



# ASA Conference

## Montreal

Presented by:

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President, Rouge Operations

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## OUR FLIGHT PATH

### Ambition

TO BECOME A TOP TEN AIRLINE IN EVERYTHING WE DO

### Guiding Principle

FLY EVERY MILE IN THEIR SHOES

### Promise

WITH CARE & CLASS



# AIR CANADA





**AIR CANADA**

# Overview



Over  
**\$12 billion**

spent on goods and  
services annually



More than  
**200**  
destinations on  
six continents



Among the  
**top 20**  
largest commercial  
airlines



Over  
**50 million**  
customers flown  
annually



# 2018 operational results

**574,765**

**FLIGHTS**

**83.3%**

**LOAD FACTOR**

**217**

**NUMBER OF  
DESTINATIONS  
SERVED  
WORLDWIDE**

**22**

**NEW AIRCRAFT  
INTEGRATED  
INTO FLEET**

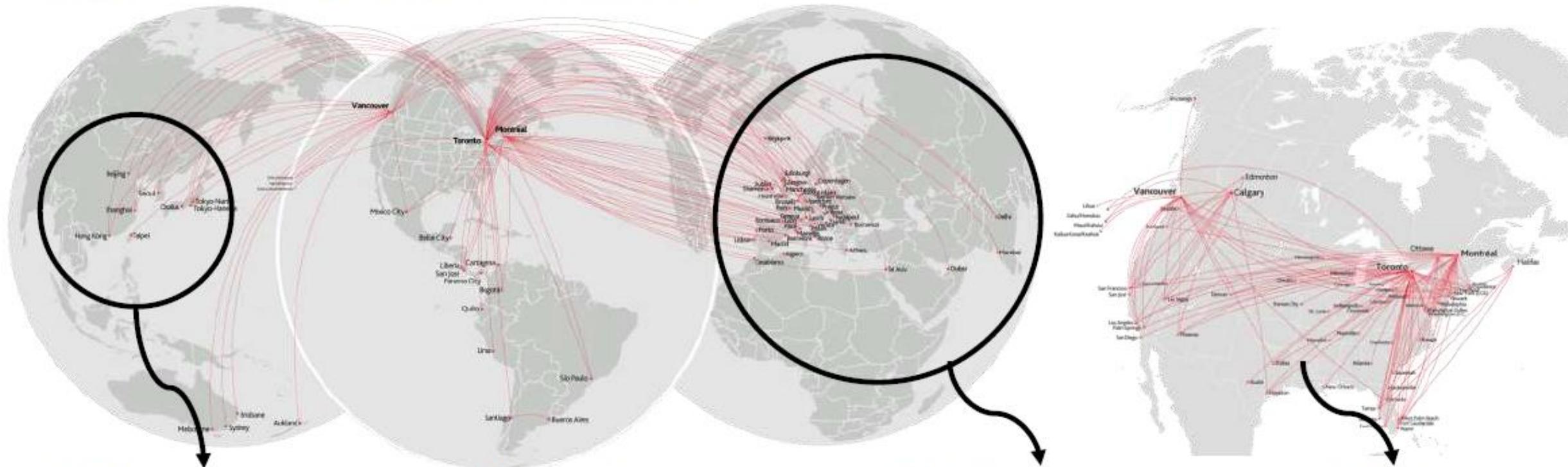
**50.9M**

**CUSTOMERS  
+5.8%  
SINCE 2017**



# The Air Canada network

Unparalleled growth since 2009



**116%** Seat Growth

**64** New Destinations  
(48 International)

**123%** Seat Growth

**55** U.S.  
Destinations

 AIR CANADA



 AIR CANADA  
*rouge*



 AIR CANADA  
EXPRESS



**219 Destinations**



VANCOUVER  
KAMLOOPS  
NANAIMO  
VICTORIA  
CALGARY  
KELOWNA

THUNDER BAY  
EDMONTON  
MONTREAL  
TORONTO

QUEBEC CITY  
DEER LAKE  
CHARLOTTETOWN  
ST. JOHN'S  
MONCTON  
FREDRICKTON  
HALIFAX

LAS VEGAS  
PALM SPRINGS  
SAN DIEGO  
PHOENIX

LOS CABOS  
PUERTO VALLARTA

MEXICO CITY  
IXTAPA

ORLANDO  
TAMPA  
SARASOTA  
FT. MYERS  
FORT LAUDERDALE  
MIAMI  
