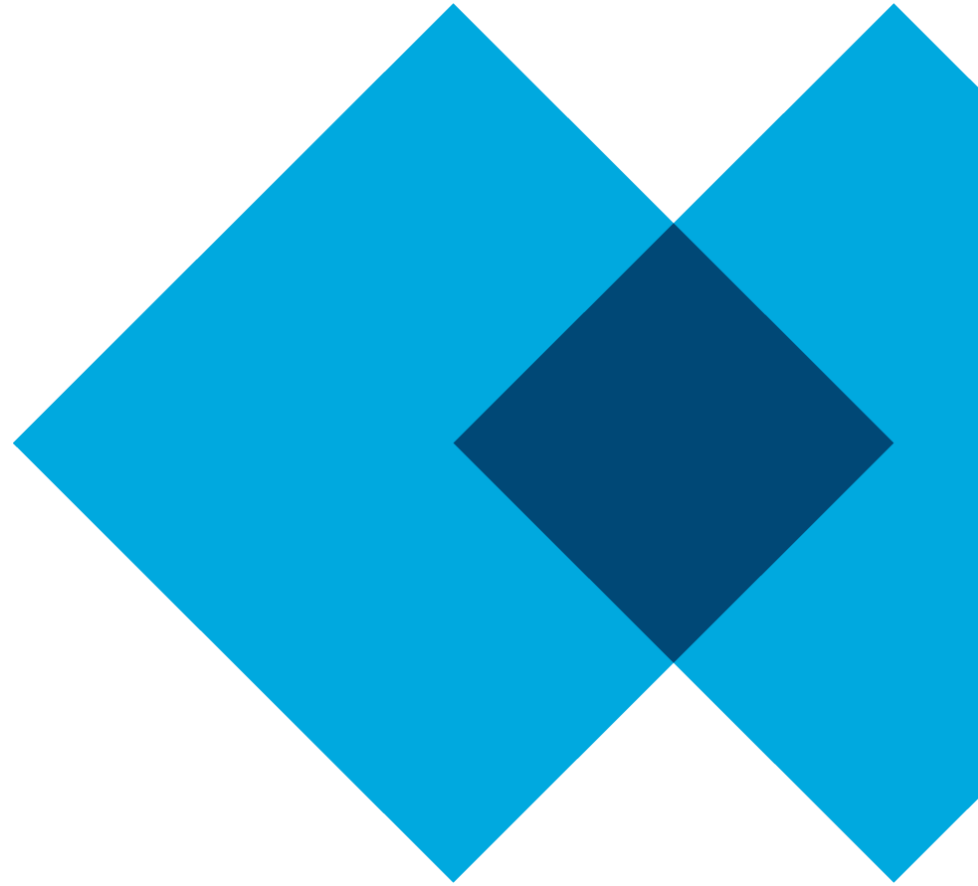


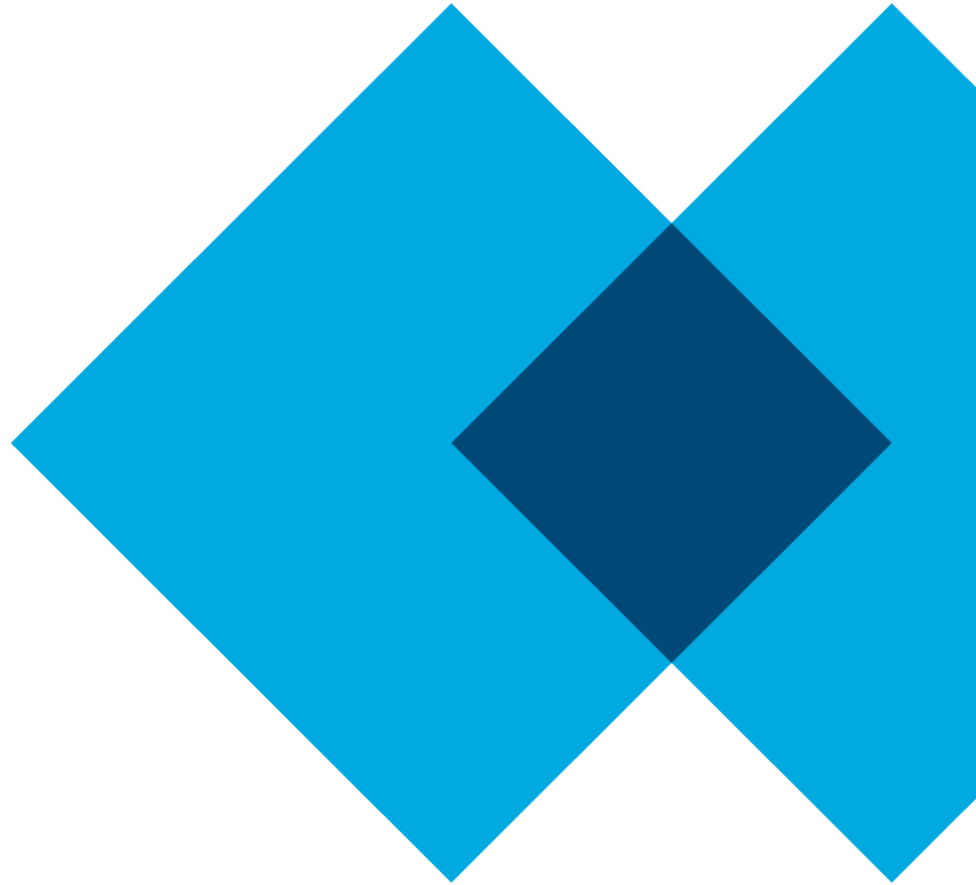
AIMIA  
INSPIRING LOYALTY



# Q1 2017 HIGHLIGHTS

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May 10, 2017



# FORWARD-LOOKING AND CAUTIONARY STATEMENTS

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*Forward-looking statements are included in this presentation. These forward-looking statements are typically identified by the use of terms such as “outlook”, “guidance”, “target”, “forecast”, “assumption” and other similar expressions or future or conditional terms such as “anticipate”, “believe”, “could”, “estimate”, “expect”, “intend”, “may”, “plan”, “predict”, “project”, “will”, “would”, and “should”. 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, are based on assumptions and are subject to important risks and uncertainties. Any forecasts, predictions or forward-looking statements cannot be relied upon due to, among other things, changing external events and general uncertainties of the business and its corporate structure. Results indicated in forward-looking statements may differ materially from actual results for a number of reasons, including without limitation, dependency on significant Accumulation Partners and clients, failure to safeguard databases, cyber security and consumer privacy, reliance on Redemption Partners, conflicts of interest, greater than expected air redemptions for rewards, regulatory matters, retail market/economic conditions, industry competition, Air Canada liquidity issues, Air Canada or travel industry disruptions, airline industry changes and increased airline costs, supply and capacity costs, unfunded future redemption costs, changes to coalition loyalty programs, seasonal nature of the business, other factors and prior performance, foreign operations, legal proceedings, reliance on key personnel, labour relations, pension liability, technological disruptions, inability to use third-party software and outsourcing, failure to protect intellectual property rights, interest rate and currency fluctuations (including currency risk or our foreign operations which are denominated in a currency other than the Canadian dollar, mainly pound sterling, and subject to fluctuations as a result of foreign exchange rate variations), leverage and restrictive covenants in current and future indebtedness, uncertainty of dividend payments, managing growth, credit ratings, audit by tax authorities, as well as the other factors identified throughout Aimia’s MD&A and its other public disclosure records on file with the Canadian securities regulatory authorities.*

*In particular, slides 18, 31, 35, 37, 38, and 41 of this presentation contain certain forward-looking statements with respect to certain financial metrics in 2017. Aimia made a number of general economic and market assumptions in making these statements, including assumptions regarding currencies, the performance of the economies in which the Corporation operates and market competition and tax laws applicable to the Corporation’s operations. The Corporation cautions that the assumptions used to make these statements with respect to 2017, although reasonable at the time they were made, may prove to be incorrect or inaccurate. In addition, these statements do not reflect the potential impact of any non-recurring or other special items or of any new material commercial agreements, dispositions, mergers, acquisitions, other business combinations or transactions that may be announced or that may occur after May 10, 2017. The financial impact of these transactions and non-recurring and other special items can be complex and depends on the facts particular to each of them. We therefore cannot describe the expected impact in a meaningful way or in the same way we present known risks affecting our business. Accordingly, our actual results could differ materially from the statements made on slides 18, 31, 35, 37, 38, and 41 of this presentation.*

*The forward-looking statements contained herein represent the Corporation’s expectations as of May 10, 2017 and are subject to change. However, Aimia disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except as required under applicable securities regulations.*

***This presentation contains both IFRS and non-GAAP financial measures. Non-GAAP financial measures are defined and reconciled to the most comparable IFRS measures, if applicable, in our MD&A and at slides 4, 5, and 7. See caution regarding Non-GAAP financial measures on slide 4.***

