## FORWARD-LOOKING STATEMENTS

## THIS PRESENTATION CONTAINS CERTAIN FORWARD-LOOKING STATEMENTS WITH RESPECT TO THE CORPORATION. THESE FORWARD-LOOKING STATEMENTS, BY THER 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

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## DISTINCT MNTER AND SUMMER MARKETS



## KEY FINANCIAL INFORMATION - SUMMER



## TRANSATLANTIC MARKET

(TRANSAT ROUTES, SUMMER 2015)

## transat



## TRANSATLANTIC MARKET

CAPACITY AND MARKET SHARE (TRANSAT MARKETS)

Market share -
Transatlantic routes,
Summer 2015


## KEY FINANCIAL INFORMATION - SUMMER

## THIRD QUARTER RESULTS 2015

## transat

## HIGHLIGHTS (vs. 2014)

- Global results similar due to :
- Despite global capacity increase, we improved our margin on transatlantic routes (lion's share of our revenue)
- Positive combined impact of fuel-cost and currency fluctuations on transatlantic flights
- Lower revenues attributable to lower fuel costs
- Softening of margins in France due to international crises and a weaker euro
- Transatlantic
- Capacity similar
- Prices down by $2.3 \%\left(v s .2 .7 \%{ }^{(2)}\right)$
- Load factor up by $0.5 \%\left(\right.$ vs. $\left.0.0 \%{ }^{(2)}\right)$
- Cost down by 4.4\% (Fuel / FX / Indexation)
- France
- Passengers decreased by $14.1 \%$ due to factors out of our control
- EUR/USD decreased by $18 \%(1.11 \mathrm{vs} 1.36)$ : Negative impact on the demand for USA tour-packages
(in thousands of CS)

|  | Actual | Actual | $\$$ | $\%$ |
| :--- | :---: | :---: | :---: | :---: |
| REVENUES | 920,123 | 941,702 | $(21,579)$ | $-2.3 \%$ |
| EBITDAR incl. hotels JV | 71,174 | 71,139 | 35 | $0.0 \%$ |
| As \% of revenues | 46,472 | 47,789 | $(1,317)$ | $-2.8 \%$ |
| Adjusted net income ${ }^{(1)}$ | $5.1 \%$ | $5.1 \%$ |  |  |
| As \% of revenues | 27,216 | 26,730 | 486 | $1.8 \%$ |
| Per share | $3.0 \%$ | $2.8 \%$ |  |  |
| Net income (loss) as per F/S | 0.71 | 0.68 |  |  |

[^0]
## KEY FINANCIAL INFORMATION - SUMMER

## CURRENCIES \& FUEL IMPACT ON COSTS (2015 VS. 2014)

## transat

| Average selling price $2014{ }^{(1)}$ | Transatlantic (per passenger) |  |  |
| :---: | :---: | :---: | :---: |
|  | Q3 | Q4 | Summer |
|  | \$870 | \$930 | \$900 |
| \% Fuel expense <br> \% Other expenses in foreign currencies | $\begin{aligned} & 31 \% \\ & 24 \% \\ & \hline \end{aligned}$ | $\begin{aligned} & 29 \% \\ & \text { 26\% } \end{aligned}$ | $\begin{aligned} & 30 \% \\ & 25 \% \end{aligned}$ |
| 2015 average <br> - FX Blended Rate <br> - Fuel Blended Price per gallon ${ }^{(2)}$ | $\begin{gathered} \text { USD / EUR / GBP } \\ 1.18 / 1.39 / 1.87 \\ \text { CAD } 2.55 \end{gathered}$ | USD / EUR / GBP <br> 1.21/1.41/1.91 CAD 2.41 | $\begin{gathered} \hline \text { USD / EUR / GBP } \\ 1.20 / 1.40 / 1.89 \\ \text { CAD } 2.48 \end{gathered}$ |
| 2014 average <br> - FX Blended Rate <br> - Fuel Blended Price per gallon ${ }^{(2)}$ | $\begin{gathered} \text { USD / EUR / GBP } \\ 1.09 / 1.47 / 1.75 \\ \text { CAD } 3.13 \end{gathered}$ | $\begin{gathered} \text { USD / EUR / GBP } \\ 1.09 \text { / } 1.48 / 1.77 \\ \text { CAD } 3.11 \end{gathered}$ | USD/EUR/GBP 1.09/1.48/1.76 CAD 3.12 |
| FX/Fuel impact on costs | (\$52) | (\$56) | (\$54) |
| FXIFuel impact in $\%^{(3)}$ | (5.9\%) | (5.9\%) | (5.9\%) |

