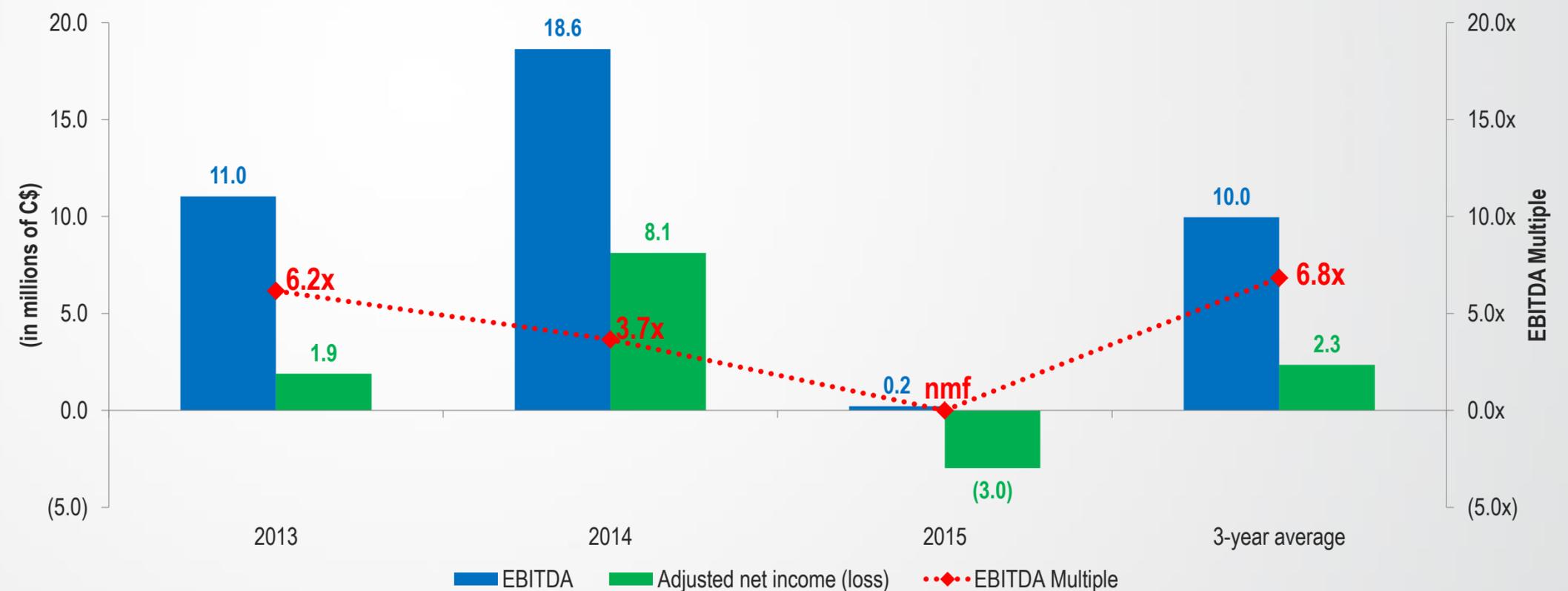
## FINANCIAL RESULTS IMPACT

	Amount in €	Amount in C\$
Proceeds of disposal	63.4M	93.3M
Transaction costs	(4.8M)	(7.1M)
Net assets disposed	(24.8M)	(36.5M)
<b>Gain on disposal</b>	<b>33.8M</b>	<b>49.7M</b>

## CASH FLOW IMPACT

	Amount in €	Amount in C\$
Consideration received in cash	63.4M	93.3M
Transaction costs, satisfied in cash	(1.5M)	(2.2M)
Unrestricted cash disposed	(15.6M)	(23.0M)
<b>Net cash inflow</b>	<b>46.3M</b>	<b>68.1M</b>

## VALUATION MULTIPLE



High Multiple for a Business who Generated Low Operational Margin

## HIGHLIGHTS (additional details in Appendix)

### ▲ Free Cash: \$364M vs \$336M (2015)

- Variation of +\$28M explained by :
  - Proceeds from the sale of French and Greek operations of +C\$ 93M
  - Unrestricted cash related to discontinued activities of (C\$ 23M)
  - Adjusted net loss in the last 12 months
  - Negative working capital
  - Negative net of Capex
  - Share buyback (net of issuance) of (C\$ 5M)
  - Dividend received from Ocean Hotel of +C\$ 9M
  - Effect of FX change on cash of (C\$12M)