NASSAU  
VARADERO  
HAVANA  
SANTA CLARA  
CAYO COCO  
PROVIDENCIALES  
CANCUN  
COZUMEL  
HOLGUIN  
PUERTO PLATA  
SAMANA  
PUNTA CANA  
MONTEGO BAY  
KINGSTON  
SAINT KITTS

SAN SALVADOR  
LIBERIA  
SAN JOSE  
PANAMA CITY  
CARTAGENA  
ST. VINCENT  
CURAÇAO  
ST. LUCIA  
BARBADOS  
GRENADA  
PORT OF SPAIN

BOGOTÁ  
QUITO  
LIMA

EDINBURGH  
GLASGOW  
MANCHESTER

WARSAW  
BERLIN  
PRAGUE  
BUDAPEST  
ZAGREB  
BUCHAREST

PORTO

LISBON

NICE  
VENICE  
MARSEILLE  
BARCELONA

ATHENS





**Video**

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# Air Canada positioned for the future



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 AIR CANADA  
VACATIONS

 AIR CANADA  
EXPRESS

# Significant Progress

- ✓ Fleet Renewal
- ✓ Product Enhancement
- ✓ Financial Performance



# Opportunities Ahead

**New  
reservation  
system**



**Loyalty**

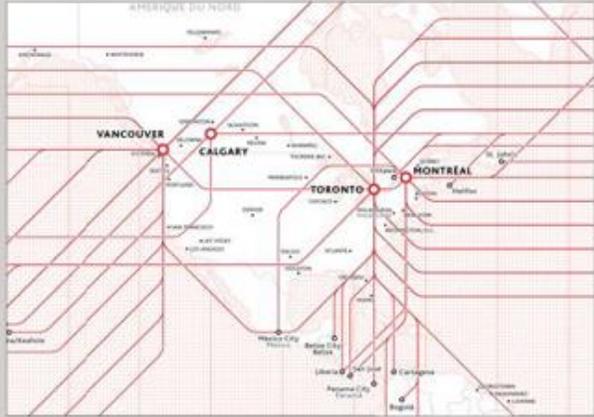


**A220**



# Air Canada

## Unique Competitive Advantages



# Cost Reduction Remains a Priority

## Air Canada Rouge

- Adjusted CASM is 29% lower than mainline

## Cost Transformation Program

- Renegotiation of agreements

## Fleet



**29% CASM** advantage over the Boeing 767

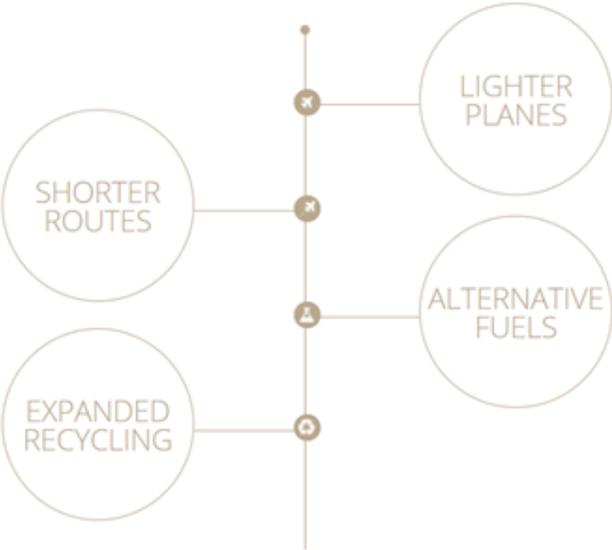


**12% CASM** advantage over the Embraer E190



# Less Carbon – Fleet Renewal and Innovation

Air Canada has one of the youngest, most fuel-efficient fleets in the industry



20%  
MORE FUEL EFFICIENT  
New ultra-efficient Boeing 787 aircraft

14%  
DECREASE IN FUEL USE  
over today's most fuel-efficient single-aisle aircraft