## KEY FINANCIAL INFORMATION - SUMMER

IMPACT ON ADJUSTED EBITDA INCL. OCEAN HOTELS (AS OF SEPT. 10, 2015)

## transat

## Q4 OUTLOOK (vs. 2014)

- Slightly lower global results:
- Similar margin on transatlantic routes despite global capacity increase
- Lower margins in France to continue
- Transatlantic
- Our capacity up by $3 \%$
- 83\% of inventory sold
- Prices down by 3.2\%
- Load factor down by $1.2 \%$
- Costs down by 4.4\% (Fuel / FX / Indexation)
- France
- Difficult market conditions in France due to a weaker euro and international crises

| Adj. EBITDA 2014 incl. hotels | 48 M | 76 M | 124 M |
| :--- | :---: | :---: | :---: |
| $\Delta$ FX / Fuel on costs on transatlantic <br> market (flight only) | +18 M | +22 M | +40 M |
| Adj. EBITDA incl. FX / Fuel impact | 66 M | 98 M | 164 M |
| Yield management (price and load factor) <br> on transatlantic market (flight only) ${ }^{(3)}$ | (12M) |  |  |
| France, Sun destinations... | $(7 \mathrm{M})$ |  |  |
| Adj. EBITDA 2015 incl. hotels | 47 M |  |  |

## KEY FINANCIAL INFORMATION - WINTER



## SUN DESTINATIONS MARKET

CAPACITY AND MARKET SHARE (TRANSAT MARKETS)

## transat



## KEY FINANCIAL INFORMATION - WMNTER

## transat

WNTER RESULTS 2016 (AS OF SEPTEMBER 10, 2015)

- Perspectives and Initiatives
- 20\% of inventory sold
- More flexible fleet :
- More seasonal B737
- More A330 sub-leased
- Improve our exclusive collection hotels (higher margins)
- Develop new routes and connecting flight

| (in thousands of CS) | Winter season ended A pril 30 |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2016 | 2015 | 2014 | Avg. 2011-2015 |
|  | Outlook | Actual | Actual | Actual |
| REVENUES |  | 1,807,079 | 1,965,841 | 1,927,689 |
| EBITDAR ${ }^{(1)}$ incl. hotels JV |  | 15,494 | 15,135 | 12,785 |
| EBITDA ${ }^{(1)}$ incl. hotels JV |  | $(32,357)$ | $(23,888)$ | $(26,039)$ |
| As \% of revenues |  | -1.8\% | -1.2\% | -1.4\% |
| Adjusted net income (loss) ${ }^{(2)}$ |  | $(39,069)$ | $(30,841)$ | $(33,455)$ |
| As \% of revenues |  | -2.2\% | -1.6\% | -1.7\% |
| Per share |  | (1.01) | (0.80) | (0.87) |
| Net income (loss) as per FS |  | $(39,609)$ | $(33,552)$ | $(31,682)$ |
| Impact FX/Fuel on costs |  | $(30,000)$ | $(36,000)$ |  |
| 1) Before restructuring charge <br> 2) Net income (loss) excluding change in investments in ABCP, gooduill impain | derivative finan structuring charg | ents used for ai | rchases, non- | $y$ gain on |

## FINANCIAL

## -sienvenue 1noo Welcome Willkom ace wonen itenvenido ber venula minzienvenueWelkom

POSITION

 envenuto

## FINANCIAL POSITION AS OF JULY 31, 2015

## HIGHLIGHTS

- Free Cash: + \$18M vs. July 2014
- Results of the last 12 months, working cap, net of Capex
- ABCP tax assessments (\$18M)
- Share buyback (\$4M)
- Debt
- Unused credit facilities of \$66M
- Off balanced sheet (aircraft leases) increase in the last 12-month period due to USD appreciation
- 2015 CAPEX: \$55M
- NCIB program active since April 15
- Net investment in hotels $\mathrm{JV}^{(1)}$
- Held 35\% (65\% held by H10 Hotels)
- 3 hotels owned, 2 hotels managed
- Manage 2,200 rooms
- \$96M on balanced sheet as of July 31
(in thousands of C\$, except ratios)