### ▲ Excess cash

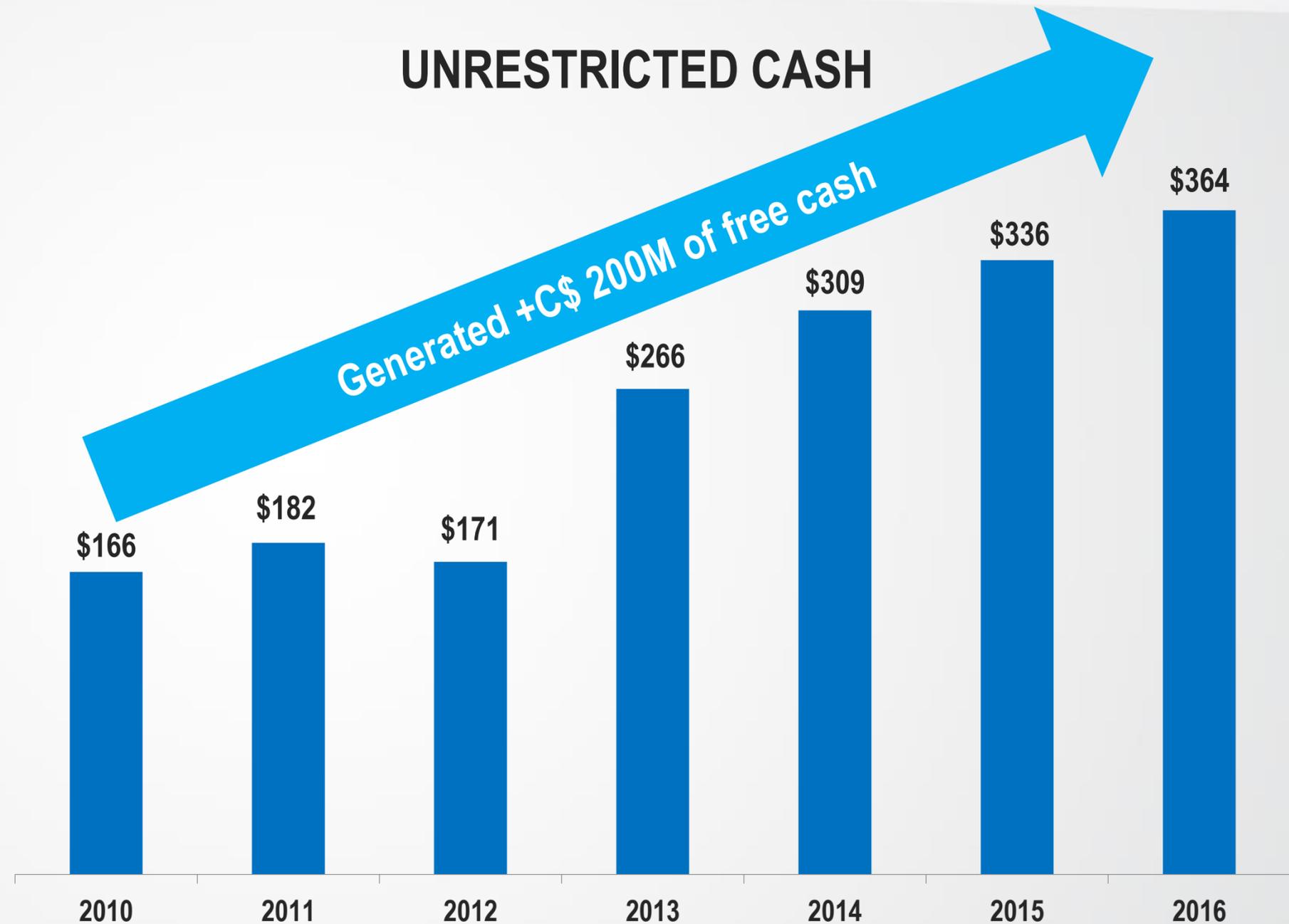
- FY2016E : Excess cash expected to be C\$150M which it could be deploy towards an acquisition

### ▲ Capital expenditures

- FY2016E : \$55-60M net of deferred credit
- Expected to return between \$50-55M in 2017

### ▲ Hotels investment asset : \$98M

- No variation vs Y-1 explained by :
  - Profitability net of dividend received of C\$ 9M during the year



Highest free cash level in the history of Transat; providing us financial capacity to execute transformation

## HIGHLIGHTS

### 2016 YTD Results

- Unusual factors that had a direct impact on our margin
- Sale of our French and Greek assets to TUI AG for a total amount of at €63.4M (C\$ 93.3M)

### Historical (2013-2015)

- Profitability maintained between 100-120M adjusted EBITDA
- 2 record summers in last 4 years despite capacity increased

### Vision for Coming Years

- Ready for growth
- Improve profitability in winter
- Protect profitability in summer
- Continue cost-and-margin initiatives

	12-month period ended October 31				
	2016	2015	2014	2013	2012
<i>(in millions of C\$, except per share amounts)</i>					
<b>REVENUES</b>	<b>2,889.6</b>	<b>2,898.0</b>	<b>2,996.1</b>	<b>2,969.6</b>	<b>3,051.8</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	161.6	199.5	168.5	190.6	119.5
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>25.8</b>	<b>100.6</b>	<b>81.3</b>	<b>109.3</b>	<b>31.2</b>
<i>As % of revenues</i>	<i>0.9%</i>	<i>3.5%</i>	<i>2.7%</i>	<i>3.7%</i>	<i>1.0%</i>
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>(15.5)</b>	<b>45.9</b>	<b>37.1</b>	<b>60.7</b>	<b>10.1</b>
<i>As % of revenues</i>	<i>(0.5%)</i>	<i>1.6%</i>	<i>1.2%</i>	<i>2.0%</i>	<i>0.3%</i>
<i>Per share</i>	<i>(\$0.42)</i>	<i>\$1.19</i>	<i>\$0.95</i>	<i>\$1.58</i>	<i>\$0.24</i>

(1) Refer to Non-IFRS Financial Measures in the Appendix

# Trading Comparables

## (Valuation Metrics)



(in millions of C\$, except ratios)