# NON-GAAP FINANCIAL MEASURES

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Aimia uses the following non-GAAP financial measures which it believes provides investors and analysts with additional information to better understand results as well as assess its potential. GAAP means generally accepted accounting principles in Canada and represents International Financial Reporting Standards ("IFRS"). For a reconciliation of non-GAAP financial measures to the most comparable GAAP measure, please refer to the section entitled "Performance Indicators (including certain non-GAAP financial measures)" in our Management Discussion & Analysis on pages 8 to 11 for the three months ended March 31, 2017 which can be accessed here: <https://www.aimia.com/en/investors/quarterly-reports.html>. **For ease of reference, we have also included a reconciliation table to the most directly comparable GAAP measure, if any, on slide 5.**

## **Adjusted EBITDA**

Adjusted EBITDA is not a measurement based on GAAP, is not considered an alternative to operating income or net earnings in measuring performance, and is not comparable to similar measures used by other issuers. We do not believe that Adjusted EBITDA has an appropriate directly comparable GAAP measure. **As an alternative, we do however provide a reconciliation to operating income in our MD&A and on slide 5 in this presentation.** Adjusted EBITDA is used by management to evaluate performance, and to measure compliance with debt covenants. Management believes Adjusted EBITDA assists investors in comparing the Corporation's performance on a consistent basis without regard to depreciation and amortization and impairment charges, which are non-cash in nature and can vary significantly depending on accounting methods and non-operating factors such as historical cost. Adjusted EBITDA is operating income adjusted to exclude depreciation, amortization and impairment charges, as well as adjusted for certain factors particular to the business, such as changes in deferred revenue and Future Redemption Costs. Adjusted EBITDA also includes distributions and dividends received or receivable from equity-accounted investments. Adjusted EBITDA should not be used as an exclusive measure of cash flow because it does not account for the impact of working capital growth, capital expenditures, debt repayments and other sources and uses of cash, which are disclosed in the statements of cash flows.

## **Free Cash Flow**

Free Cash Flow is not a measurement based on GAAP and is unlikely to be comparable to similar measures used by other issuers. Management believes Free cash flow ("Free Cash Flow") provides a consistent and comparable measurement of cash generated from operations and is used as an indicator of financial strength and performance. Free Cash Flow is defined as cash flows from operating activities, as reported in accordance with GAAP, less: (a) total capital expenditures as reported in accordance with GAAP; and (b) dividends paid. **For a reconciliation of Free Cash Flow before Dividends Paid to cash flows from operations (GAAP), please see slide 5 in this presentation.**

## **Free Cash Flow before Dividends Paid and Free Cash Flow before Dividends Paid per Common Share**

Free Cash Flow before Dividends Paid are non-GAAP measures and are not comparable to similar measures used by other issuers. They are used in order to provide a consistent and comparable measurement of cash generated from operations and used as indicators of financial strength and performance. Free Cash Flow before Dividends Paid is defined as cash flows from operating activities as reported in accordance with GAAP, less capital expenditures as reported in accordance with GAAP. Free Cash Flow before Dividends Paid per Common Share is a measurement of cash flow generated from operations on a per share basis. It is calculated as follows: Free Cash Flow before dividends paid minus dividends paid on preferred shares and non-controlling interests over the weighted average number of common shares outstanding. **For a reconciliation of Free Cash Flow before Dividends Paid and Free Cash Flow before Dividends Paid per Common Share to the most directly comparable GAAP measure, if any, please see slide 5 in this presentation.**

## **ROIC**

Return on invested capital ("ROIC") is not a measurement based on GAAP and is not comparable to similar measures used by other issuers. ROIC is used by management to assess the efficiency with which it allocates its capital to generate returns. ROIC is calculated as adjusted operating income after taxes expressed as a percentage of the average invested capital. Adjusted operating income after taxes is Adjusted EBITDA less depreciation and amortization, tax effected at the Canadian statutory rate, on a rolling twelve-month basis. A description of Adjusted EBITDA as well as its reconciliation to operating income is presented in the preceding section. Invested capital is the sum of total equity, deferred revenue margin (calculated as deferred revenue less future redemption cost liability, tax effected at the Canadian statutory rate), accumulated amortization of Accumulation Partners' contracts and customer relationships, and net debt (calculated as long-term debt, including the current portion, less cash and cash equivalents, net of any contractually required redemption reserve amount included in cash and cash equivalents), averaged between the beginning and ending balance over a rolling twelve-month period. **For a reconciliation of ROIC to the most directly comparable GAAP measure, if any, please see slide 7 in this presentation.**

## **Constant Currency**

Because exchange rates are an important factor in understanding period to period comparisons, management believes that the presentation of various financial metrics on a constant currency basis or after giving effect to foreign exchange translation, in addition to the reported metrics, helps improve the ability to understand operating results and evaluate performance in comparison to prior periods. Constant currency information compares results between periods as if exchange rates had remained constant over the periods. Constant currency is derived by calculating current-year results using prior-year foreign currency exchange rates. Results calculated on a constant currency basis should be considered in addition to, not as a substitute for, results reported in accordance with GAAP and may not be comparable to similarly titled measures used by other companies.

# GAAP TO NON-GAAP RECONCILIATION\*

	Three months ended Mar 31,	
<i>(in millions of Canadian dollars, except per share amounts)</i>	2017	2016
<b>Operating income (loss)</b>	<b>5.5</b>	<b>(8.9)</b>
Depreciation and amortization	11.4	12.9
Amortization of Accumulation Partners' contracts, customer relationships and technology	25.8	32.8
<b>Operating income excluding depreciation, amortization and impairment charges</b>	<b>42.7</b>	<b>36.8</b>
Adjustments:		
Change in deferred revenue		
Gross Billings	525.2	573.0
Total revenue	(524.8)	(570.1)
Change in Future Redemption Costs	8.4	3.7
Distributions from equity-accounted investments	7.3	5.3
Subtotal of Adjustments	16.1	11.9
<b>Adjusted EBITDA</b>	<b>58.8</b>	<b>48.7</b>
<i>Adjusted EBITDA as a % of total Gross Billings</i>	<i>11.2%</i>	<i>8.5%</i>
Cash from operating activities	(11.7)	0.6
Capital expenditures	(12.1)	(19.5)
<b>Free Cash Flow before Dividends Paid</b>	<b>(23.8)</b>	<b>(18.9)</b>
Free Cash Flow before Dividends Paid per common share	(0.18)	(0.15)
Dividends paid to equity holders of the Corporation	(34.7)	(33.2)
Dividends paid to non-controlling interests	-	-
<b>Free Cash Flow</b>	<b>(58.5)</b>	<b>(52.1)</b>

\*THIS SLIDE CONTAINS NON-GAAP FINANCIAL MEASURES. PLEASE REFER TO SLIDE 4 FOR A DETAILED DESCRIPTION OF SUCH NON-GAAP FINANCIAL MEASURES.

# Q1 2017 INCOME STATEMENT

	Three Months Ended March 31,	
<i>(in millions of Canadian dollars, except per share amounts)</i>	2017	2016
	(unaudited)	(unaudited)
<b>Revenue</b>	<b>524.8</b>	570.1
<b>Cost of sales</b>		
Cost of rewards and direct costs	331.4	369.5
Depreciation and amortization	11.4	12.9
Amortization of accumulation partners' contracts, customer relationships and technology	25.8	32.8
	<b>368.6</b>	415.2
<b>Gross margin</b>	<b>156.2</b>	154.9
Selling and marketing expenses	105.2	111.1
General and administrative expenses	45.5	52.7
Operating expenses	150.7	163.8
<b>Operating income (loss)</b>	<b>5.5</b>	(8.9)
Financial income	2.9	2.2
Financial expenses	(7.5)	(14.0)
Net financial expenses	(4.6)	(11.8)
Share of net earnings of equity-accounted investments	13.1	5.6
<b>Earnings (loss) before income taxes</b>	<b>14.0</b>	(15.1)
Income tax (expense) recovery	(4.4)	2.0
<b>Net earnings (loss) for the period</b>	<b>9.6</b>	(13.1)
<b>Earnings (loss) per common share</b>		
Basic and fully diluted	<b>0.04</b>	(0.12)

# ROIC RECONCILIATION\*

	Twelve Months Ended March 31,	
<i>(in millions of Canadian dollars unless otherwise noted)</i>	2017	2016
<b>Calculation of adjusted operating income after taxes</b>		
<b>Operating loss</b>	<b>(72.0)</b>	(36.3)
Depreciation, amortization & impairment charges	240.6	208.0
<b>Operating income excluding depreciation, amortization and impairment charges</b>	<b>168.6</b>	171.7
Adjustments:		
Change in deferred revenue		
Gross Billings	2,291.9	2,446.8
Total revenue	(2,242.8)	(2,370.6)
Change in Future Redemption Costs	(3.8)	(23.8)
Distributions from equity-accounted investments	26.8	36.4
<b>Subtotal of Adjustments</b>	<b>72.1</b>	88.8
<b>Adjusted EBITDA</b>	<b>240.7</b>	260.5
Depreciation and amortization	(55.9)	(57.7)
Tax	(49.1)	(53.9)
<b>Adjusted operating income after taxes</b>	<b>135.7</b>	148.9
<b>Calculation of invested capital</b>		
Total equity	92.7	349.5
Deferred revenue margin:		
Deferred revenue	3,242.8	3,260.7
Future Redemption Cost liability - Unbroken Loyalty Units	(2,206.0)	(2,293.0)
Tax	(275.6)	(257.2)
Accumulated amortization of accumulation partners' contracts and customer relationships	863.6	801.5
Net debt:		
Long-term debt (including current portion)	448.6	647.6
Cash and cash equivalents	(230.0)	(382.3)
Contractually required redemption reserve included in cash & cash equivalents	108.2	141.1
<b>Total Invested capital</b>	<b>2,044.3</b>	2,267.9
<b>Average Invested capital</b>	<b>2,156.1</b>	2,306.8
<b>ROIC</b>	<b>6.3%</b>	6.5%

\*THIS SLIDE CONTAINS NON-GAAP FINANCIAL MEASURES. PLEASE REFER TO SLIDE 4 FOR A DETAILED DESCRIPTION OF SUCH NON-GAAP FINANCIAL MEASURES.

