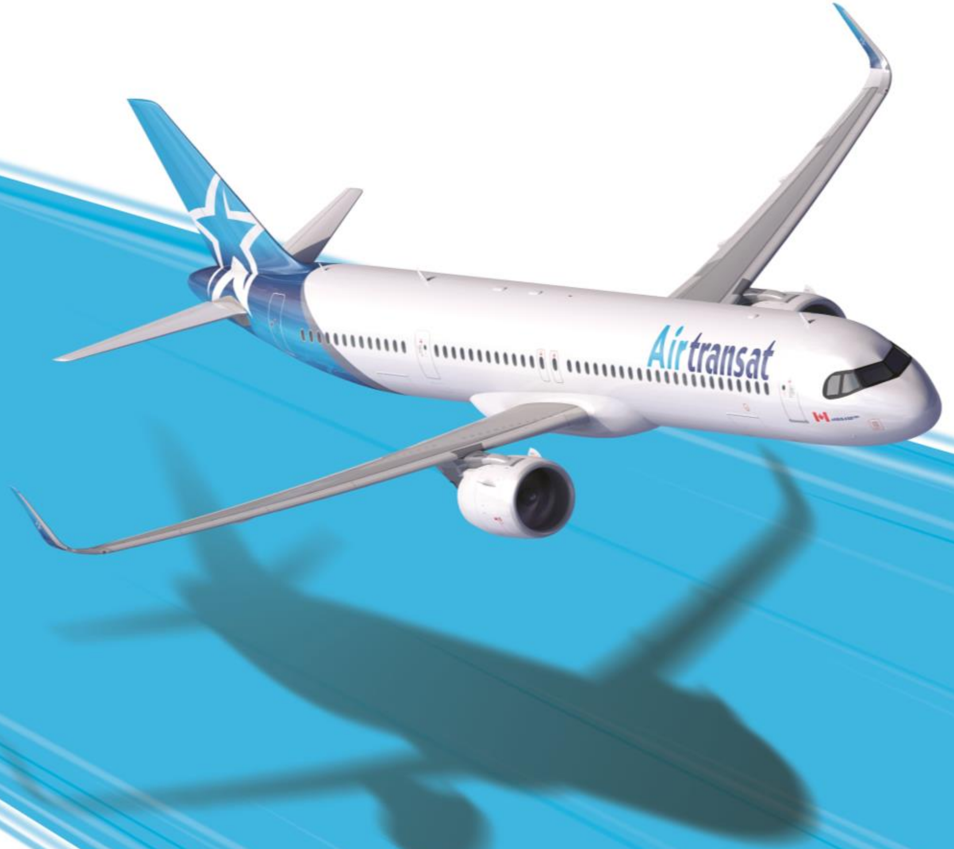
Investor Presentation

Results for the quarter ended April 30, 2023

Transat builds on its momentum and enters a summer of robust activity

Adjusted operating income for the second quarter of 2023 nearly 40% higher than in the second quarter of 2019

Transat raises its adjusted operating income margin target from 4-6% to 5.5-7% for the fiscal year



Caution regarding forward-looking statements

This presentation contains certain forward-looking statements with respect to the Corporation, including those regarding its results, its financial position, the impacts of the coronavirus ["COVID-19"] pandemic, its outlook for the future and planned measures, including in particular the resumption of operations and actions to improve its cash flows. These forward-looking statements are identified by the use of terms and phrases such as "anticipate" "believe" "could" "estimate" "expect" "intend" "may" "plan" "potential" "predict" "project" "will" "would", the negative of these terms and similar terminology, including references to assumptions. All such statements are made pursuant to applicable Canadian securities legislation. Such statements may involve but are not limited to comments with respect to strategies, expectations, planned operations or future actions. Forward-looking statements, by their nature, involve risks and uncertainties that could cause actual results to differ materially from those contemplated by these forward-looking statements.

As at April 30, 2023, a material uncertainty exists that may cast significant doubt on the Corporation's ability to continue as a going concern. The MD&A's Section 7. Financial position, liquidity and capital resources and Note 2 to the interim condensed consolidated financial statements contain more detail on this issue.

Despite the resumption of operations and the recovery in demand, concerns related to the pandemic and its economic impacts, combined with the uncertainty of a possible economic downturn, ongoing inflation in many countries, including Canada, and the military conflict between Russia and Ukraine continued to create demand uncertainty. While the situation considerably improved since the second quarter of 2022, the Corporation cannot yet predict with certainty all the impacts of this situation on its operations and results. Since the second quarter of 2020, the Corporation implemented a series of operational, commercial and financial measures, including new financing and cost reduction measures, aimed at preserving its cash. The Corporation is monitoring the situation daily to adjust these measures as it evolves. However, until the Corporation is able to resume operations at a sufficient level, demand uncertainty will have significant negative impacts on its revenues, cash flows from operations and operating results. Although the Corporation is currently experiencing a significant resumption of operations, it does not expect to reach the pre-pandemic level before 2024.