	Share price	Latest Quarter	Revenues (LTM)	Equity Value	Adj. Enterprise Value	Adj. EV / EBITDAR <sup>(1)</sup>		P/E		Margins (LTM)	
	07/12/2016					CY2017E <sup>(2)</sup>	CY2018E <sup>(2)</sup>	CY2017E <sup>(2)</sup>	CY2018E <sup>(2)</sup>	EBITDAR	EBITDA
<b>Direct comparables</b>											
TUI AG	€12.45	Sep-16	\$25,299	\$10,421	\$17,889	5.0x	4.8x	10.4x	9.4x	11.5%	6.7%
Thomas Cook	£0.90	Sep-16	\$14,752	\$2,288	\$5,578	4.1x	4.0x	7.4x	6.4x	9.7%	6.6%
Flight Centre	AUD 32.50	Jun-16	\$2,550	\$3,250	\$3,962	7.1x	6.8x	14.1x	13.4x	21.8%	15.9%
<b>Group Average</b>						<b>5.4x</b>	<b>5.2x</b>	<b>10.6x</b>	<b>9.7x</b>	<b>14.3%</b>	<b>9.7%</b>
<b>Canadian airlines</b>											
Air Canada	\$14.27	Sep-16	\$14,434	\$4,033	\$10,919	3.5x	3.2x	3.9x	3.3x	19.0%	16.0%
WestJet Airlines	\$21.30	Sep-16	\$4,064	\$2,609	\$4,127	3.6x	3.4x	9.5x	8.4x	24.1%	19.7%
<b>Group Average</b>						<b>3.6x</b>	<b>3.3x</b>	<b>6.7x</b>	<b>5.9x</b>	<b>21.6%</b>	<b>17.9%</b>
<b>Transat</b>	<b>\$5.53</b>	<b>Oct-16</b>	<b>\$2,890</b>	<b>\$205</b>	<b>\$792</b>	<b>4.4x</b>	<b>3.6x</b>	<b>nmf</b>	<b>6.0x</b>	<b>5.6%</b>	<b>0.9%</b>

Source: Bloomberg, Factset, Company filings

Note: All values updated as of 7-Dec-2016.

(1) Adjusted Debt and EV include aircraft and ship leases capitalized at 7.5x LTM rent expenses

(2) Estimates from Factset and calendarized

# Trading Comparables (Capital Structure)



(in millions of C\$, unless otherwise noted)

	Cash	Adj. Net Debt <sup>(1)</sup>	Capital Structure					Capital Structure (%)						
			Market Cap	Total debt	Leases	Cash Adj.	Other	Adj. EV <sup>(1)</sup>	Market Cap	Total debt	Leases	Cash	Other	Adj. EV <sup>(1)</sup>
<b>Direct comparables</b>														
TUI AG	\$2,863	\$8,772	\$10,421	\$2,898	\$8,737	(\$2,863)	(\$1,304)	\$17,889	58%	16%	49%	(16%)	(7%)	100%
Thomas Cook	\$2,966	\$3,261	\$2,288	\$3,208	\$3,019	(\$2,966)	\$28	\$5,577	41%	58%	54%	(53%)	1%	100%
Flight Centre	\$501	\$727	\$3,250	\$76	\$1,152	(\$501)	(\$15)	\$3,962	82%	2%	29%	(13%)	0%	100%
<b>Group Average</b>									<b>60%</b>	<b>25%</b>	<b>44%</b>	<b>(27%)</b>	<b>(2%)</b>	<b>100%</b>
<b>Canadian airlines</b>														
Air Canada	\$2,990	\$6,932	\$4,033	\$6,622	\$3,300	(\$2,990)	(\$46)	\$10,919	37%	61%	30%	(27%)	0%	100%
WestJet Airlines	\$1,773	\$1,590	\$2,609	\$2,025	\$1,338	(\$1,773)	(\$72)	\$4,127	63%	49%	32%	(43%)	(2%)	100%
<b>Group Average</b>									<b>50%</b>	<b>55%</b>	<b>31%</b>	<b>(35%)</b>	<b>(1%)</b>	<b>100%</b>
<b>Transat</b>	<b>\$364</b>	<b>\$655</b>	<b>\$205</b>	<b>\$0</b>	<b>\$1,019</b>	<b>(\$364)</b>	<b>(\$68)</b>	<b>\$792</b>	<b>26%</b>	<b>0%</b>	<b>129%</b>	<b>(46%)</b>	<b>(9%)</b>	<b>100%</b>

Source: Bloomberg, Factset, Company filings

Note: All values updated as of 28-Aug-2016.

(1) Adjusted Debt and EV include aircraft and ship leases capitalized at 7.5x LTM rent expenses

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# First Quarter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



## 3-month period ended January 31

(in millions of C\$, except per share amounts and % of revenues)

	3-month period ended January 31								
	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
<b>REVENUES</b>	<b>725.7</b>	<b>121.2</b>	<b>846.9</b>	<b>684.0</b>	<b>104.6</b>	<b>788.6</b>	<b>41.7</b>	<b>16.6</b>	<b>58.3</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	0.6	(8.9)	(8.3)	0.4	(13.0)	(12.6)	0.2	4.1	4.3
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>(31.7)</b>	<b>(8.9)</b>	<b>(40.6)</b>	<b>(22.7)</b>	<b>(13.0)</b>	<b>(35.7)</b>	<b>(9.0)</b>	<b>4.1</b>	<b>(4.9)</b>
<i>As % of revenues</i>	<i>(4.4%)</i>	<i>(7.3%)</i>	<i>(4.8%)</i>	<i>(3.3%)</i>	<i>(12.4%)</i>	<i>(4.5%)</i>	<i>- 105 bps</i>	<i>+ 509 bps</i>	<i>- 27 bps</i>
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>(30.4)</b>	<b>(6.9)</b>	<b>(37.3)</b>	<b>(22.9)</b>	<b>(9.6)</b>	<b>(32.5)</b>	<b>(7.5)</b>	<b>2.7</b>	<b>(4.8)</b>
<i>As % of revenues</i>	<i>(4.2%)</i>	<i>(5.7%)</i>	<i>(4.4%)</i>	<i>(3.3%)</i>	<i>(9.2%)</i>	<i>(4.1%)</i>	<i>- 84 bps</i>	<i>+ 348 bps</i>	<i>- 28 bps</i>
<i>Per share</i>	<i>(\$0.82)</i>	<i>(\$0.18)</i>	<i>(\$1.00)</i>	<i>(\$0.59)</i>	<i>(\$0.25)</i>	<i>(\$0.84)</i>	<i>(\$0.23)</i>	<i>\$0.07</i>	<i>(\$0.16)</i>