# Q1 2017 FINANCIAL HIGHLIGHTS\*

(in millions of Canadian dollars)

	As Reported	
	<u>Q1 2017</u>	<u>Q1 2016</u>
Gross Billings	\$525.2 (8.3%)( <sup>1</sup> ) (4.3%) in c.c. ( <sup>1</sup> )( <sup>2</sup> )	\$573.0
Operating Expenses	\$150.7	\$163.8
Adjusted EBITDA	\$58.8 11.2% margin	\$48.7 8.5% margin
Capital expenditures	\$12.1	\$19.5
FCF before dividends paid	\$(23.8)	\$(18.9)

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(1) Year over year percentage variance.

(2) Constant Currency excludes the translation effect of foreign operations on the consolidated results. For more information on Constant Currency, please refer to slide 4.



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# QUARTERLY HIGHLIGHTS

DAVID JOHNSTON



# UPDATE ON AIR CANADA

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- Air Canada and Aeroplan have had a powerful and successful partnership pairing one of the best airlines with one of the best loyalty providers since 2002



- Aeroplan offers value, flexibility, and availability that differentiate our program for 5 million members



- Aeroplan is Air Canada's single largest customer and generates significant cash flows to Air Canada



- The contract remains in place until June 2020

# Q1 2017 FINANCIAL HIGHLIGHTS\*

(in millions of Canadian dollars)

	<u>Q1 2017</u>	<u>Q1 2016</u>
Gross Billings <sup>(3)</sup>	\$492.0 (7.4%) <sup>(1)</sup> (3.2%) in c.c. <sup>(1)(2)</sup>	\$531.1
Operating Expenses <sup>(4)</sup>	\$119.9	\$132.7
Adjusted EBITDA <sup>(5)</sup>	\$58.4 11.9% margin	\$49.4 9.3% margin
Capital expenditures	\$12.1	\$19.5
FCF before dividends paid	\$(23.8)	\$(18.9)

Coalition Gross Billings<sup>(6)</sup> decline of 2% on a constant currency basis

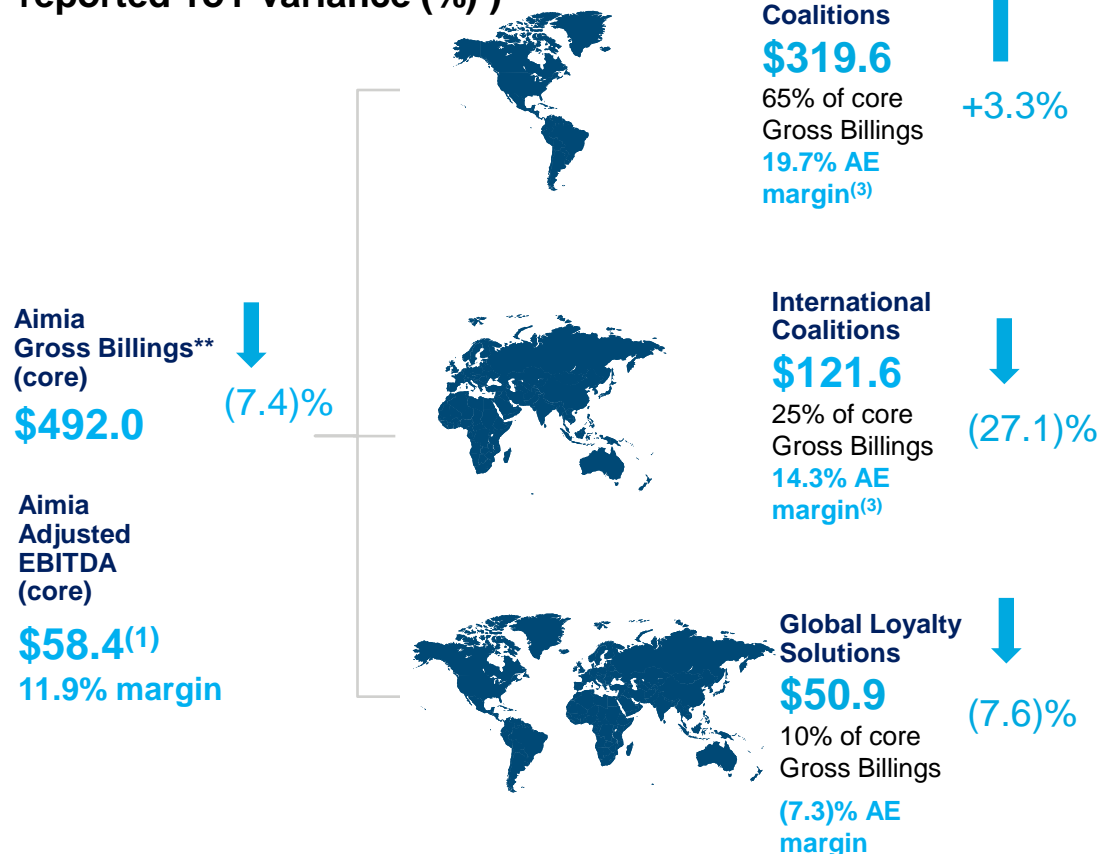
Adjusted EBITDA margin benefitting from operational efficiencies and timing of distributions from equity-accounted investments

FCF performance reflecting seasonal redemption patterns and reduced capital expenditure

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# Q1 2017 GROSS BILLINGS AND OPERATIONAL HIGHLIGHTS\*

(in millions of Canadian dollars and reported YoY variance (%))



## Q1 operational highlights

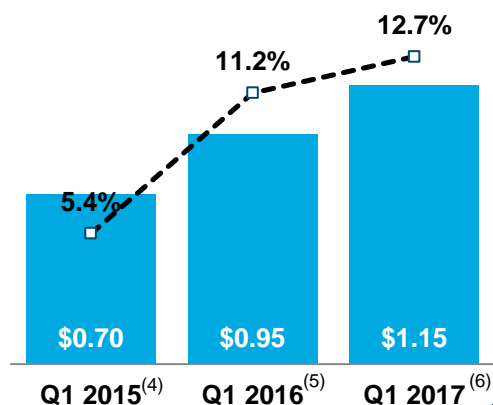
- Aeroplan Gross Billings up 5%<sup>(2)</sup>, contributing (alongside lower unit cost and lower operating expenses) to 3.5pp AE margin improvement
- Lower operating expenses and timing of distributions driving 3.5pp improvement in underlying margin<sup>(4)</sup> despite lower Gross Billings as a result of Sainsbury's campaign phasing
- Continuing transition to platform services (currently 14% of Gross Billings) driving higher Q1 operating expenses

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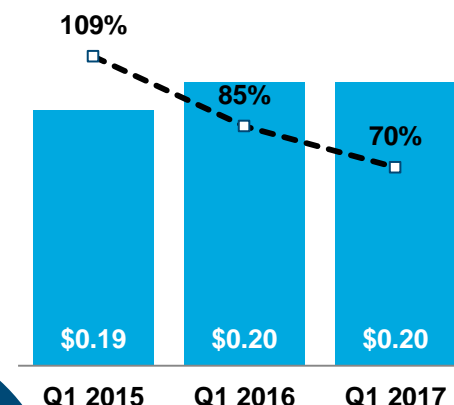
\*\*Differences may result due to rounding or inter-company eliminations.