The forward-looking statements may differ materially from actual results for a number of reasons, including without limitation, economic conditions, changes in demand due to the seasonal nature of the business, extreme weather conditions, climatic or geological disasters, war, political instability, real or perceived terrorism, outbreaks of epidemics or disease, consumer preferences and consumer habits, consumers' perceptions of the safety of destination services and aviation safety, demographic trends, disruptions to the air traffic control system, the cost of protective, safety and environmental measures, competition, the Corporation's ability to maintain and grow its reputation and brand, the availability of funding in the future, fluctuations in fuel prices and exchange rates and interest rates, the Corporation's dependence on key suppliers, the availability and fluctuation of costs related to our aircraft, information technology and telecommunications, changes in legislation, unfavourable regulatory developments or procedures, pending litigation and third party lawsuits, the ability to reduce operating costs, the Corporation's ability to attract and retain skilled resources, labour relations, collective bargaining and labour disputes, pension issues, maintaining insurance coverage at favourable levels and conditions and at an acceptable cost, and other risks detailed in the Risks and Uncertainties section of the MD&A included in our 2022 Annual Report.

The reader is cautioned that the foregoing list of factors is not exhaustive of the factors that may affect any of the Corporation's forward-looking statements. The reader is also cautioned to consider these and other factors carefully and not to place undue reliance on forward-looking statements.

The forward-looking statements in this presentation are based on a number of assumptions relating to economic and market conditions as well as the Corporation's operations, financial position and transactions. Examples of such forward-looking statements include, but are not limited to, statements concerning:

- The outlook whereby until the Corporation is able to resume operations at a sufficient level, the demand uncertainty will have significant negative impacts on its revenues, cash flows from operations and operating results.
- The outlook whereby, subject to going concern uncertainty as discussed in Section 7. Financial position, liquidity and capital resources of the MD&A and Note 2 to the interim condensed consolidated financial statements, we believe that the Corporation will be able to meet its obligations with cash on hand, cash flows from operations and drawdowns under existing credit facilities.
- The outlook whereby, for the full fiscal year 2023, the Corporation expects to deploy capacity equivalent to 90% of the 2019 level.
- The outlook whereby, the combination of strong demand and higher prices will allow the Corporation to cope with persistently higher and volatile costs.
- The outlook whereby, the Corporation is raising the target for adjusted operating income margin from the initially set range of 4% to 6% to a target of 6% to 7% for fiscal 2023.

In making these statements, the Corporation assumes, among other things, that no travel or border restrictions will be imposed by government authorities, that the standards and measures for the health and safety of personnel and travellers imposed by government and airport authorities will be consistent with those currently in effect, that travellers will continue to travel despite the health measures and other constraints imposed as a result of the pandemic, that workers will continue to be available to the Corporation, its suppliers and the companies providing passenger services at the airports, that credit facilities and other terms of credit extended by its business partners will continue to be made available as in the past, that management will continue to manage changes in cash flows to fund working capital requirements for the full fiscal year and that fuel prices, exchange rates, selling prices, and hotel and other costs remain stable. If these assumptions prove incorrect, actual results and developments may differ materially from those contemplated by the forward-looking statements contained in this presentation.

The Corporation considers that the assumptions on which these forward-looking statements are based are reasonable.

These statements reflect current expectations regarding future events and operating performance, speak only as of the date this presentation is issued, and represent the Corporation's expectations as of that date. 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 applicable securities legislation.

Non-IFRS financial measures

We report our financial results in accordance with IFRS. This presentation was prepared using results and financial information determined under IFRS. In addition to IFRS financial measures, this presentation also contains non-IFRS financial measures, non-IFRS ratios, capital management measures and supplementary financial measures used by management to assess the Corporation's operational performance including adjusted operating loss, adjusted net loss, adjusted loss per share, total net debt, net cash burn, current ratio, free cash flow and unrestricted liquidity. These measures do not have a standardized meaning under IFRS. It is likely that the non-IFRS financial measures used by the Corporation will not be comparable to similar measures reported by other issuers or those used by financial analysts as their measures may have different definitions. The measures used by the Corporation are intended to provide additional information and should not be considered in isolation or as a substitute for IFRS financial performance measures.

Generally, a non-IFRS financial measure is a numerical measure of an entity's historical or future financial performance, financial position or cash flows that is neither calculated nor recognized under IFRS. Management believes that such non-IFRS financial measures are important as they provide users of our consolidated financial statements with a better understanding of the results of our recurring operations and their related trends, while increasing transparency and clarity into our operating results. Management also believes these measures to be useful in assessing the Corporation's capacity to fulfil its financial obligations.