(1) Refer to Non-IFRS Financial Measures in the Appendix

# Second Quarter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



## 3-month period ended April 30

(in millions of C\$, except per share amounts and % of revenues)

	3-month period ended April 30								
	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
<b>REVENUES</b>	<b>888.2</b>	<b>163.6</b>	<b>1,051.8</b>	<b>875.2</b>	<b>143.3</b>	<b>1,018.5</b>	<b>13.0</b>	<b>20.3</b>	<b>33.3</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	33.7	1.5	35.2	32.4	(4.4)	28.0	1.3	5.9	7.2
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>(5.0)</b>	<b>1.5</b>	<b>(3.5)</b>	<b>7.8</b>	<b>(4.4)</b>	<b>3.4</b>	<b>(12.8)</b>	<b>5.9</b>	<b>(6.9)</b>
<i>As % of revenues</i>	<i>(0.6%)</i>	<i>0.9%</i>	<i>(0.3%)</i>	<i>0.9%</i>	<i>(3.1%)</i>	<i>0.3%</i>	<i>- 145 bps</i>	<i>+ 399 bps</i>	<i>- 67 bps</i>
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>(11.9)</b>	<b>(0.3)</b>	<b>(12.2)</b>	<b>(2.7)</b>	<b>(3.9)</b>	<b>(6.6)</b>	<b>(9.2)</b>	<b>3.6</b>	<b>(5.6)</b>
<i>As % of revenues</i>	<i>(1.3%)</i>	<i>(0.2%)</i>	<i>(1.2%)</i>	<i>(0.3%)</i>	<i>(2.7%)</i>	<i>(0.6%)</i>	<i>- 103 bps</i>	<i>+ 254 bps</i>	<i>- 51 bps</i>
<i>Per share</i>	<i>(\$0.32)</i>	<i>(\$0.01)</i>	<i>(\$0.33)</i>	<i>(\$0.07)</i>	<i>(\$0.10)</i>	<i>(\$0.17)</i>	<i>(\$0.25)</i>	<i>\$0.09</i>	<i>(\$0.16)</i>

(1) Refer to Non-IFRS Financial Measures in the Appendix

# Winter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



	6-month period ended April 30								
	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
<b>REVENUES</b>	<b>1,613.9</b>	<b>284.8</b>	<b>1,898.7</b>	<b>1,559.2</b>	<b>247.9</b>	<b>1,807.1</b>	<b>54.7</b>	<b>36.9</b>	<b>91.6</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	34.3	(7.4)	26.9	32.8	(17.4)	15.4	1.5	10.0	11.5
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>(36.7)</b>	<b>(7.4)</b>	<b>(44.1)</b>	<b>(14.9)</b>	<b>(17.4)</b>	<b>(32.3)</b>	<b>(21.8)</b>	<b>10.0</b>	<b>(11.8)</b>
<i>As % of revenues</i>	<i>(2.3%)</i>	<i>(2.6%)</i>	<i>(2.3%)</i>	<i>(1.0%)</i>	<i>(7.0%)</i>	<i>(1.8%)</i>	<i>- 132 bps</i>	<i>+ 442 bps</i>	<i>- 54 bps</i>
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>(42.3)</b>	<b>(7.2)</b>	<b>(49.5)</b>	<b>(25.6)</b>	<b>(13.5)</b>	<b>(39.1)</b>	<b>(16.7)</b>	<b>6.3</b>	<b>(10.4)</b>
<i>As % of revenues</i>	<i>(2.6%)</i>	<i>(2.5%)</i>	<i>(2.6%)</i>	<i>(1.6%)</i>	<i>(5.4%)</i>	<i>(2.2%)</i>	<i>- 98 bps</i>	<i>+ 292 bps</i>	<i>- 44 bps</i>
<i>Per share</i>	<i>(\$1.14)</i>	<i>(\$0.19)</i>	<i>(\$1.33)</i>	<i>(\$0.66)</i>	<i>(\$0.35)</i>	<i>(\$1.01)</i>	<i>(\$0.48)</i>	<i>\$0.16</i>	<i>(\$0.32)</i>

(1) Refer to Non-IFRS Financial Measures in the Appendix

# Third Quarter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



## 3-month period ended July 31

(in millions of C\$, except per share amounts and % of revenues)

	3-month period ended July 31								
	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
<b>REVENUES</b>	<b>1,275.7</b>	<b>401.0</b>	<b>1,676.7</b>	<b>1,338.8</b>	<b>215.3</b>	<b>920.1</b>	<b>(41.2)</b>	<b>(1.7)</b>	<b>(42.9)</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	47.9	7.0	54.9	69.5	1.7	71.2	(21.6)	5.3	(16.3)
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>16.0</b>	<b>7.0</b>	<b>23.0</b>	<b>44.8</b>	<b>1.7</b>	<b>46.5</b>	<b>(28.8)</b>	<b>5.3</b>	<b>(23.5)</b>
<i>As % of revenues</i>	2.4%	3.3%	2.6%	6.4%	0.8%	5.1%	- 395 bps	+ 249 bps	- 243 bps
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>2.5</b>	<b>3.0</b>	<b>5.5</b>	<b>26.9</b>	<b>0.3</b>	<b>27.2</b>	<b>(24.3)</b>	<b>2.7</b>	<b>(21.7)</b>
<i>As % of revenues</i>	0.4%	1.4%	0.6%	3.8%	0.1%	3.0%	- 344 bps	+ 127 bps	- 233 bps
<i>Per share</i>	\$0.07	\$0.08	\$0.15	\$0.70	\$0.01	\$0.71	(\$0.63)	\$0.07	(\$0.56)