CITIZENS  
OF THE  
WORLD





**AIR CANADA**

Maintenance



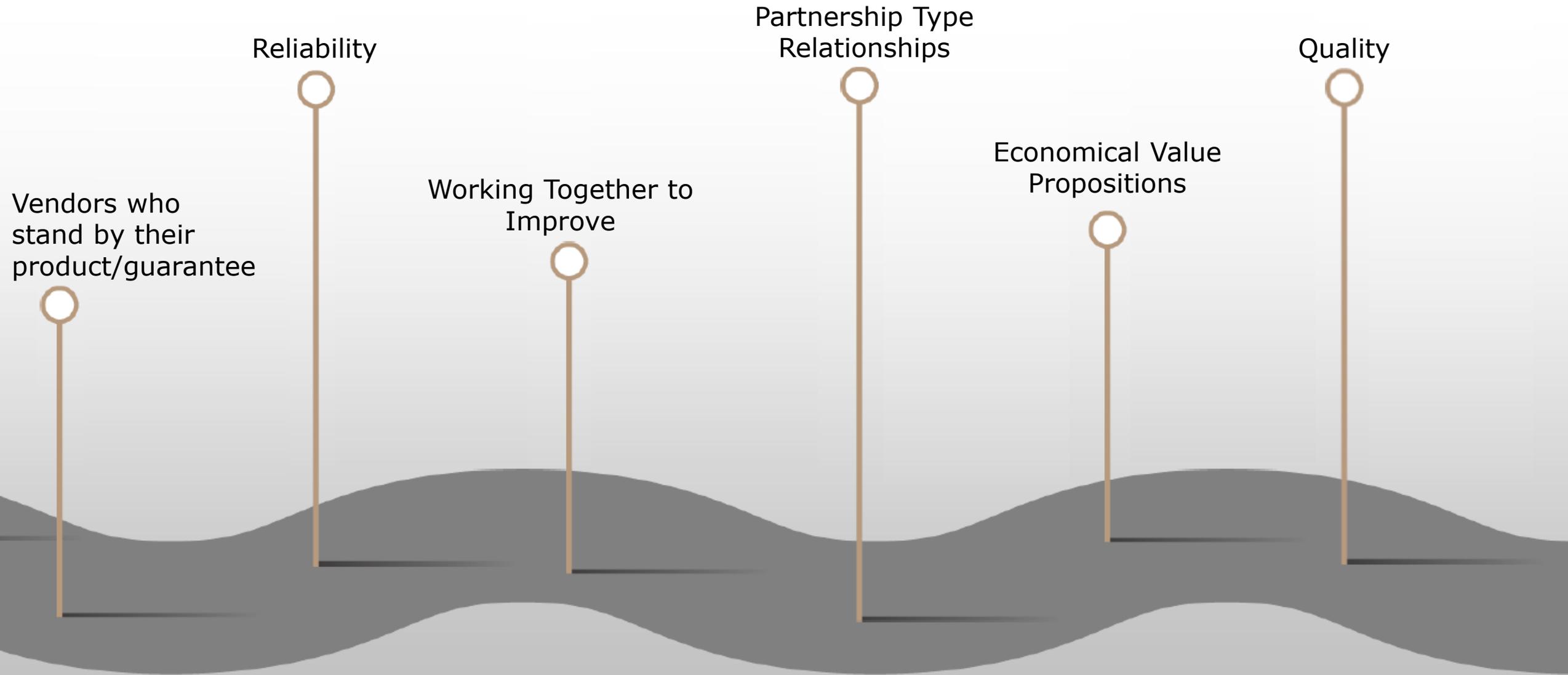


# Maintenance

Be an integral part of the **Airline Operations**, delivering on promises to our customers by providing **safe, reliable and on time maintenance services** at a **competitive cost**.