By excluding from our results items that arise mainly from long-term strategic decisions and/or do not, in our opinion, reflect our operating performance for the period, such as the change in fair value of derivatives, gain (loss) on business disposals, restructuring costs, asset impairment, depreciation and amortization, foreign exchange gains (losses), gain (loss) on long-term debt modification and other significant unusual items, and by including premiums related to derivatives that matured during the period, we believe this presentation helps users to better analyze our results, as well as our ability to generate cash flows from operations. Furthermore, the use of non-IFRS measures helps users by enabling better comparability of results from one period to another and better comparability with other businesses in our industry.

See the Non-IFRS financial measures slide in the Appendix for more information including a description of such measures and a reconciliation to the most directly comparable IFRS measures.

1

FY23 Q2 Highlights & Outlook

FY23 Q2 Highlights & Outlook

Delivering further operational and financial improvements

- **Capacity of 93% vs. 2019 across all networks and 96% for Sun destinations**

  Strong momentum allowed us to continuously improve our yield[1] from +15% at the beginning of the quarter to reach +24% compared to the same period in 2019

  Second quarter adjusted operating income[2] nearly 40% higher than in the same quarter of 2019

- **Continued to actively implement our strategic plan during the quarter on various fronts**

  Continued our fleet optimization plan and deployed virtually the same capacity in winter 2023 as in winter 2019 with 20 fewer aircraft in service

  Implemented advanced analytics tools in our revenue management practices to maximize our revenues and seize market opportunities

- **The North American airline sector is benefitting from a strong recovery with pent-up demand for travel**

  The combination of strong demand and operational initiatives is driving up yield[1] which is helping us to cover higher costs

  The price of fuel started to subside at the end of the quarter, but still higher than 2019 levels

- **Strong unrestricted liquidity[2] position and extension of maturity date**

  Unrestricted liquidity[2] and customer deposits stood at $724 million and $867 million, respectively, which demonstrate the strong demand and the increase in average selling prices

  Extended the maturity date of secured credit facilities of $198 million from April 2024 to April 2025, a testament of our financial partners' confidence in our recovery plan

- At mid-year and based on current booking trends, the Corporation **is raising its adjusted operating income[2] margin target from 4-6% to 5.5-7% in FY2023[3]**

1. Airline unit revenues expressed in revenue per passenger-mile
2. Refer to Non-IFRS Financial Measures in the Appendix; $624M of cash & cash equivalents + $100M of undrawn credit facilities = unrestricted liquidity of $724M
3. In making such outlook, the Corporation has used a combination of assumptions such as moderate growth in Canada's GDP, exchange rate at C$1.35 to US$1 and jet fuel price per gallon of C$4.25

Price Increases Outweighed Lower Load Factors

Travel & Airline
(Capacity, Load Factor % and Yield)

Key Indicators for Second Quarter of 2023

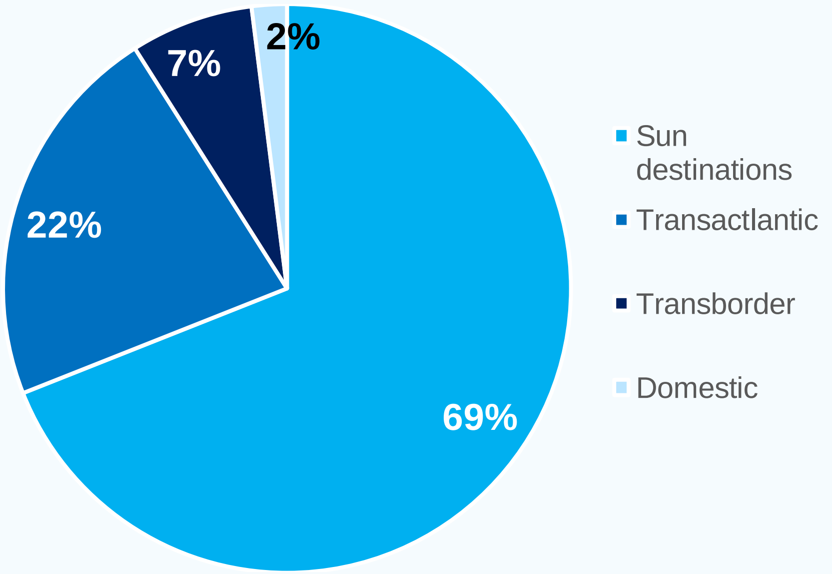
Versus 2019	Global Network	Sun Destinations (Main Network)
Load Factor	-4% (86% LF)	-5% (85% LF)
Yield [1]	+24%	+23%
Capacity (ASM [2])	-7%	-4%
Capacity (Seats)	-6%	-3%