(1) Refer to Non-IFRS Financial Measures in the Appendix

# Fourth Quarter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



## 3-month period ended October 31

(in millions of C\$, except per share amounts and % of revenues)

	3-month period ended October 31								
	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
<b>REVENUES</b>	<b>612.1</b>	<b>187.4</b>	<b>799.5</b>	<b>634.0</b>	<b>205.1</b>	<b>839.1</b>	<b>(21.9)</b>	<b>(17.7)</b>	<b>(39.6)</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	79.3	7.7	87.0	97.1	15.9	113.0	(17.8)	(8.2)	(25.9)
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>46.5</b>	<b>7.7</b>	<b>54.2</b>	<b>70.8</b>	<b>15.9</b>	<b>86.7</b>	<b>(24.3)</b>	<b>(8.2)</b>	<b>(32.5)</b>
<i>As % of revenues</i>	7.6%	4.1%	6.8%	11.2%	7.8%	10.3%	- 357 bps	- 362 bps	- 355 bps
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>24.2</b>	<b>4.0</b>	<b>28.2</b>	<b>44.6</b>	<b>10.1</b>	<b>54.8</b>	<b>(20.5)</b>	<b>(6.1)</b>	<b>(26.6)</b>
<i>As % of revenues</i>	4.0%	2.2%	3.5%	7.0%	4.9%	6.5%	- 309 bps	- 279 bps	- 300 bps
<i>Per share</i>	\$0.66	\$0.11	\$0.77	\$1.16	\$0.26	\$1.42	(\$0.50)	(\$0.15)	(\$0.66)

(1) Refer to Non-IFRS Financial Measures in the Appendix

# Summer Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



## 6-month period ended October 31

(in millions of C\$, except per share amounts and % of revenues)

	6-month period ended October 31								
	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
<b>REVENUES</b>	<b>1,275.7</b>	<b>401.0</b>	<b>1,676.7</b>	<b>1,338.8</b>	<b>420.4</b>	<b>1,759.3</b>	<b>(63.1)</b>	<b>(19.4)</b>	<b>(82.6)</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	127.3	14.7	142.0	166.6	17.6	184.2	(39.4)	(2.9)	(42.2)
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>62.5</b>	<b>14.7</b>	<b>77.2</b>	<b>115.6</b>	<b>17.6</b>	<b>133.2</b>	<b>(53.1)</b>	<b>(2.9)</b>	<b>(56.0)</b>
<i>As % of revenues</i>	4.9%	3.7%	4.6%	8.6%	4.2%	7.6%	- 374 bps	- 51 bps	- 297 bps
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>26.7</b>	<b>7.0</b>	<b>33.7</b>	<b>71.5</b>	<b>10.5</b>	<b>82.0</b>	<b>(44.8)</b>	<b>(3.4)</b>	<b>(48.3)</b>
<i>As % of revenues</i>	2.1%	1.8%	2.0%	5.3%	2.5%	4.7%	- 325 bps	- 74 bps	- 265 bps
<i>Per share</i>	(\$0.72)	(\$0.19)	(\$0.91)	(\$1.86)	(\$0.27)	(\$2.13)	(\$1.14)	(\$0.08)	(\$1.22)

(1) Refer to Non-IFRS Financial Measures in the Appendix

# Annual Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



## 12-month period ended October 31

(in millions of C\$, except per share amounts and % of revenues)

	12-month period ended October 31								
	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
<b>REVENUES</b>	<b>2,889.6</b>	<b>685.8</b>	<b>3,575.4</b>	<b>2,898.0</b>	<b>668.4</b>	<b>3,566.4</b>	<b>(8.3)</b>	<b>17.4</b>	<b>9.1</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	161.6	7.3	168.8	199.5	0.2	199.7	(37.9)	7.0	(30.8)
<b>Adjusted EBITDA (incl. hotels JV) <sup>(1)</sup></b>	<b>25.8</b>	<b>7.3</b>	<b>33.0</b>	<b>100.6</b>	<b>0.2</b>	<b>100.8</b>	<b>(74.8)</b>	<b>7.0</b>	<b>(67.8)</b>
<i>As % of revenues</i>	<i>0.9%</i>	<i>1.1%</i>	<i>0.9%</i>	<i>3.5%</i>	<i>0.0%</i>	<i>2.8%</i>	<i>- 258 bps</i>	<i>+ 103 bps</i>	<i>- 190 bps</i>
<b>Adjusted net income (loss) <sup>(1)</sup></b>	<b>(15.5)</b>	<b>(0.2)</b>	<b>(15.7)</b>	<b>45.9</b>	<b>(3.0)</b>	<b>42.9</b>	<b>(61.5)</b>	<b>2.8</b>	<b>(58.6)</b>
<i>As % of revenues</i>	<i>(0.5%)</i>	<i>0.0%</i>	<i>(0.4%)</i>	<i>1.6%</i>	<i>(0.4%)</i>	<i>(1.2%)</i>	<i>- 212 bps</i>	<i>+ 42 bps</i>	<i>- 164 bps</i>
<i>Per share</i>	<i>(\$0.42)</i>	<i>\$0.00</i>	<i>(\$0.43)</i>	<i>\$1.19</i>	<i>(\$0.08)</i>	<i>\$1.12</i>	<i>(\$1.62)</i>	<i>\$0.07</i>	<i>(\$1.54)</i>