| (in thousands of Cs, except ratios) | 2015 | 2014 | 2015 vs. 2014 |  |
| :--- | :---: | :---: | :---: | :---: |
| Free cash | Actual | Actual | $\$$ | $\%$ |
| Cash in trust or otherwise reserved | 266,700 | 262,803 | 3,897 | $1.5 \%$ |
| Trade and other payables | 466,644 | 463,785 | 2,859 | $0.6 \%$ |
| Customer deposits | 527,868 | 485,867 | 42,001 | $8.6 \%$ |
| Working capital ratio | 1.04 | 1.06 | $\mathbf{1 0 . 0 2 )}$ | $\mathbf{- 2 . 0 \%}$ |
| Balance sheet debt | 0 | 0 | 0 | $0.0 \%$ |
| Obligations under operating leases | 624,047 | 583,858 | 61,226 | $10.9 \%$ |
| Net investment (Ocean hotels) | 96,453 | 78,026 | 18,427 | $23.6 \%$ |
| Capital expenditures (TTM) | 61,460 | 58,436 | 3,024 | $5.2 \%$ |
| Free cash Flow (TTM) | 28,829 | 100,580 | $(71,751)$ | $\mathbf{- 7 1 . 3 \%}$ |

- SUMMER: TRANSATLANTIC MARKET
- Lowest-cost producer with strong brand and award-winning service
- Invested in our fleet to improve customer experience and expanded our offering through connecting flights strategy (new destinations)
- Solid distribution network in Canada and Europe
- WINTER: SUN DESTINATIONS
- Flexible aircraft fleet lowering our costs
- Ongoing work on hotel offering and market segmentation (collections)
- Profitable investment in hotel company with growth strategy
- $\$ 100$ million cost-reduction and margin improvement program over 3 years (2015-2017)
- Sound balance sheet providing the foundation to execute the plan (profitability and growth)



## ANNEX - FINANCIAL MARKET HIGHLIGHTS

## Velco met npӨate Bienvenido Blathventie

## VillkommenBienventione geldiniz Bienvenue Welkom

## ANNEX: USD/CAD SPOT RATE

THIRD QUARTER 2015

## transat



## ANNEX: JET FUEL MARKET PRICE (IN USD)

THIRD QUARTER 2015


## ANNEX: JET FUEL MARKET PRICE (IN CAD)

THIRD QUARTER 2015

## transat



## ANNEX - HISTORICAL FINANCIAL RESULTS

## Velcompe hpӨate Bienvenido Dlènvenve

## VillkommenBienve geldiniz Bienvenue Welkom

## ANNEX: WNTER FINANCIAL RESULTS

## (5-YEAR HISTORICAL)

|  | Winter |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (in thousands of CAD) | 2015 | 2014 | 2013 | 2012 | 2011 | $\begin{gathered} \text { Avg. 2004- } \\ 2008 \end{gathered}$ |
| REVENUES | 1,807,079 | 1,965,842 | 1,912,538 | 2,041,722 | 1,911,263 | 1,482,107 |
| EBITDAR incl. hotels JV ${ }^{(1)}$ | 15,494 | 15,135 | 26,312 | $(14,255)$ | 21,238 | 112,871 |
| EBITDA incl. hotels JV ${ }^{(1)}$ | $(32,357)$ | $(23,288)$ | $(14,663)$ | $(55,726)$ | $(4,159)$ | 87,262 |
| As \% of revenues | -1.8\% | -1.2\% | -0.8\% | -2.7\% | -0.,\% | 6.0\% |
| Adjusted net income (loss) ${ }^{(2)}$ | $(39,069)$ | $(30,841)$ | $(22,996)$ | $(54,477)$ | $(19,894)$ | 45,102 |
| As \% of revenues | -2.2\% | -1.6\% | -1.2\% | -2.7\% | -1.0\% | 3.1\% |
| Net income (loss) as per F/S | $(39,609)$ | $(33,552)$ | $(37,897)$ | $(42,688)$ | $(4,663)$ | 43,836 |
| Adjustments net of tax : | (540) | $(2,711)$ | $(14,901)$ | 11,789 | 15,231 | $(1,266)$ |
| Change in fair value of derivative financial instruments used for aircraft fuel purchases | (665) | $(1,480)$ | $(16,440)$ | 6,025 | 11,993 | 5,603 |
| Non-monetary gain on investments in ABCP | - | - | - | 8,032 | 6,637 | $(6,427)$ |
| Gain on disposal of a subsidiary | - | - | - | - | - | - |
| Goodvill impairment | - | - | - | - | - | - |
| Restructuring (Charge) / Gain | - | $(2,226)$ | $(3,915)$ | - | - | - |
| Tax Impact | 125 | 995 | 5,454 | $(2,268)$ | $(3,399)$ | (442) |