Increased our fleet utilization to produce 93% of 2019 capacity

Returned closely to 2019 capacity and yield improved continuously in the quarter

Capacity Allocation

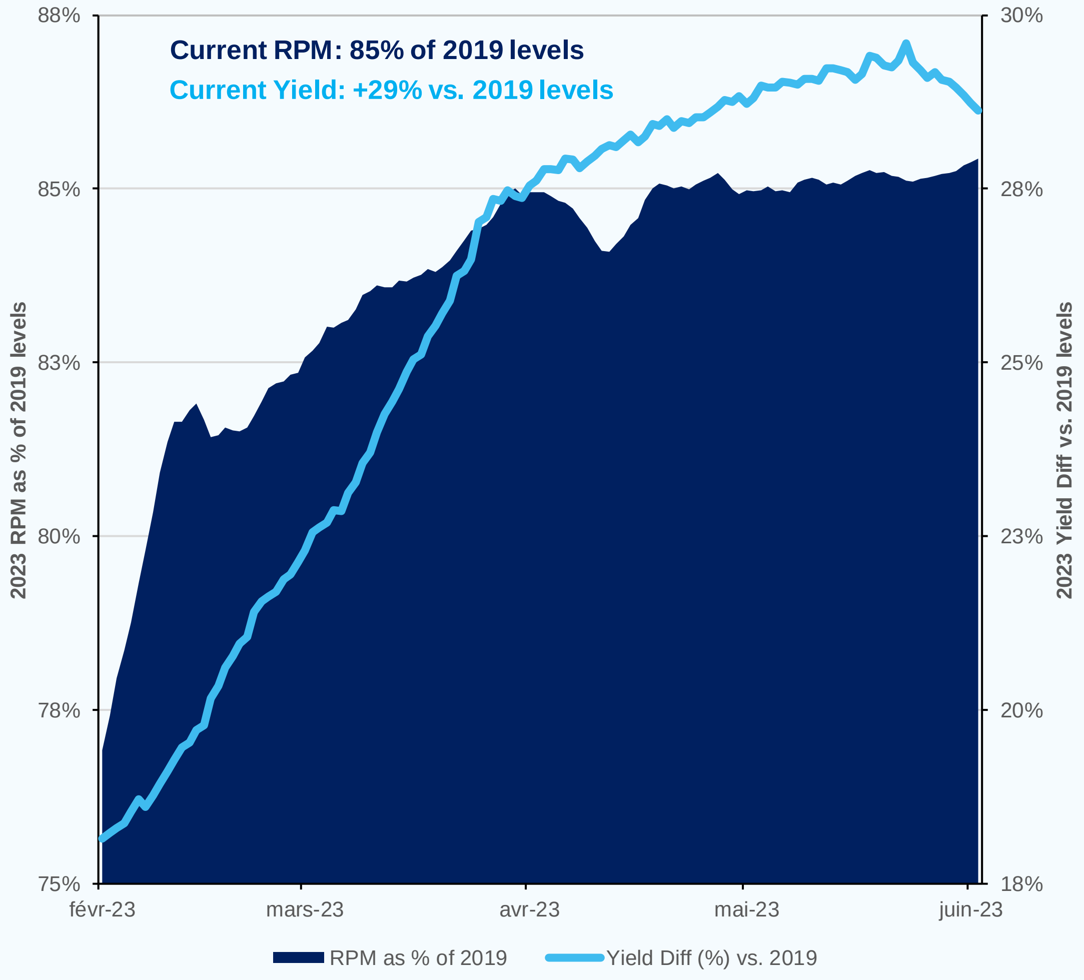
Versus 2019	Capacity (ASM[1])
Sun Destinations	-1%
Transatlantic	-9%
Transborder	+27%
Domestic	-71%



1. Airline unit revenues expressed in revenue per passenger-mile
2. Available seat miles

Strong Leisure Travel Momentum Reflected in Our Booking and Pricing Trends for the Summer

S2 2023 Booking and Pricing trends[1] vs. 2019



Indicators across the network (as of June 1, 2023)

Versus 2019	Q3	Summer
Load Factor	-2% (77% LF)	-3% (62% LF)
Yield [2]	+30%	+ 29%
Capacity (ASM [3])	-14%	-11%
Capacity (Seats)	-7%	-6%

Glimpse into booking trends, pricing and costs in Q3 2023

- The Corporation will deploy capacity representing 89% of its 2019 level, with Europe comprising 80% of the activity, leveraging the most profitable routes
- To date, load factors are lower than 2019 levels but already 77% of our capacity deployed is sold
- Airline unit revenues (yield[2]) are 30% higher than 2019 level
- The recent drop in jet fuel prices since the end of the quarter will relieve pressure on our operational costs considering that it represents ~25% of our total operating expenses in the Summer

1. Cumulative bookings net of cancellation and Yield[2]
2. Airline unit revenues expressed in revenue per passenger-mile
3. Available seat miles