# RETURNS TO SHAREHOLDERS\*

FCF per Common Share before Dividends Paid<sup>(1)</sup> and FCF Yield<sup>(2)</sup>



Quarterly Dividend per Common Share and FCF Payout Ratio<sup>(3)</sup>



Around 20% increase in Free Cash Flow per share

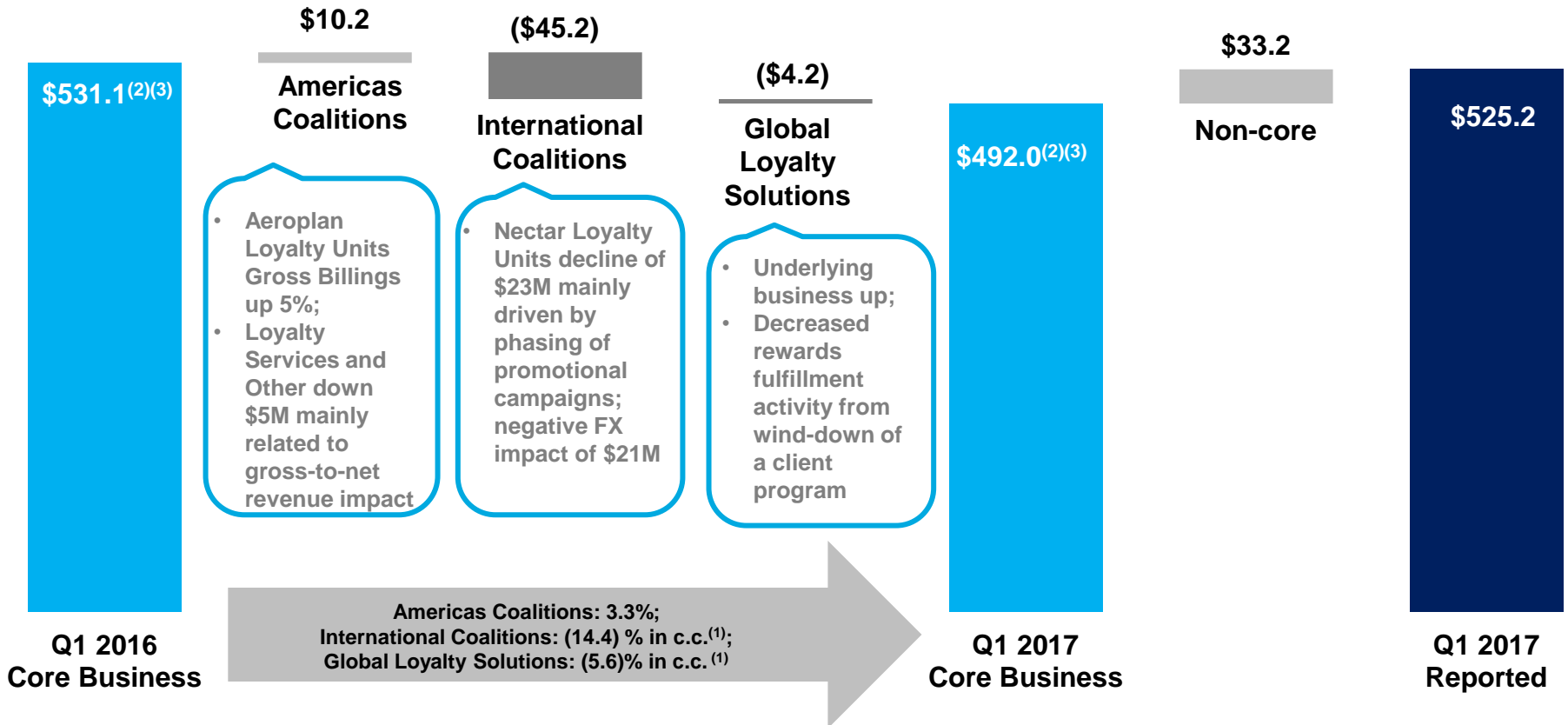
Dividend payout ratio linked to FCF generation

ROIC of 6.3% at the end of Q1 2017

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# Q1 2017 CONSOLIDATED GROSS BILLINGS\*

(in millions of Canadian dollars)

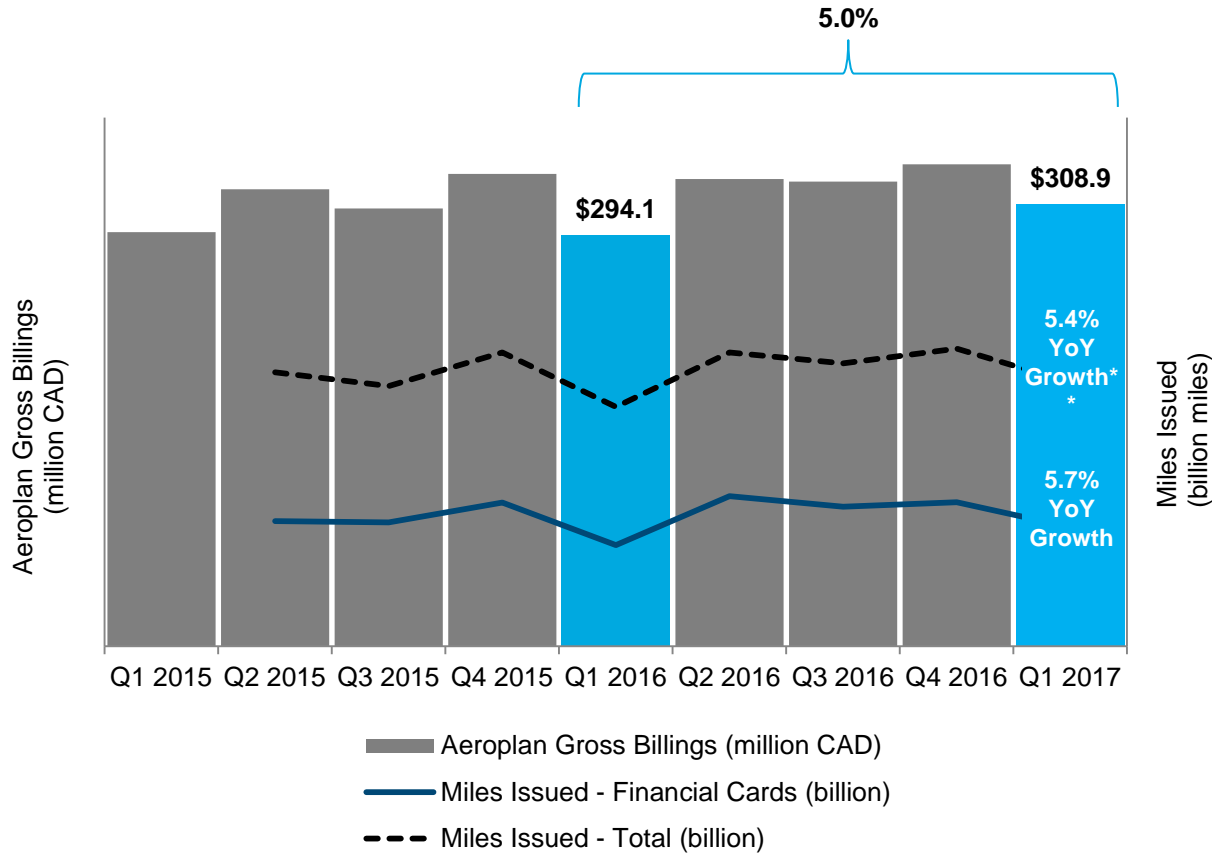


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(1) Constant Currency (c.c.) excludes the translation effect of foreign operations on the consolidated results. For more information on Constant Currency, please refer to slide 4.  
 (2) Variance related to intercompany elimination of \$0.1 million has been excluded from the bridge.  
 (3) Excludes non-core Gross Billings of \$33.2 million and \$41.9 million in Q1 2017 and Q1 2016.

# AEROPLAN GROSS BILLINGS\*

(in millions of Canadian dollars)



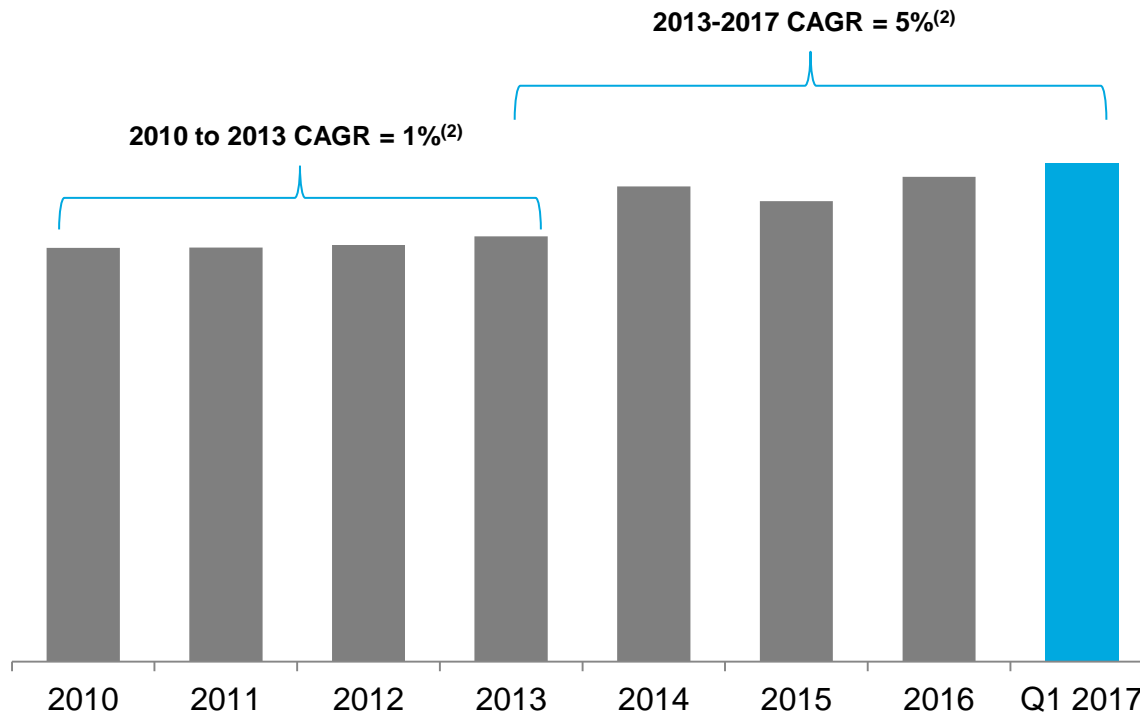
**Aeroplan Gross Billings up 5% YoY driven by strong financial cards and Air Canada up 8%**

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\*\* Accumulation excluding promo miles up 5.6% YoY.