1) Before restructuring charges
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 charges

## ANNEX: SUMMER FINANCIAL RESULTS

## (5-YEAR HISTORICAL)

|  | Summer |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (in thousands of CAD) | 2014 | 2013 | 2012 | 2011 | 2010 | $\begin{gathered} \text { Avg. 2009- } \\ 2014 \end{gathered}$ |
| REVENUES | 1,786,357 | 1,735,620 | 1,672,497 | 1,742,904 | 1,645,929 | 1,687,053 |
| EBITDAR incl. hotels $\mathrm{JV}^{(1)}$ | 172,023 | 175,280 | 123,066 | 81,465 | 154,310 | 132,144 |
| EBITDA incl. hotels $\mathrm{JV}^{(1)}$ | 123,817 | 134,985 | 76,176 | 38,012 | 128,958 | 93,550 |
| As \% of revenues | 6.9\% | 7.8\% | 4.6\% | 2.2\% | 7.8\% | 5.5\% |
| Adjusted net income (loss) ${ }^{(2)}$ | 76,083 | 85,563 | 39,205 | 10,192 | 74,555 | 51,741 |
| As \% of revenues | 4.3\% | 4.9\% | 2.3\% | 0.6\% | 4.5\% | 3.0\% |
| Net income (loss) as per F/S | 56,427 | 95,852 | 26,019 | $(10,048)$ | 73,281 | 48,438 |
| Adjustments net of tax : | $(19,656)$ | 10,289 | $(13,186)$ | $(20,240)$ | $(1,274)$ | $(3,303)$ |
| Change in fair value of derivative financial instruments used for aircraft fuel purchases | $(22,342)$ | 15,947 | $(5,324)$ | $(13,271)$ | (977) | 5,564 |
| Non-monetary gain on investments in ABCP | - | - | (96) | 1,476 | (746) | (819) |
| Gain on disposal of a subsidiary | - | - | 5,655 | - | - | 943 |
| Goodwill impairment | (369) | - | $(15,000)$ | - | - | $(2,529)$ |
| Restructuring (Charge) / Gain | $(4,161)$ | $(1,825)$ | - | $(16,543)$ | 197 | $(5,749)$ |
| Tax Impact | 7,216 | $(3,833)$ | 1,579 | 8,098 | 252 | (713) |

1) Before restructuring charges
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 charges

## ANNEX: ANNUAL FINANCIAL RESULTS

## (5-YEAR HISTORICAL)

|  | Annual |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (in thousands of CAD) | 2014 | 2013 | 2012 | 2011 | 2010 | $\begin{gathered} \text { Avg. 2004- } \\ 2014 \end{gathered}$ |
| REVENUES | 3,752,198 | 3,648,158 | 3,714,219 | 3,654,167 | 3,498,877 | 3,230,889 |
| EBITDAR incl. hotels $\mathrm{JV}^{(1)}$ | 187,158 | 201,592 | 108,811 | 102,703 | 180,041 | 169,190 |
| EBITDA incl. hotels $\mathrm{JV}^{(1)}$ | 99,929 | 120,322 | 20,450 | 33,853 | 127,092 | 106,369 |
| As \% of revenues | 2.7\% | 3.3\% | 0.6\% | 0.9\% | 3.6\% | 3.6\% |
| Adjusted net income (loss) ${ }^{(2)}$ | 45,242 | 62,567 | $(15,272)$ | $(9,702)$ | 56,663 | 45,155 |
| As \% of revenues | 1.2\% | 1.7\% | -0.4\% | -0.3\% | 1.5\% | 1.4\% |
| Net income (loss) as per F/S | 22,875 | 57,955 | $(16,669)$ | $(14,711)$ | 65,607 | 36,258 |
| Adjustments net of tax : | $(22,367)$ | $(4,612)$ | $(1,397)$ | $(5,009)$ | 11,944 | $(8,276)$ |
| Change in fair value of derivative financial instruments used for aircraft fuel purchases | $(23,822)$ | (493) | 701 | $(1,278)$ | 9,341 | $(2,467)$ |
| Non-monetary gain on investments in ABCP | - | - | 7,936 | 8,113 | 4,648 | $(3,944)$ |
| Gain on disposal of a subsidiary | - | - | 5,655 | - | - | 514 |
| Goodwill impairment | (369) | - | $(15,000)$ | - | - | $(1,292)$ |
| Restructuring (Charge) / Gain | $(6,387)$ | $(5,740)$ | - | $(16,543)$ | 1,157 | $(3,964)$ |
| Tax Impact | 8,211 | 1,621 | (689) | 4,699 | $(3,202)$ | 2,620 |