2

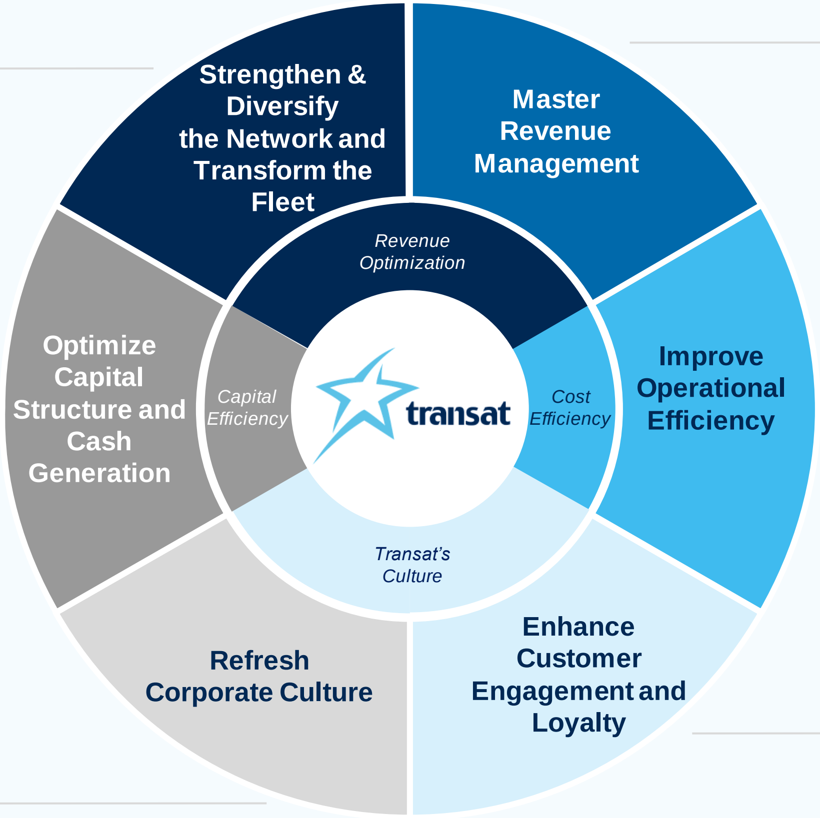
Strategic Priorities Update

Significant Progress with Our Strategic Plan Centered on Becoming a More Resilient and Efficient Airline

- Capitalize on international network served from Eastern Canada stronghold
- Operate only two complementary aircraft models, maximizing fleet utilization
- Expand partnerships and industry alliances

- Divest non-core assets
- Improve liquidity and focus on free cash flow generation
- Execute comprehensive refinancing plan

- Drive culture change from the top, with a rejuvenated management team and Board
- Maintain partner-like relationship with all unions
- Implement decarbonization and corporate responsibility objectives



- Onboard experienced revenue management expertise
- Implement dynamic pricing practices
- Maximize ancillary revenue capture

- Enhance business processes in airline operations
- Optimize fixed cost base
- Invest in technology to improve productivity

- Develop and adapt Transat's self-serve technology
- Develop loyalty program

Advancement status

100% completed | >50% completed | <50% completed

Drive Operational Efficiencies and Improved Utilization with Modernized & Simplified Fleet

- 100% Airbus aircraft (no more seasonal aircraft)
- Cockpit commonality drives lower costs, operational efficiencies & greater flexibility
- Enhanced network connectivity and commercial alliances
- New A321LR / A321XLR consume >15% less fuel, generating ~5,500 tons less CO_2 / year and 50% less NOx emissions

	Winter 2019		Winter 2023
Total Fleet	55 *(Seasonal: 20)*		34
Aircraft Model	4		2
Physical Capacity (# seats)	11,005	*(27%)*	8,066
ASM[1]	6.0B	*(5%)*	5.7B
Avg. Fleet Utilization[2]	7.9	*+22%*	9.6
Fuel Efficiency[3]	84.0	*+11%*	93.6

Better fleet utilization contribute to partially offset the lower physical capacity by +22%

1. Available seat mile
2. Fleet utilization in hours used per aircraft per day.
2. Fuel efficiency: ASM / fuel consumption per gallon

Clear Decarbonization and Corporate Responsibility Focus

Planet
Reduce the environmental impacts of our activities across our value chain

People
Create a positive impact on our people, our customers and our communities

Sustainable Practices
Integrate sustainability into our business practices

PRIORITIES

Decarbonize our activities to achieve net-zero by 2050

- ✓ Delivery or order of 19 A321LR and 4 XLR that emit 15% less emissions than equivalent aircrafts
- ✓ Offtake agreement with SAF+ in Québec
- ✓ Continued focus on fuel management in our flight, ground, technical and inflight operations
- ✓ Offset growth in CO_2 emissions above 2019 levels, as per CORSIA[1]

Identified emission intensity target (24% reduction by 2030) and uptake 10% SAF[2]

Foster a diverse and equitable workplace and support our communities

- ✓ 41% of management positions held by women
- ✓ Commitment to provide DEI[3] training to employees and to define DEI targets in 2023
- ✓ Employee giving campaign in support of *United Way* and *SOS Children's Village*
- ✓ Helped more than 600 Ukrainians travel to Canada, in partnership with *4ukraine.ca*

Achieved gender parity of the board of directors

Strong corporate gouvernance and stakeholder engagement

- ✓ Established a VP and a dedicated corporate responsibility team
- ✓ Integrated ESG criteria into executive compensation
- ✓ Integrated ESG criteria into employee retirement savings plan
- ✓ Renewed Travelife certification in 2022

Completed 3rd annual TCFD[4] report

1. Carbon Offsetting and Reduction Scheme for International Aviation.
2. Sustainable aviation fuel.
3. Diversity, equity and inclusion.
4. Task Force on Climate-Related Financial Disclosure.