# AEROPLAN FINANCIAL CARD TRENDS

One month average actives <sup>(1)</sup>  
(Aeroplan TD + CIBC credit cardholders)



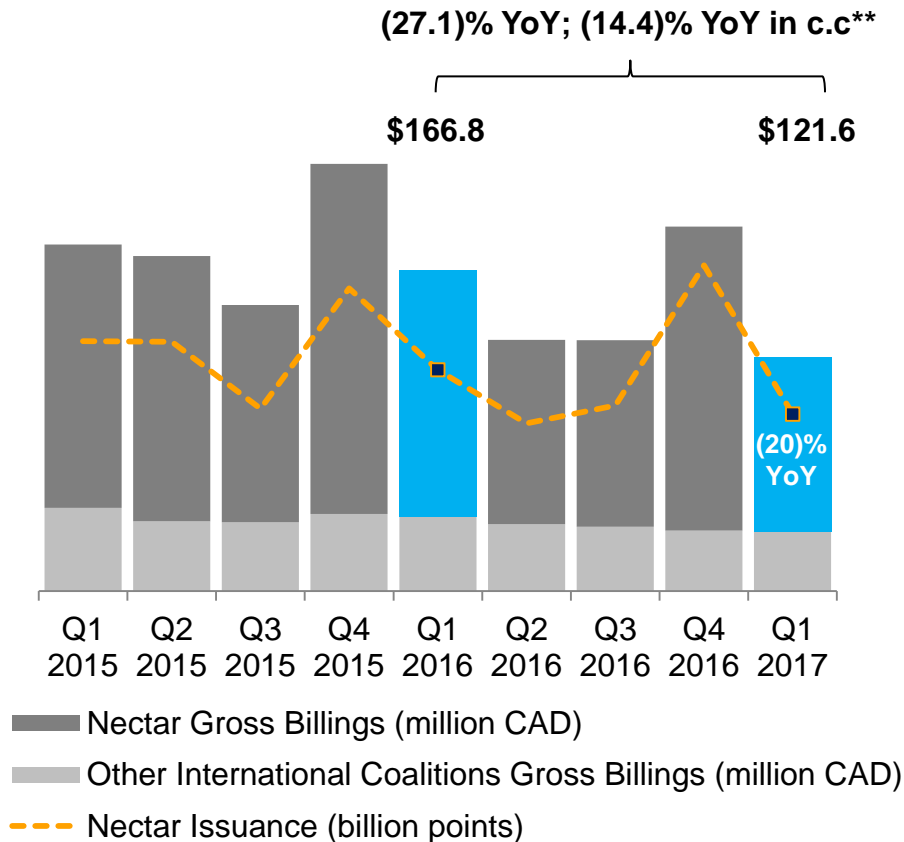
Active base up  
7% YOY in the  
quarter<sup>(3)</sup> as a  
result of card  
acquisitions and  
improving card  
attrition

- (1) One-month average active for the full-year unless other time period highlighted
- (2) 2010-2013 CAGR calculated based on Q4 2010-Q4 2013 time period and 2013-2017 CAGR calculated based on Q4 2013-Q1 2017 time period
- (3) One-month average active card base Q1 2017 compared to the Q1 2016



# INTERNATIONAL COALITIONS GROSS BILLINGS\*

(in millions of Canadian dollars)



Gross Billings down 14% on a constant currency basis

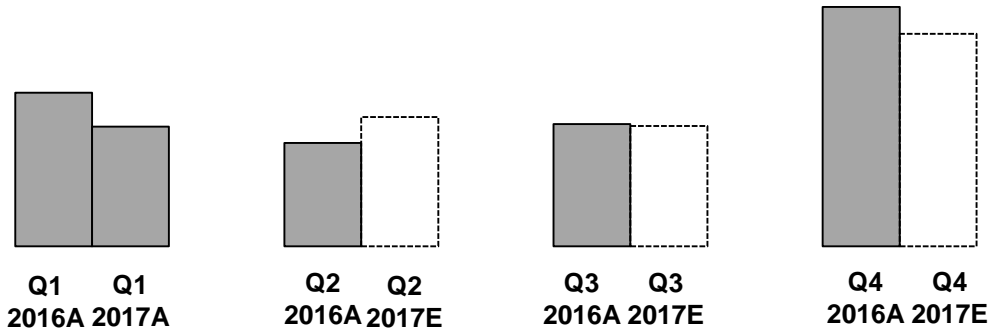
Nectar issuance down 20% YoY due to the phasing of promotional campaigns with the program's main partner

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\*\* c.c. means constant currency.

# PHASING OF SAINSBURY'S CAMPAIGNS

## Sainsbury's points issuance



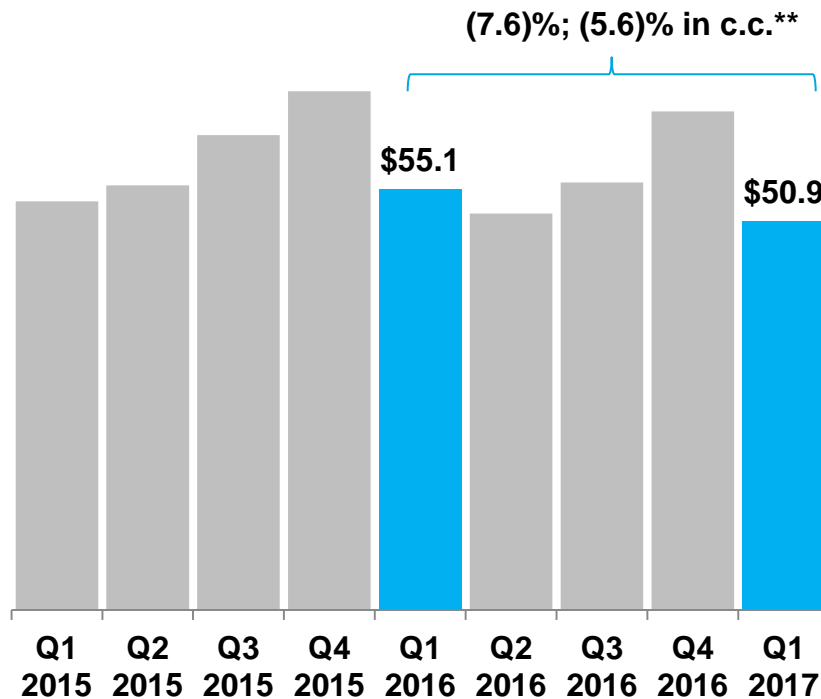
Phasing of promotional campaigns driving lower points issuance in Q1 and strong expected issuance in Q4

Significant 10x campaign in market in May



# GLOBAL LOYALTY SOLUTIONS GROSS BILLINGS\*

(in millions of Canadian dollars)



Continued transition out of rewards fulfillment contract with a UK rewards client