1) Before restructuring charges
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 charges

## ANNEX: WNTER FINANCIAL POSITION

## (5-YEAR HISTORICAL)

|  | As at J anuary 31 |  |  |  |  | As at April 30 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (in thousands of CAD) | 2015 | 2014 | 2013 | 2012 | 2011 | 2015 | 2014 | 2013 | 2012 | 2011 |
| Free cash + ABCP investment (fair value) | 393,631 | 359,596 | 247,877 | 291,234 | 274,009 | 441,536 | 404,554 | 336,148 | 349,457 | 356,430 |
| Cash in trust or otherwise reserved | 394,896 | 418,504 | 407,153 | 426,671 | 474,661 | 291,300 | 300,848 | 296,747 | 289,806 | 337,487 |
| Trade and other payables | 402,516 | 421,172 | 351,866 | 352,040 | 358,539 | 380,712 | 373,840 | 372,094 | 366,742 | 333,477 |
| Customer deposits | 636,303 | 621,618 | 591,969 | 598,424 | 537,034 | 578,449 | 540,293 | 514,674 | 464,722 | 464,660 |
| Working capital ratio | 1.05 | 1.07 | 1.02 | 0.99 | 1.04 | 1.01 | 1.04 | 0.98 | 0.93 | 1.03 |
| Balance sheet debt | 0 | 0 | 0 | 0 | 13,762 | 0 | 0 | 0 | 0 | 6,867 |
| Obligations under operating leases | 684,551 | 633,475 | 504,374 | 612,374 | 602,241 | 624,156 | 626,816 | 480,199 | 576,346 | 614,888 |
| Net investment (Ocean hotels) | 85,322 | 74,579 | 64,011 | 60,689 | 59,173 | 94,532 | 77,510 | 68,300 | 62,651 | 58,665 |
| Capital expenditures (TTM) | 68,406 | 54,463 | 62,203 | 56,089 | 34,918 | 62,822 | 63,239 | 61,561 | 57,265 | 44,424 |
| Free cash flow (TTM) | 37,588 | 104,940 | $(42,695)$ | 37,745 | 153,048 | 52,527 | 54,745 | $(5,778)$ | 3,261 | 120,212 |

## ANNEX: SUMMER FINANCIAL POSITION (5-YEAR HISTORICAL)

|  | As at J uly 31 |  |  |  |  | As at October 31 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (in thousands of CAD) | 2015 | 2014 | 2013 | 2012 | 2011 | 2014 | 2013 | 2012 | 2011 | 2010 |
| Free cash + ABCP investment (fair value) | 515,552 | 497,072 | 389,337 | 318,692 | 385,777 | 308,887 | 265,818 | 198,525 | 260,327 | 252,973 |
| Cash in trust or otherwise reserved | 266,700 | 262,803 | 290,558 | 268,287 | 301,759 | 340,704 | 361,743 | 331,172 | 323,314 | 320,428 |
| Trade and other payables | 466,644 | 463,785 | 443,189 | 383,557 | 419,918 | 338,633 | 326,687 | 307,219 | 381,748 | 300,239 |
| Customer deposits | 527,868 | 485,867 | 456,215 | 395,862 | 386,703 | 424,468 | 410,340 | 382,823 | 347,957 | 326,589 |
| Working capital ratio | 1.04 | 1.06 | 1.02 | 0.99 | 1.02 | 1.12 | 1.10 | 1.00 | 0.97 | 1.07 |
| Balance sheet debt | 0 | 0 | 0 | 0 | 6,879 | 0 | 0 | 0 | 0 | 29,059 |
| Obligations under operating leases | 624,047 | 562,821 | 658,885 | 552,287 | 594,067 | 657,639 | 632,804 | 530,907 | 636,618 | 637,520 |
| Net investment (Ocean hotels) | 96,453 | 78,026 | 69,281 | 65,356 | 58,625 | 83,949 | 70,041 | 64,189 | 60,612 | 61,239 |
| Capital expenditures (TTM) | 61,460 | 58,436 | 62,029 | 65,416 | 51,042 | 64,976 | 55,457 | 64,639 | 54,194 | 26,122 |
| Free cash flow (TTM) | 28,829 | 100,580 | 71,220 | $(59,984)$ | 110,804 | 41,264 | 67,582 | $(55,767)$ | 36,479 | 93,009 |