3

FY23 Q2 Results

Financial Results Gaining Momentum: Q2-23 and W23[1]

Second Quarter Highlights

- Revenues were up **$512 million** vs. 2022 driven by:
  - In 2022, the Corporation had to cancel nearly 30% of flights scheduled as a result of the sharp decline in demand and massive booking cancellations following the emergence of the Omicron variant
- Improvement of adjusted operating income (loss)[1] vs. 2022 of **$107 million** explained by:
  - Significant increase in average selling prices (+25%) combined with a fuel price decrease of -25% (in 2022, the Russia-Ukraine conflict had just started, and the fuel price rose sharply)

Cash Flow Generation

- Net change in cash and cash equivalents during the quarter of **+$156 million** and **+$301 million** for the last six months
  - Continued normalization of booking pattern helped increase the level of cash and cash equivalents and no borrowings during the quarter
  - Cash & cash equivalents stood at $624 million and cash in trust resulting from travel packages decreased from previous quarter of 2023 by -$262 million as we enter the low season

1. Winter extends from November to April.

(in millions of C$, except per share amounts)	Quarter ended April 30			6-month period ended April 30		
	2023	2022	Change	2023	2022	Change
Consolidated Statements of Loss						
Revenues	**870.1**	**358.2**	**512.0**	**1,537.6**	**560.6**	**977.0**
Operating income (loss)	18.7	(87.5)	106.3	(19.4)	(161.4)	142.0
Adjusted operating income (loss)[1]	**56.1**	**(51.0)**	**107.2**	**59.5**	**(87.4)**	**146.9**
Net income (loss)	(29.2)	(98.3)	69.1	(85.8)	(212.6)	126.8
Adjusted net income (loss)[1]	**(8.0)**	**(111.6)**	**103.6**	**(69.5)**	**(206.9)**	**137.4**
per share[1]	*($0.21)*	*($2.95)*	*$2.74*	*($1.82)*	*($5.48)*	*$3.66*
Consolidated Statements of Cash Flows						
Cash flow from operating activities	190.6	24.6	165.9	385.6	(55.1)	440.7
Cash flow from investing activities	(7.3)	(10.8)	3.6	(17.8)	(15.0)	(2.8)
Repayment of lease liabilities	(29.1)	(24.8)	(4.2)	(69.5)	(59.4)	(10.1)
Free cash flow[1]	**154.2**	**(11.0)**	**165.2**	**298.3**	**(129.5)**	**427.8**
Other cash flow items[2]	1.7	179.1	(177.5)	2.7	207.5	(204.8)
Net change in cash and cash equivalents	**155.9**	**168.1**	**(12.2)**	**301.0**	**78.0**	**223.0**

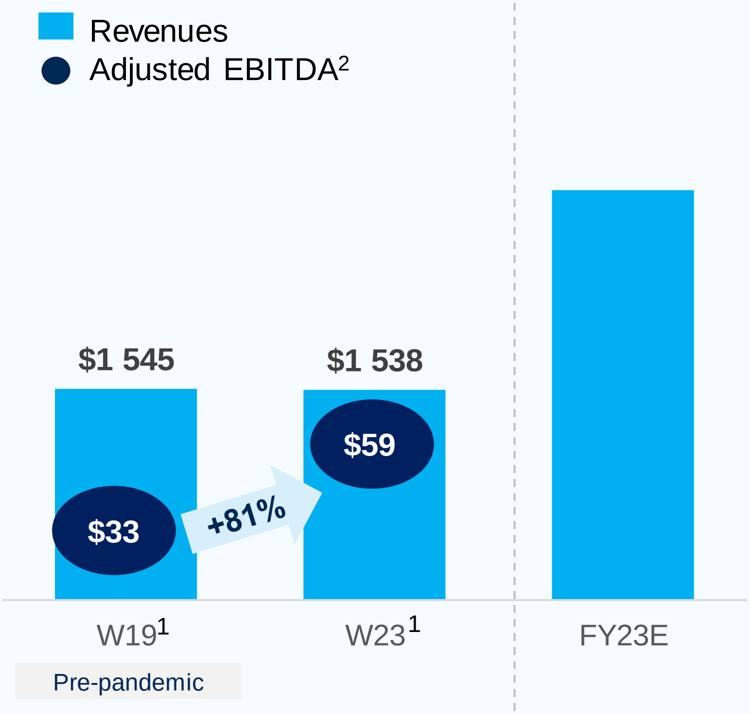
1. Refer to Non-IFRS Financial Measures in the Appendix.
2. Proceeds from issuance of shares, proceeds from borrowings, transaction costs and effect of exchange rate changes on cash and cash equivalents