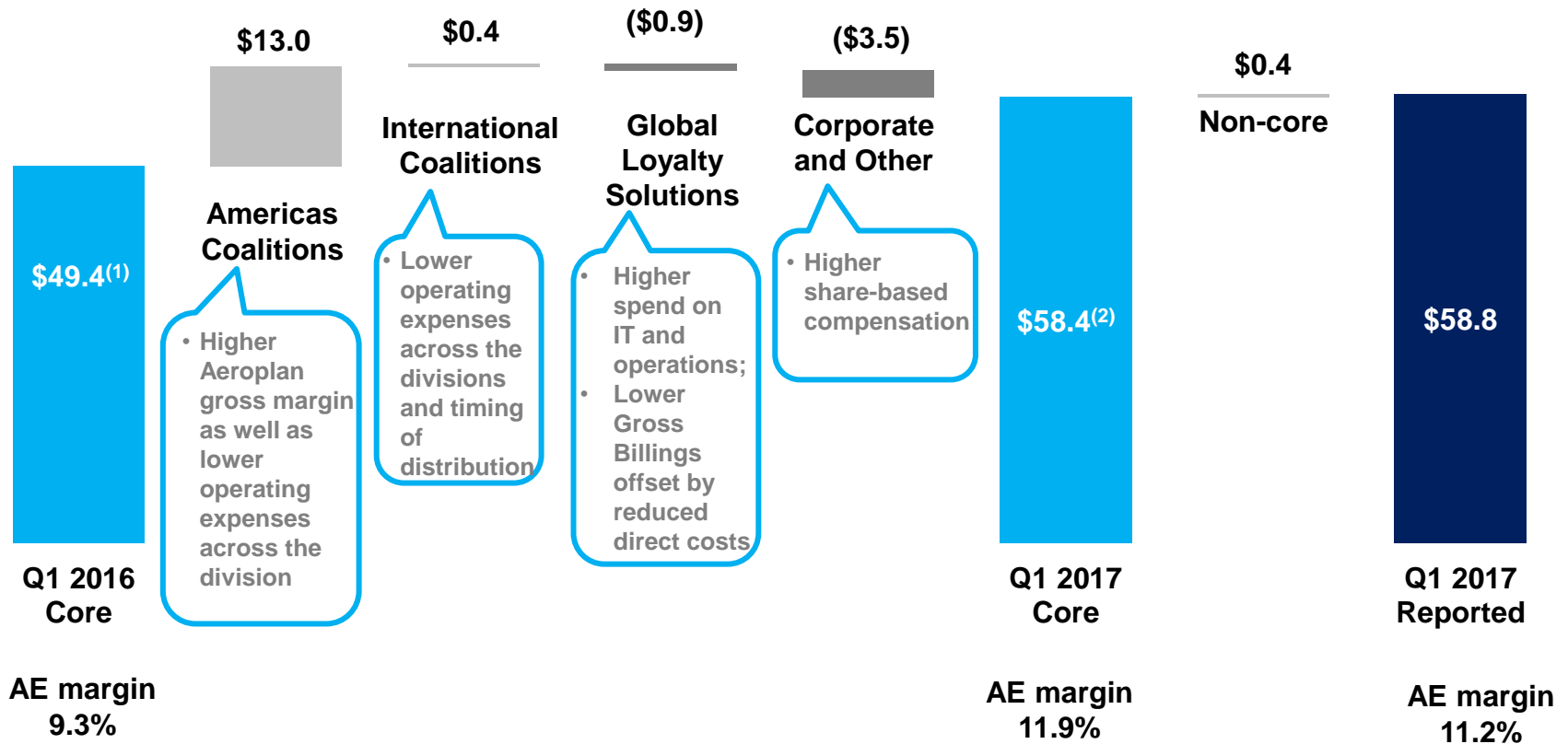
Platform-based recurring sales continued to grow, accounting for around 14% of divisional Gross Billings at the end of Q1 2017

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\*\* c.c. means constant currency.

# Q1 2017 CONSOLIDATED ADJUSTED EBITDA\*

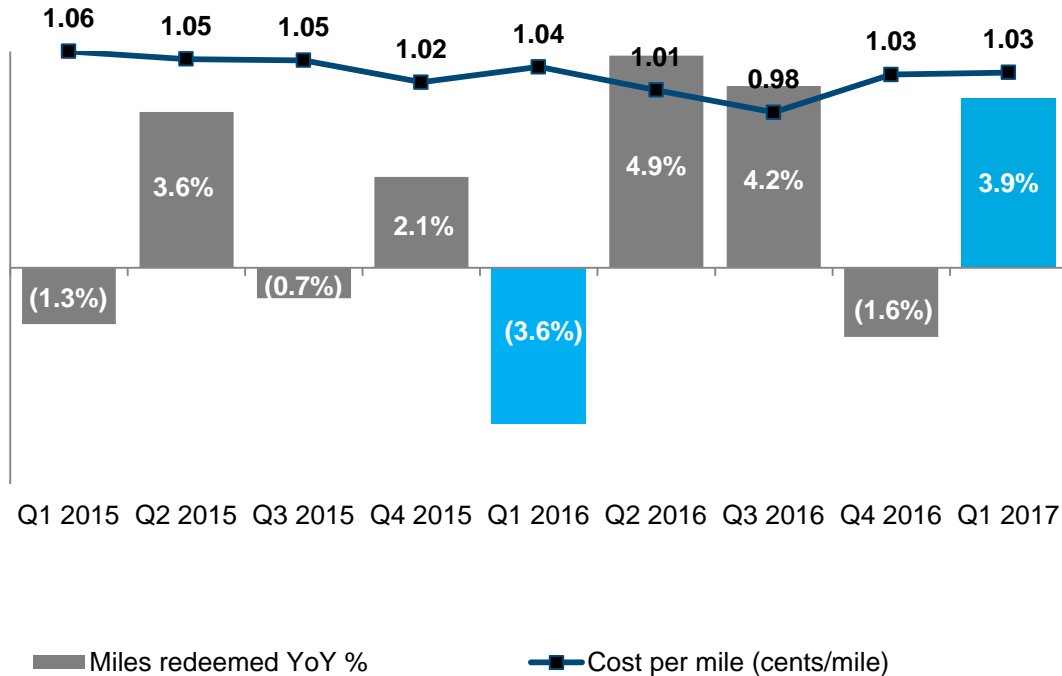
(in millions of Canadian dollars)



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# AEROPLAN REDEMPTION AND UNIT COST TRENDS

Mileage burn and unit cost

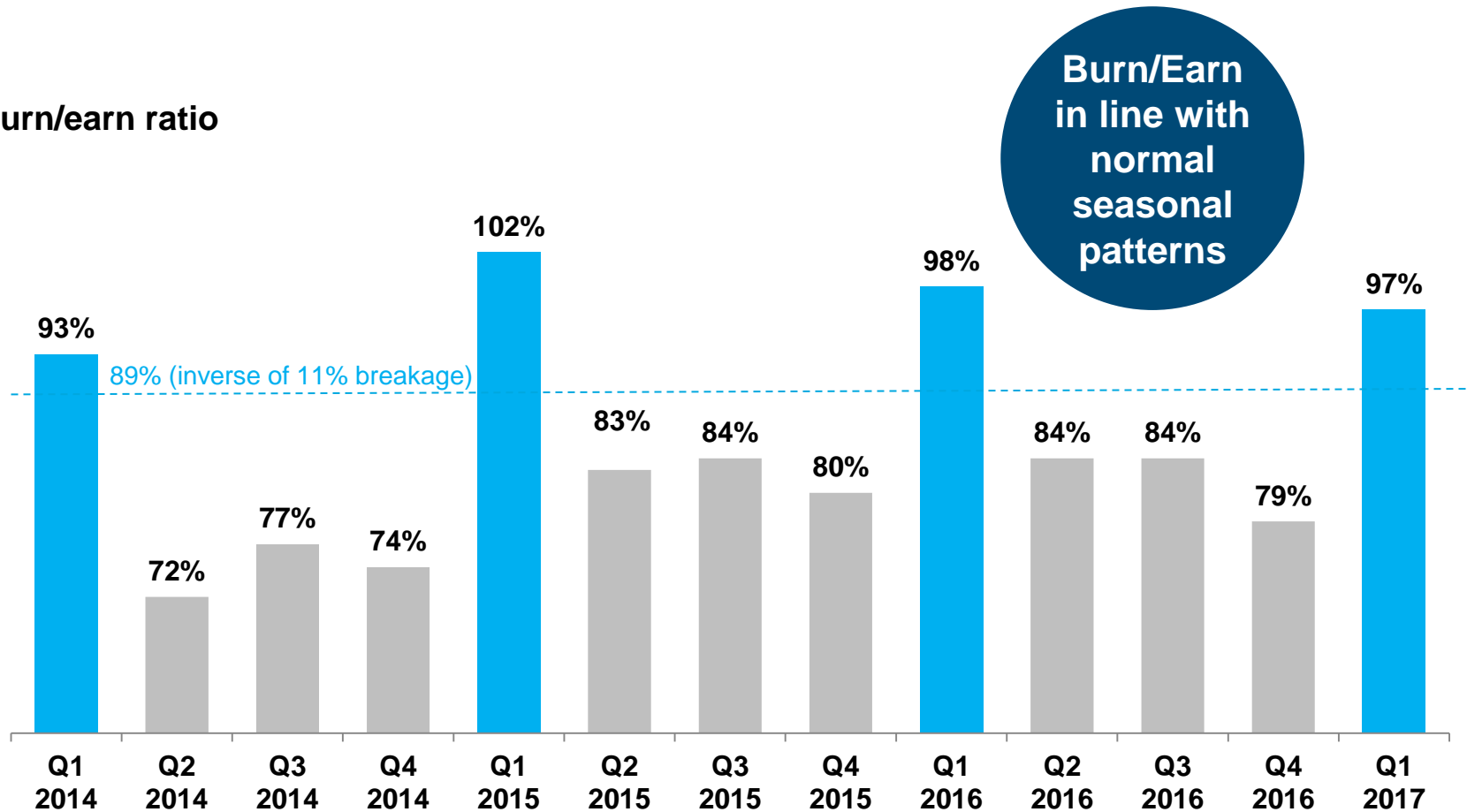


Mileage burn up 3.9% YoY driven by higher Market Fare Flight rewards in the quarter