## ANNEX - STRATEGIC PLAN INITIATIVES

## Velcompe ńpate Bienvenido Bla hVenve

## VillkommenBienve geldiniz Bienvenue Welkom

## 2015-2017 STRATEGIC PLAN

## transat

(100-million cost reduction and margin improvement program

- Improvement of the offering

ㅁ Evolution of our distribution strategy and ecosystem

- Market development and integration



## RECAP OF THE 2012-2014 COST REDUCTION PLAN

## transat

(In millions of dollars)


2012: Achieved targeted costs reduction of $\$ 20 \mathrm{M}$, mainly through headcount adjustments and general expenses.

2013: Achieved targeted costs reduction of $\$ 15 \mathrm{M}$, stemming in part from new operational processes at Air Transat, including the removal of one flight attendant on A330s.

2014: Achieved targeted costs reduction of $\$ 20 \mathrm{M}$ from several initiatives, including the first phase of the internalization of narrow-body aircraft and the first phase of a more flexible wide-body fleet.

2012-2014: Cumulative impact of \$55M

## COST AND MARGINS INITIATIVES 2015-2017

## transat



## FLEET STRATEGY

## AIR TRANSAT PROJECTED FLEET BY SEASON

## transat



| WIDE-B ODY | W15 | S15 | W16 | S16 | W17 | S17 |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| Air Transat Base Fleet | 21 | 21 | 21 | 21 | 21 | 21 |
| Less:Temporarily nithdramn(1) | (6) | - | (6) | - | (6) | - |
| Less:Sub-Lease | (1) | - | (3) | - | (3) | - |
| Total | 14 | 21 | 12 | 21 | 12 | 21 |

1) Thanks to improved leasing terms, three A330s are withdrawn from the fleet in winter. In addition, Transat has flexibility on the A310s it owns.


| NARROW-BODY | W15 | S15 | W16 | S16 | W17 | S17 |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| Air Transat Base Fleet | 4 | 4 | 4 | 6 | 6 | 6 |
| Plus:CanJet | 2 | 1 | - | - | - | - |
| Plus:Seasonal Lease | 8 | - | 15 | - | 14 | - |
| Total | 14 | 5 | 19 | 6 | 20 | 6 |

## CONNECTING FLIGHTS STRATEGY

- Expansion of destinations offered in Toronto, Montreal, Vancouver and Quebec City through connecting flights to our Toronto or Montreal hubs, synchronized with a wide range of European destinations with return direct or open jaw



## 

- 30 additional seats in eco on three A330-300
- From 345 to 375 seats
- No compromise on customer experience (same pitch)
- Dedicated to London and Paris from Toronto and Montreal on a yearly basis
- Investment of $\$ 2 \mathrm{M}$, expected annual margin of $\$ 4.7 \mathrm{M}$


## ANCILLARY REVENUES

## transat



## SUN DESTINATIONS: EXCLUSIVITES AND COLLECTIONS

- Strategy of securing rooms and differentiating product through exclusive deals
- Improved collections, in-sync with customer expectations
- Grow Ocean Hotels from 2,200 to 5,000 rooms



## LUXURY

21 resorts in 2015, 30 in 2017

## DISTINCTION

27 resorts in 2015, 40 in 2017

## SUN-SAVVY

23 resorts in 2015, 30 in 2017

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)

- By 2017, we will have migrated our corporate travel agencies under the Transat Travel brand
- The brand change comes with a revamping of agencies
- Results so far are very positive:
- More sales
- More new customers
- More sales of Transat products
- Positive feedlback from agents and customers


## 72 arainset





THANK YOU
vindo Wenienvenue
ONGE AGAIN, A VERY SATISFYING FIRST Bienvenue Welkom


[^0]:    1) Net income attributable to shareholders before change in fair value of derivative financial instruments used for aircraft fuel purchases, gain on disposal of a subsidiary, restructuring charge, impairment of goodwill and other significant unusual items, net of related taxes
    2) Negative impact due to the mark-to-market on fuel derivatives contract