(1) Refer to Non-IFRS Financial Measures in the Appendix

# 5-Year Historical Winter Financial Results (Consolidated Results)



	6-month period ended on April 30				
	2016	2015	2014	2013	2012
<i>(in thousands of C\$)</i>					
<b>REVENUES</b>	<b>1,898,713</b>	<b>1,807,079</b>	<b>1,965,842</b>	<b>1,912,538</b>	<b>2,041,722</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	26,869	15,493	15,135	26,312	(14,255)
<b>Adjusted EBITDA (incl. hotels JV)<sup>(1)</sup></b>	<b>(44,155)</b>	<b>(32,358)</b>	<b>(23,888)</b>	<b>(14,663)</b>	<b>(55,726)</b>
<i>As % of revenues</i>	<i>(2.3%)</i>	<i>(1.8%)</i>	<i>(1.2%)</i>	<i>(0.8%)</i>	<i>(2.7%)</i>
<b>Adjusted net income (loss)<sup>(1)</sup></b>	<b>(49,443)</b>	<b>(39,070)</b>	<b>(30,841)</b>	<b>(22,996)</b>	<b>(54,477)</b>
<i>As % of revenues</i>	<i>(2.6%)</i>	<i>(2.2%)</i>	<i>(1.6%)</i>	<i>(1.2%)</i>	<i>(2.7%)</i>
<b>Net income (loss) attributable to shareholders</b>	<b>(86,107)</b>	<b>(39,610)</b>	<b>(33,552)</b>	<b>(37,897)</b>	<b>(42,688)</b>
<b>Adjustments net of tax :</b>	<b>(36,664)</b>	<b>(540)</b>	<b>(2,711)</b>	<b>(14,901)</b>	<b>11,789</b>
Change in fair value of derivative financial instruments	(37,964)	(665)	(1,480)	(16,440)	6,025
Non-monetary gain on investments in ABCP	-	-	-	-	8,032
Gain (loss) on disposal of a subsidiary	(843)	-	-	-	-
Asset impairment	(15,809)	-	-	-	-
Premium related to fuel-related derivatives and other derivatives matured during the period	5,666	-	-	-	-
Restructuring (Charge) / Gain	-	-	(2,226)	(3,915)	-
Lump-sum payments related to collective agreements	-	-	-	-	-
Tax Impact	12,286	125	995	5,454	(2,268)

<sup>(1)</sup> Refer to Non-IFRS Financial Measures in the Appendix

# 5-Year Historical Summer Financial Results (Consolidated Results)



	6-month period ended on October 31				
	2016	2015	2014	2013	2012
<i>(in thousands of C\$)</i>					
<b>REVENUES</b>	<b>1,676,712</b>	<b>1,759,289</b>	<b>1,786,357</b>	<b>1,735,620</b>	<b>1,672,497</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	141,967	184,187	172,023	175,280	123,066
<b>Adjusted EBITDA (incl. hotels JV)<sup>(1)</sup></b>	<b>77,178</b>	<b>133,179</b>	<b>123,817</b>	<b>134,985</b>	<b>76,176</b>
<i>As % of revenues</i>	4.6%	7.6%	6.9%	7.8%	4.6%
<b>Adjusted net income (loss)<sup>(1)</sup></b>	<b>33,742</b>	<b>82,013</b>	<b>76,083</b>	<b>85,563</b>	<b>39,205</b>
<i>As % of revenues</i>	2.0%	4.7%	4.3%	4.9%	2.3%
<b>Net income (loss) attributable to shareholders</b>	<b>44,359</b>	<b>82,175</b>	<b>56,427</b>	<b>95,852</b>	<b>26,019</b>
<b>Adjustments net of tax :</b>	<b>10,617</b>	<b>162</b>	<b>(19,656)</b>	<b>10,289</b>	<b>(13,186)</b>
Change in fair value of derivative financial instruments	44,865	137	(22,342)	15,947	(5,324)
Non-monetary gain on investments in ABCP	-	-	-	-	(96)
Gain (loss) on disposal of a subsidiary	49,772	-	-	-	5,655
Asset impairment	(63,899)	-	(369)	-	(15,000)
Premium related to fuel-related derivatives and other derivatives matured during the period	2,086	-	-	-	-
Restructuring (Charge) / Gain	(6,562)	-	(4,161)	(1,825)	-
Lump-sum payments related to collective agreements	(7,263)	-	-	-	-
Tax Impact	(8,382)	25	7,216	(3,833)	1,579