Average unit cost broadly stable at 1.03

# AEROPLAN BURN/EARN RATIO\*

## Burn/earn ratio

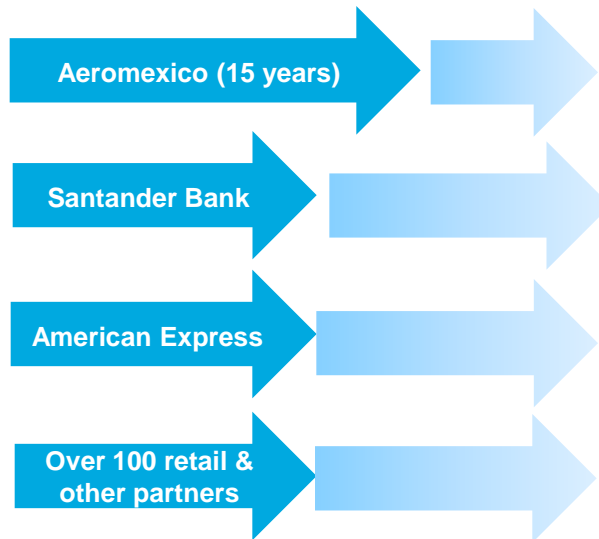


\* Burn/earn ratio includes promo miles.

# CLUB PREMIER OVERVIEW

- Through its joint venture with Aeromexico, Mexico's flagship airline, Aimia owns 48.9% of PLM Premier, S.A.P.I. de C.V (PLM), which operates Club Premier.
- Club Premier is the leading coalition program in Mexico with a growing member base and over 100 partners, and the operator of Aeromexico's frequent flyer program.
- Members enrolled at March 31, 2017: 5.0 million

## Key partners and contract lengths:



Adjusted EBITDA:  
Q1 2017:  
US\$16.4m  
AE margin\*: 33.7%

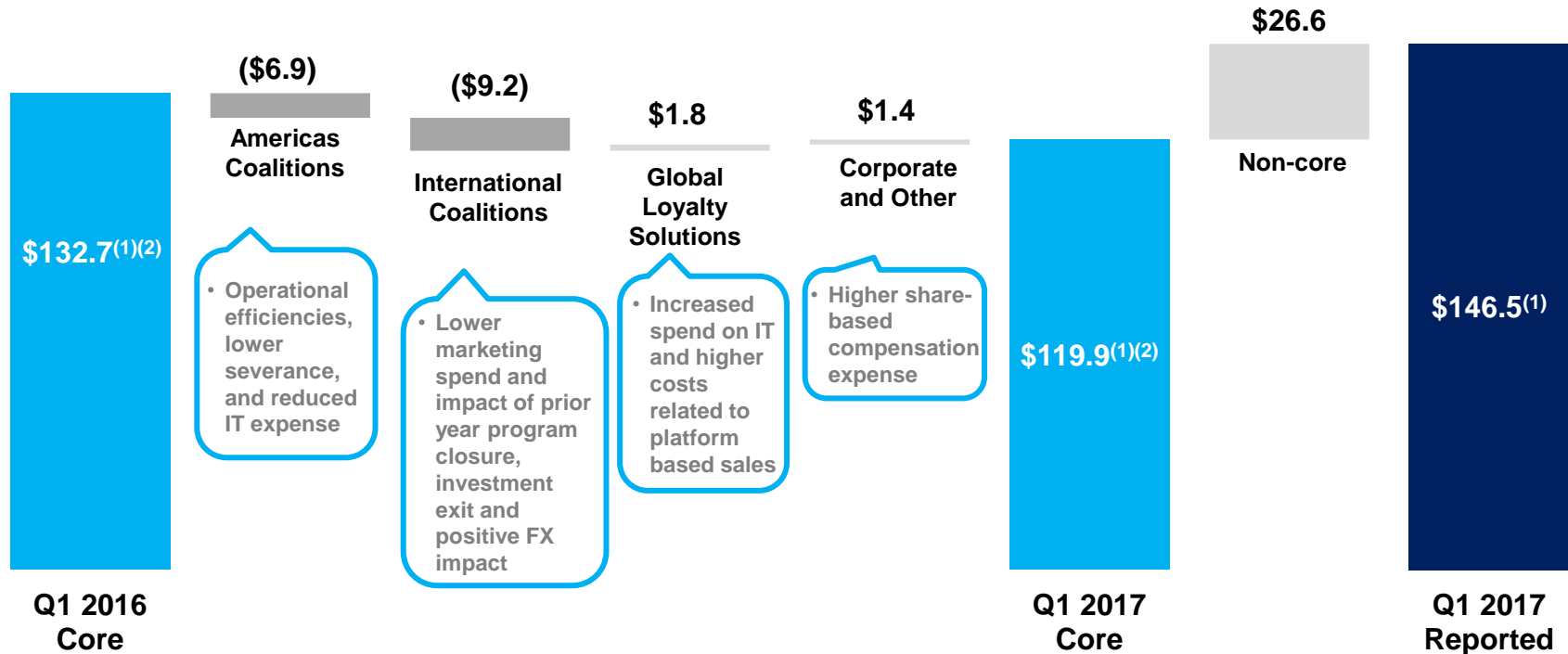
FY 2016:  
US\$48.1m  
AE margin\*: 24.9%

\$4.5 million  
distribution  
received in Q1  
2017

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# PROGRESS ON OPERATING EXPENSES\*

(in millions of Canadian dollars)



**Opex down 10% YoY on a core business basis**

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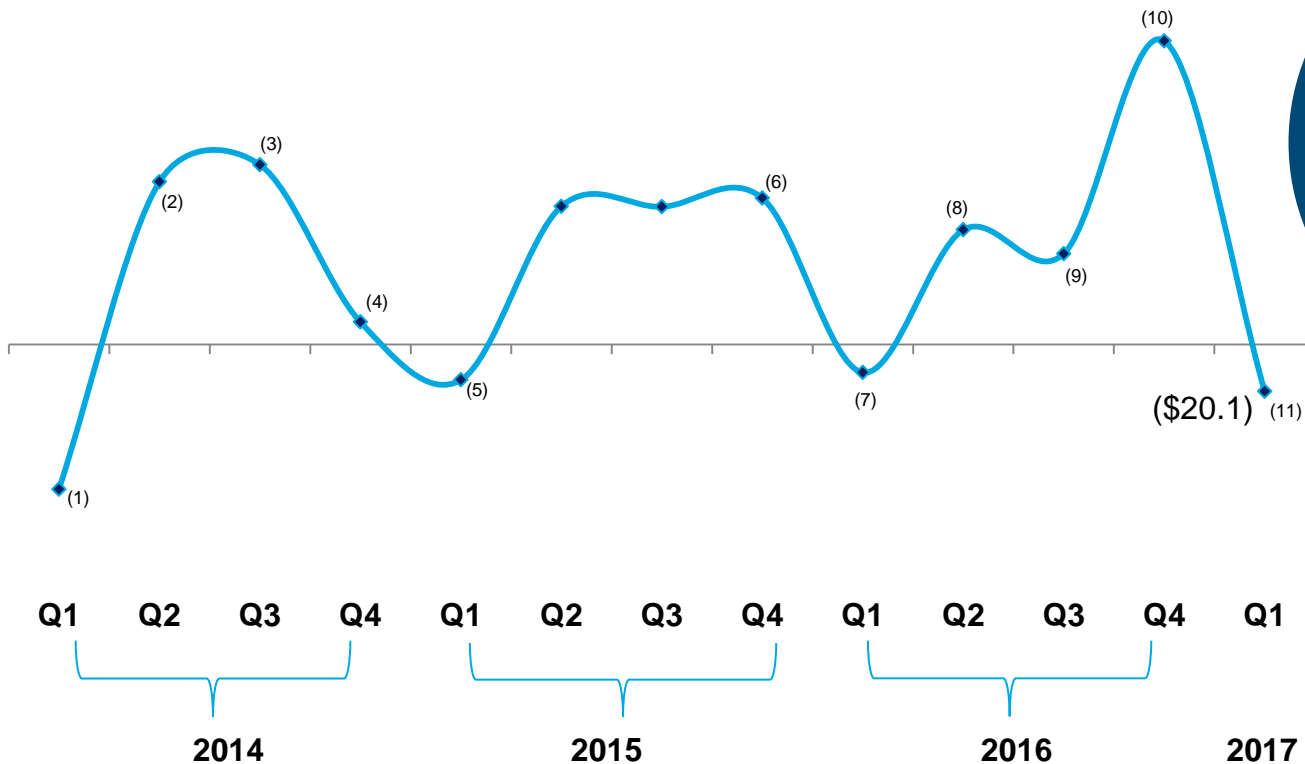
(1) Variance related to intercompany eliminations of \$0.1 million has been excluded from the bridge.