Financial Results Gaining Momentum: W23 vs. W19[1]

Factors that Improved Profitability

1. Demand recovery leading to higher yields
2. Increased efficiency through permanent and simplified fleet strategy (*as opposed to seasonal fleet strategy*)
3. Costs containment initiatives counter inflationary pressures
4. Despite operational third-party challenges at airport, strong operational execution and customer service delivery

Momentum in Line with 2019 Levels



Adj. EBITDA margin[2]	2.1%	3.9%	**Target: 5.5-7%**

Key Stats: W23 vs. W19[1]

-5% ASM[3]

+21% Yield[3]

Increased network density and better revenue management practices lead to improve economics with less capacity (ASM[3]

Similar Adj. CASM[3] excl. fuel

Strong focus on cost containment and no seasonal fleet explain our similar adj. CASM[3]

+57% Jet fuel price

+3% USD/CAD FX rate

Challenging market environment

1. Winter extends from November to April.
2. Refer to Non-IFRS Financial Measures in the Appendix.
3. ASM: Available seat mile.
   Yield: Passenger revenue / (number of carried passengers x miles traveled).
   Adj. CASM excl. fuel: Cost per available seat mile adjusted to exclude fuel cost and cost of providing tourism services

Key Ongoing Financing Initiatives

Extend the maturity date of secured credit facilities from April 2024 to April 2025
(*Book value of C$198M*)

Pursue positive free cash flow[1] for the full year 2023

Progress on the sale of the land in Mexico
(*Book value of US$38M*)

Continue to evaluate alternatives to reduce leverage and debt service

Improvement in Financial Profile

Q2 2023

$724M
Unrestricted liquidity[1,2]

+$156M
Net change in cash and cash equivalents

$867M
Customer deposits; 38% more than Q2 2019

1. Refer to Non-IFRS Financial Measures in the Appendix
2. $624M of cash & cash equivalents + $100M of undrawn credit facilities = unrestricted liquidity of $724M

4

Summary

Progress on Our Strategic Plan to Achieve our Short-Term Objectives

Optimize revenue management practices, increase fleet utilization and build strategic partnerships to **improve yield**

Enhance business processes in airline operations, optimize fixed costs base and invest in technology to **improve productivity**

Focus on customer experience and loyalty; Implement clear decarbonization and corporate responsibility objectives to **increase awareness**

Improve our capital structure by deleveraging the company through various initiatives to **support our strategic plan**

FY2023 Target

- **Capacity (ASM[1]):** 89% of 2019 capacity
- **Increase the adjusted operating income[2] margin target from 4-6% to 5.5-7%** and in making such outlook, the Corporation has used a **combination of assumptions** such as:
  - Moderate growth in Canada's GDP
  - Exchange rate at C$1.35 to US$1 (previously C$1.34 to US$1)
  - Jet fuel price per gallon of C$4.25 (previously C$4.50 per gallon)

Set the basis for sustainable performance and future growth

1. Available seat miles
2. Refer to Non-IFRS Financial Measures in the Appendix

5

Appendix

Debt Breakdown[1]

Sources of capital	Type of instruments	Accounting policies		Facility amount[2]			Maturity date	Considerations
		Accounts	Carrying amount[2]	Available	Used	Unused		
Bank Facilities	Revolving Credit Facility (1st lien secured)	Long-term debt	49.6	50.0	50.0	-	April 2025	**Interest rate**: Banker's acceptance plus a premium of 4.5% **Financial covenants**: Temporary suspended until Oct 29, 2023
	Subordinated Credit Facility (2nd lien secured)	Long-term debt	71.2	70.0	70.0	-	April 2025	**Interest rate**: Banker's acceptance plus a premium of 9.75% which 3.75% is PIK until Oct 29, 2023 **Financial covenants**: Temporary suspended until Oct 29, 2023
Government Facilities	LEEFF Secured Credit Facility (1st lien secured)	Long-term debt	77.2	98.0	78.0	20.0	April 2025	**Replicate** terms and conditions of Revolving Credit Facility **Term loan**: Possibility to draw the unused portion until Oct 29, 2023
	LEEFF Unsecured Credit Facility	Long-term debt	303.0	392.0	312.0	80.0	Tranche 1 April 2026	**Interest rate**: Fixed at 5.0% until December 31, 2023, increasing to 8.0% until December 31, 2024, and increasing by 2.0% every year thereafter. **PIK**: May be capitalized (PIK) until December 31, 2024 **Term loan**: Possibility to draw the unused portion until Oct 29, 2023 **Additional financing available**: $50 million subject to certain conditions that must be met no later than July 29, 2023
		Deferred financing costs	(12.7)				Tranche 2 July 2027	
	Unsecured Credit Facility related to travel credits	Long-term debt	193.4	353.3	353.3	-	April 2028	**Interest rate**: Fixed at 1.2% until maturity date
		Deferred government grant	158.3					
Long-term debt and deferred government grant net of deferred financing costs			**840.0**	**963.3**	**863.3**	**100.0**		
Lease liabilities	Fleet	Lease liabilities	1,009.5	-	1,009.5	-	2023-2034	Additionally, $1,076 millions of off-balance sheet arrangements (not discounted) mainly related to 7 undelivered A321LR and 4 A321XLR
	Real estate	Lease liabilities	42.5	-	42.5	-	2023-2037	
Government equity derivatives	Warrants	Current portion of liability related to warrants (vested)	21.9	-	21.9	-	Tranche 1 April 2031	Holder can exercise in stock up to 19.9% ownership and the excess will be payable in cash on the basis of the difference between the market price of Transat 's shares and the exercise price. The warrants are to vest in proportion to the drawings that will be made, but 50% of vested warrants will be forfeited if the loan were to be repaid in full by **December 31, 2023**
		Liability related to warrants (not vested)	9.4	-	9.4	-	Tranche 2 July 2032	
Total debt[2]			**1,923.3**		**1,946.6**	**100.0**		
Cash[3]	Unrestricted cash	Cash & cash equivalents	(623.6)	-	(623.6)	623.6		
Total net debt[2, 3]			**1,299.7**		**1,323.0**	**723.6**		