<sup>(1)</sup> Refer to Non-IFRS Financial Measures in the Appendix

# 5-Year Historical Annual Financial Results (Consolidated Results)



	12-month period ended on October 31				
	2016	2015	2014	2013	2012
<i>(in thousands of C\$)</i>					
<b>REVENUES</b>	<b>3,575,426</b>	<b>3,566,368</b>	<b>3,752,198</b>	<b>3,648,158</b>	<b>3,714,219</b>
Adjusted EBITDAR (incl. hotels JV) <sup>(1)</sup>	168,837	199,680	187,158	201,592	108,811
<b>Adjusted EBITDA (incl. hotels JV)<sup>(1)</sup></b>	<b>33,024</b>	<b>100,821</b>	<b>99,929</b>	<b>120,322</b>	<b>20,450</b>
<i>As % of revenues</i>	<i>0.9%</i>	<i>2.8%</i>	<i>2.7%</i>	<i>3.3%</i>	<i>0.6%</i>
<b>Adjusted net income (loss)<sup>(1)</sup></b>	<b>(15,700)</b>	<b>42,943</b>	<b>45,242</b>	<b>62,567</b>	<b>(15,272)</b>
<i>As % of revenues</i>	<i>(0.4%)</i>	<i>1.2%</i>	<i>1.2%</i>	<i>1.7%</i>	<i>(0.4%)</i>
<b>Net income (loss) attributable to shareholders</b>	<b>(41,748)</b>	<b>42,565</b>	<b>22,875</b>	<b>57,955</b>	<b>(16,669)</b>
<b>Adjustments net of tax :</b>	<b>(26,048)</b>	<b>(378)</b>	<b>(22,367)</b>	<b>(4,612)</b>	<b>(1,397)</b>
Change in fair value of derivative financial instruments	6,901	(528)	(23,822)	(493)	701
Non-monetary gain on investments in ABCP	-	-	-	-	7,936
Gain (loss) on disposal of a subsidiary	48,929	-	-	-	5,655
Asset impairment	(79,708)	-	(369)	-	(15,000)
Premium related to fuel-related derivatives and other derivatives matured during the period	7,752	-	-	-	-
Restructuring (Charge) / Gain	(6,562)	-	(6,387)	(5,740)	-
Lump-sum payments related to collective agreements	(7,263)	-	-	-	-
Tax Impact	3,904	150	8,211	1,621	(689)

<sup>(1)</sup> Refer to Non-IFRS Financial Measures in the Appendix

# 5-Year Historical Winter Financial Position (Consolidated Results)



(in thousands of C\$)

	As at January 31					As at April 30				
	2016	2015	2014	2013	2012	2016	2015	2014	2013	2012
<b>Free cash</b>	<b>431,411</b>	<b>393,631</b>	<b>359,596</b>	<b>247,877</b>	<b>291,234</b>	<b>454,881</b>	<b>441,536</b>	<b>404,554</b>	<b>336,148</b>	<b>349,457</b>
Cash in trust or otherwise reserved	395,623	394,896	418,504	407,153	426,671	251,125	291,300	300,848	296,747	289,806
Trade and other payables	459,162	402,516	421,172	351,866	352,040	407,834	380,712	373,840	372,094	366,742
Customer deposits	658,197	636,303	621,618	591,969	598,424	542,128	578,449	540,293	514,674	464,722
<b>Working capital ratio</b>	<b>1.01</b>	<b>1.05</b>	<b>1.07</b>	<b>1.02</b>	<b>0.99</b>	<b>0.95</b>	<b>1.01</b>	<b>1.04</b>	<b>0.98</b>	<b>0.93</b>
Balance sheet debt	0	0	0	0	0	0	0	0	0	0
Obligations under operating leases	672,066	684,551	633,475	504,374	612,374	713,606	624,156	626,816	480,199	576,346
Net investment (Ocean hotels)	107,317	85,322	74,579	64,011	60,689	101,909	94,532	77,510	68,300	62,651
LTM capital expenditures (net of deferred credit)	61,001	68,406	54,463	62,203	56,089	53,897	62,822	63,239	61,561	57,265
<b>LTM free cash flow <sup>(1)</sup></b>	<b>61,629</b>	<b>37,588</b>	<b>104,940</b>	<b>(42,695)</b>	<b>37,745</b>	<b>38,560</b>	<b>52,527</b>	<b>54,745</b>	<b>(5,778)</b>	<b>3,261</b>

<sup>(1)</sup> Refer to Non-IFRS Financial Measures in the Appendix

# 5-Year Historical Summer Financial Position (Consolidated Results)



(in thousands of C\$)

	As at July 31					As at October 31				
	2016	2015	2014	2013	2012	2016	2015	2014	2013	2012
<b>Free cash</b>	<b>504,261</b>	<b>515,552</b>	<b>497,072</b>	<b>389,337</b>	<b>318,692</b>	<b>363,664</b>	<b>336,423</b>	<b>308,887</b>	<b>265,818</b>	<b>198,525</b>
Cash in trust or otherwise reserved	203,454	266,700	262,803	290,558	268,287	292,131	367,199	340,704	361,743	331,172
Trade and other payables	482,008	466,644	463,785	443,189	383,557	247,795	355,656	338,633	326,687	307,219
Customer deposits	494,731	527,868	485,867	456,215	395,862	409,045	489,622	424,468	410,340	382,823
<b>Working capital ratio</b>	<b>0.97</b>	<b>1.04</b>	<b>1.06</b>	<b>1.02</b>	<b>0.99</b>	<b>1.28</b>	<b>1.09</b>	<b>1.12</b>	<b>1.10</b>	<b>1.00</b>
Balance sheet debt	0	0	0	0	0	0	0	0	0	0
Obligations under operating leases	693,309	624,047	562,821	658,885	552,287	691,841	675,385	657,639	632,804	530,907
Net investment (Ocean hotels)	99,216	96,453	78,026	69,281	65,356	97,668	97,897	83,949	70,041	64,189
LTM capital expenditures (net of deferred credit)	55,791	61,460	58,436	62,029	62,565	57,754	59,295	64,976	55,457	64,639
<b>Free cash flow (TTM) <sup>(1)</sup></b>	<b>(13,821)</b>	<b>28,829</b>	<b>100,580</b>	<b>71,220</b>	<b>(59,984)</b>	<b>(27,193)</b>	<b>39,658</b>	<b>41,264</b>	<b>67,582</b>	<b>(55,767)</b>

<sup>(1)</sup> Refer to Non-IFRS Financial Measures in the Appendix

# Experienced Management Team



**Jean-Marc Eustache**  
Chairman of the Board  
President and Chief Executive Officer  
Transat A.T. Inc

Jean-Marc Eustache was the principal architect of the 1987 creation of Transat A.T. Inc. His forward-thinking business vision — focused on vertical integration — combined with outstanding leadership skills have helped elevate Transat A.T. Inc. to the rank of Canada's tourism industry leader. With its subsidiaries and affiliates, the Company has also become international in scope and one of the world tourism industry's largest players.