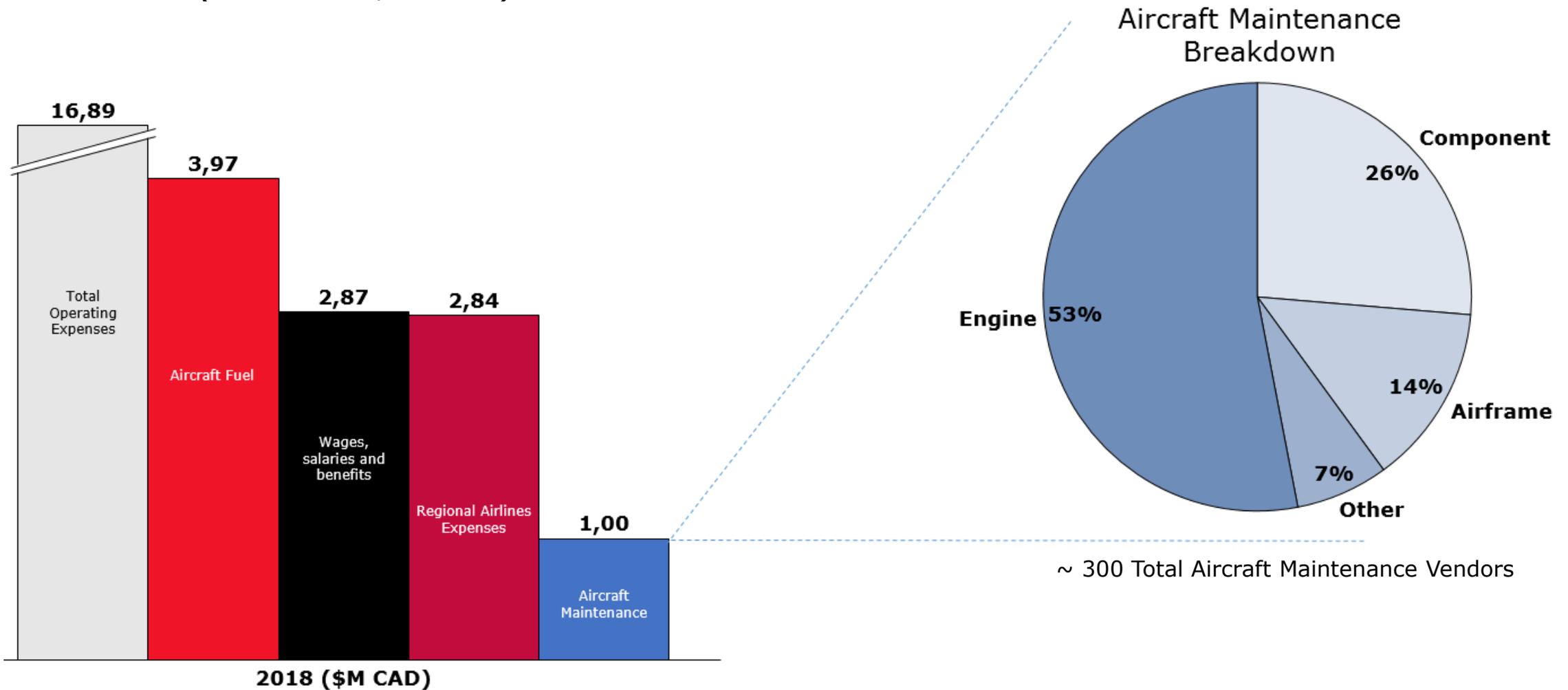


# Key Vendor Success Factors



# Air Canada Operating Expenses\*

Year 2018 (values in \$M CAD)



\*Operating expenses values in accordance with 2018 Financial Statement







**Thank You**