1. As at April 30, 2023
2. Amount in millions of C$.
3. Refer to Non-IFRS Financial Measures in the Appendix

Non-IFRS Financial Measures

The non-IFRS measures, non-IFRS ratios, total of segment measures, capital measures and/or other financial measures used by the Corporation are as follows:

- **Adjusted operating income (loss) or Adjusted EBITDA[1]:** Operating income (loss) before depreciation, amortization and asset impairment expense, restructuring costs, other significant unusual items, and including premiums related to derivatives that matured during the period. The Corporation uses this measure to assess the operational performance of its activities before the aforementioned items to ensure better comparability of financial results.
- **Adjusted pre-tax income (loss) or Adjusted EBT[1] :** Income (loss) before income tax expense before change in fair value of derivatives, revaluation of liability related to warrants, gain (loss) on business disposals, gain (loss) on asset disposals, restructuring costs, asset impairment, foreign exchange gain (loss) and other significant unusual items, and including premiums related to derivatives that matured during the period. The Corporation uses this measure to assess the financial performance of its activities before the aforementioned items to ensure better comparability of financial results.
- **Adjusted net income (loss)[1]:** Net income (loss) attributable to shareholders before net income (loss) from discontinued operations, change in fair value of derivatives, revaluation of liability related to warrants, gain (loss) on long-term debt modification, gain (loss) on business disposals, gain (loss) on asset disposals, restructuring costs, asset impairment, foreign exchange gain (loss), reduction in the carrying amount of deferred tax assets and other significant unusual items, and including premiums related to derivatives that matured during the period, net of related taxes. The Corporation uses this measure to assess the financial performance of its activities before the aforementioned items to ensure better comparability of financial results. Adjusted net income (loss) is also used in calculating the variable compensation of employees and senior executives.
- **Adjusted net income (loss) per share[1]:** Adjusted net income (loss) divided by the adjusted weighted average number of outstanding shares used in computing diluted earnings (loss) per share.
- **Unrestricted liquidity[3]:** Cash & cash equivalents plus available undrawn funds from credit facilities. The Corporation uses this measure to assess the total potential cash available in the short term.
- **Free cash flow[2]:** Cash flow from operating activities minus cash flow from investing activities and repayment of lease liabilities. The Corporation uses this measures to demonstrate the cash that's available to be distributed in a discretionary way such as repayment of long-term debt or government deferred grant, distribution of dividend to shareholders, etc.
- **Total debt[1]:** Long-term debt plus lease liabilities, deferred government grant and liability related to warrants, net of deferred financing cost related to the unsecured debt - LEEFF. Management uses total debt to assess the Corporation's debt level, future cash needs and financial leverage ratio. Management believes this measure is useful in assessing the Corporation's capacity to meet its current and future financial obligations.
- **Total net debt[1]**: Total debt (described above) less cash and cash equivalents. Total net debt is used to assess the cash position relative to the Corporation's debt level. Management believes this measure is useful in assessing the Corporation's capacity to meet its current and future financial obligations.

Note 1: The reconciliations between IFRS financial measures and non-IFRS financial measures are incorporated by reference in Section 2 Non-IFRS financial measures of our MD&A in our Second Quarter Report 2023, which is available on SEDAR at www.sedar.com

Note 2: Refer to page 14 of this presentation for the reconciliations

Note 3: Refer to page 15 of this presentation for the reconciliations