He holds a Bachelor of Science degree in Economics (1974) from l'Université du Québec à Montréal. He began his career in the tourism industry in 1977 at Tourbec, a travel agency specializing in youth and student tourism, before founding Trafic Voyages — the foundation for the creation of Transat A.T. — in 1982.



**Denis Pétrin**  
Vice-President, Finance & Administration  
and Chief Financial Officer  
Transat A.T. Inc.

Denis Petrin, CPA has held the position of Vice-President, Finance and Administration and Chief Financial Officer for Transat A.T. inc. since 2009.

He began his career with Ernst & Young before joining Air Transat in 1990. In 1997, he was appointed Vice-President, Finance and Administration for Air Transat to which was added the equivalent position for Transat Tours Canada in 2003.

Mr. Petrin holds a bachelor's degree in Business Administration from Université du Québec à Trois-Rivières.



**André De Montigny**  
President, Transat International .

Vice-President, Corporate Development,  
Transat A.T. Inc

André De Montigny is President of Transat International and Vice-President, Business Development of Transat. He joined the Transat team in 2000 as Vice-President, Business Development. He served previously as Vice-President, Telecommunications for Capital Communications CDPQ, a subsidiary of the Caisse de dépôt et placement du Québec. He also worked for Videotron Ltd and Teleglobe Canada as, respectively, Vice-President, Business Development and Director, Business Development. He also holds a Bachelor and Master degree in Economics from Université de Montréal. He also holds an MBA from HEC Montréal.

As President of Transat International, he is responsible for the strategy and financial results of Transat's entities at destination, namely the incoming operators in Greece, Mexico and Dominican Republic, as well as the hotel management joint venture with Ocean in the Caribbean. As Vice-President, Business Development, he is responsible for the development of Transat's Strategic Plan and for the identification of external growth opportunities and ensuing acquisition transactions.



**Jean-François Lemay**  
General Manager  
Air Transat

Jean-François Lemay joined Transat's senior management team in October 2011. He has some 30 years of experience in the practise of law, including with the firms Desjardins Ducharme, then Bélanger Sauvé and finally Dunton Rainville, where he was a partner and member of the executive committee. A specialist in labour law, he has advised many clients on issues related to labour relations, human rights and freedoms, and occupational health and safety. He is invited regularly to speak to professional associations and is the author of numerous articles on labour relations. He has also served as a lecturer in labour law with the Law Faculty of Université de Montréal, where he obtained his law degree, and as a professor in labour law with the École du Barreau of the Quebec Bar.



**Annick Guérard**  
General Manager  
Transat Tours Canada

Annick Guérard began her professional career in the transportation industry as a Project Manager in engineering consulting, and then worked as a Senior Consultant in organizational management for the Deloitte management consulting firm.

Since 2002, Ms. Guérard has held a variety of management positions within different Transat A.T. Inc. business units, including working four years as Senior Director, Customer Service, for Air Transat. In 2006, she joined Transat Tours Canada's team as Director, Brands, then served as its Interim Director, Marketing. A year later, she took over the leadership of Jonview Canada in Toronto. In 2009, she was appointed Vice-President, Marketing and Web Commercialization, for Transat Tours Canada. Since October 2011, Annick has acted as Vice-President, South Market, and was then appointed to the position of General Manager of Transat Tours Canada, on the 3rd of December 2012.

Ms. Guérard holds an MBA from HEC Montréal and a Bachelor's degree in Engineering from l'école Polytechnique de Montréal.



**Joseph Adamo**  
General Manager  
Transat Distribution Canada

Joseph Adamo joined Transat in 2011, first as Senior Director, then Vice-President, Marketing and e-commerce, for Transat Tours Canada (TTC). In June 2013, he was appointed General Manager of Transat Distribution Canada (TDC). Mr. Adamo has over 25 years of sales, marketing and customer service experience. Prior to joining Transat he held key positions in several large corporations, among them the Marketel/McCann-Erickson Ltd. advertising agency, TELUS Mobility, Bell Canada and the Yellow Pages Group. He holds a Bachelor of Commerce degree and an MBA from McGill University.

## **Adjusted net income (loss):**

Net income (loss) attributable to shareholders before net income (loss) from discontinued operations, change in fair value of fuel-related derivatives and other derivatives, gain on disposal of a subsidiary, restructuring charge, impairment of assets, lump-sum payments related to collective agreements and other significant unusual items, including premium related to fuel-related derivatives and other derivatives matured during the period, net of related taxes.

## **Adjusted EBITDA (Adjusted operating income (loss)) :**

Operating income (loss) before depreciation and amortization expense, restructuring charge, lump-sum payments related to collective agreements and other significant unusual items, including premium related to fuel-related derivatives and other derivatives matured during the period.

## **Adjusted EBITDAR:**

Operating income (loss) before aircraft rent, depreciation and amortization expense, restructuring charge, lump-sum payments related to collective agreements and other significant unusual items, including premium related to fuel-related derivatives and other derivatives matured during the period.

## **Free cash flow:**

Cash flows related to operating activities, net of capital expenditures.



Welcome  
ἔρθετε  
Bienvenido  
Bem-vindo  
Bienvenue  
Willkommen  
Willkommen  
Benvenuto  
geldiniz  
Bienvenue  
Welkom  
Benvenuto



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