(2) Operating expenses excluding share-based compensation of \$4.2 million and in Q1 2017 and \$2.1 million in Q1 2016, and non-core items of \$26.6 million and \$29.0 million in Q1 2017 and 2016.



# FREE CASH FLOW IN LINE WITH SEASONAL PATTERNS\*

## Normalized FCF before Dividends Paid



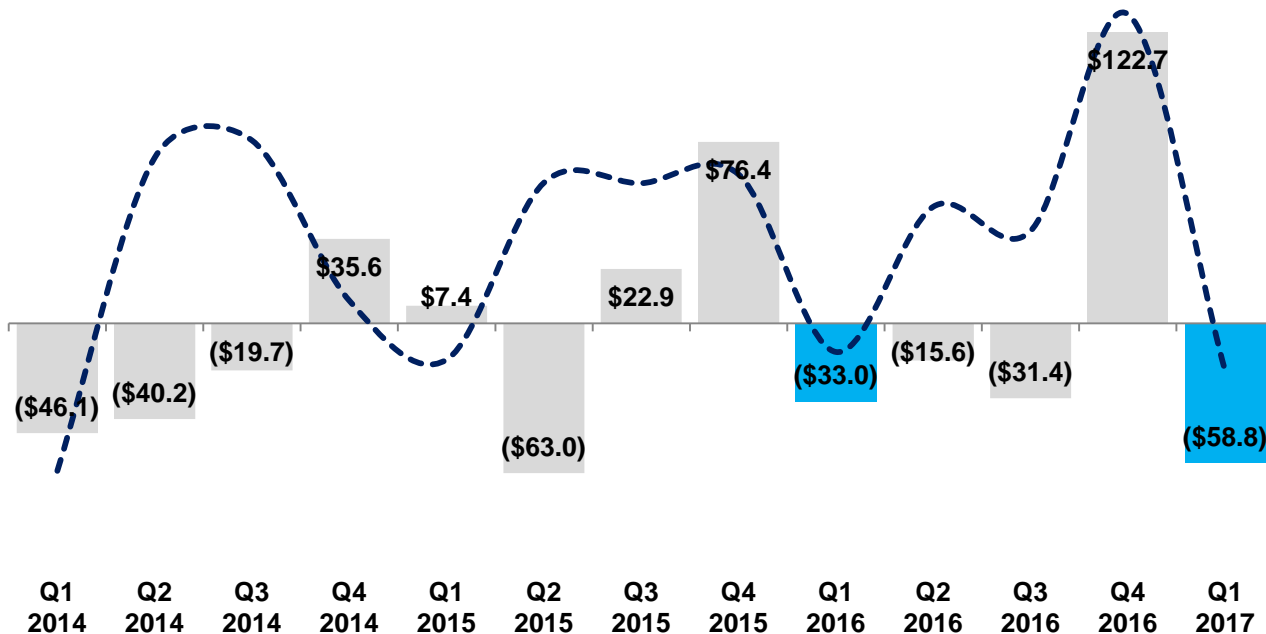
Seasonal redemption patterns driving FCF outflow in Q1

\*THIS SLIDE CONTAINS NON-GAAP FINANCIAL MEASURES. PLEASE REFER TO SLIDE 4 FOR A DETAILED DESCRIPTION OF SUCH NON-GAAP FINANCIAL MEASURES AND SLIDE 5 AND 7 FOR A RECONCILIATION TABLE TO THE MOST DIRECTLY COMPARABLE GAAP MEASURE, IF ANY.

1) Excluding the TD upfront contribution of \$100.0 million and \$22.5 million HST receipt related to the CIBC Conveyance payment received in the first quarter of 2014. 2) Excluding the tax refund of \$83.4 million received in the second quarter of 2014. 3) Excluding the tax deposit of \$20.7 million made in the third quarter of 2014. 4) Excluding the tax refund of \$7.5 million received in the fourth quarter of 2014. 5) Excluding the tax refund of \$20.4 million received in the first quarter of 2015. 6) Excluding the tax deposit of \$20.7 million received in the fourth quarter of 2015 and \$4.5 million severance payments in relation to the organizational changes announced on August 14, 2015. 7) Excluding the \$6.9 million severance payments in the first quarter of 2016 in relation to the organizational changes announced on August 14, 2015. 8) Excluding the \$4.9 million severance payments in the second quarter of 2016 in relation to the organizational changes announced on August 14, 2015. 9) Excluding the \$2.5 million severance payments in the third quarter of 2016 in relation to the organizational changes announced on August 14, 2015 and \$50.3 million tax refund in the third quarter of 2016. 10) Excluding the \$2.0 million severance payments in the fourth quarter of 2016 in relation to the organizational changes announced on August 14, 2015 and \$6.5 million in prepayment of interest expense and related fees associated with the early redemption of the Senior Secured Notes Series 3. 11) Excluding \$3.7 million severance payments.

# WORKING CAPITAL QUARTERLY TRENDS\*

(in millions of Canadian dollars)



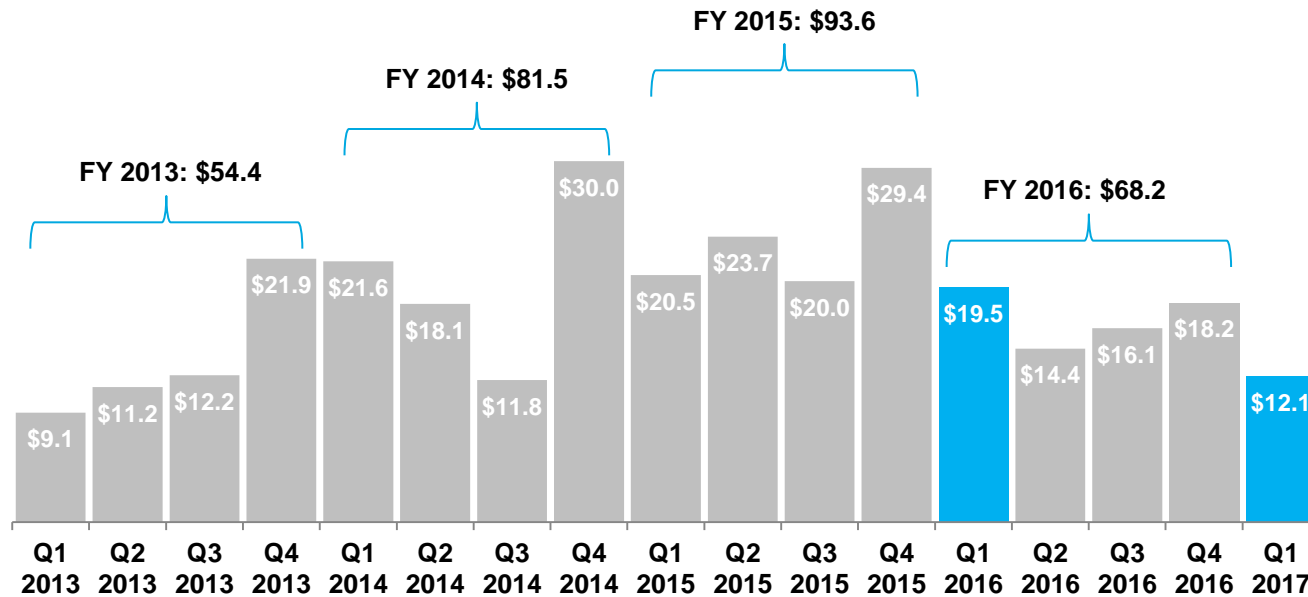
Timing of working capital in 2016 driving unfavourable variance

Change in operating assets and liabilities and other  
 Normalized Free Cash Flow before Dividends Paid

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# CAPITAL EXPENDITURES

(in millions of Canadian dollars)



Capex down  
c.40% in the  
quarter

Focus on  
delivering  
improving  
returns and  
driving capital  
efficiencies

# FINANCIAL POSITION AT MARCH 31, 2017\*

(in millions of Canadian dollars)

As of March 31, 2017

Cash + Restricted Cash + Investments	\$557
Investments including Aeroplan Reserve + Restricted Cash	\$327
Other reserves	\$108
<hr/>	
<b>Excess cash (ROIC basis)</b>	<b>c.\$120</b>
Working capital	c.\$60 to \$90
<hr/>	
<b>Available cash</b>	<b>c.\$30 to \$60</b>

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# STRATEGIC UPDATE

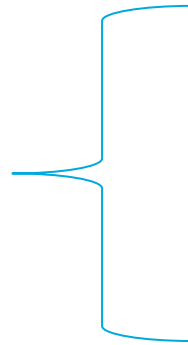
DAVID JOHNSTON



# STRATEGIC PROGRESS

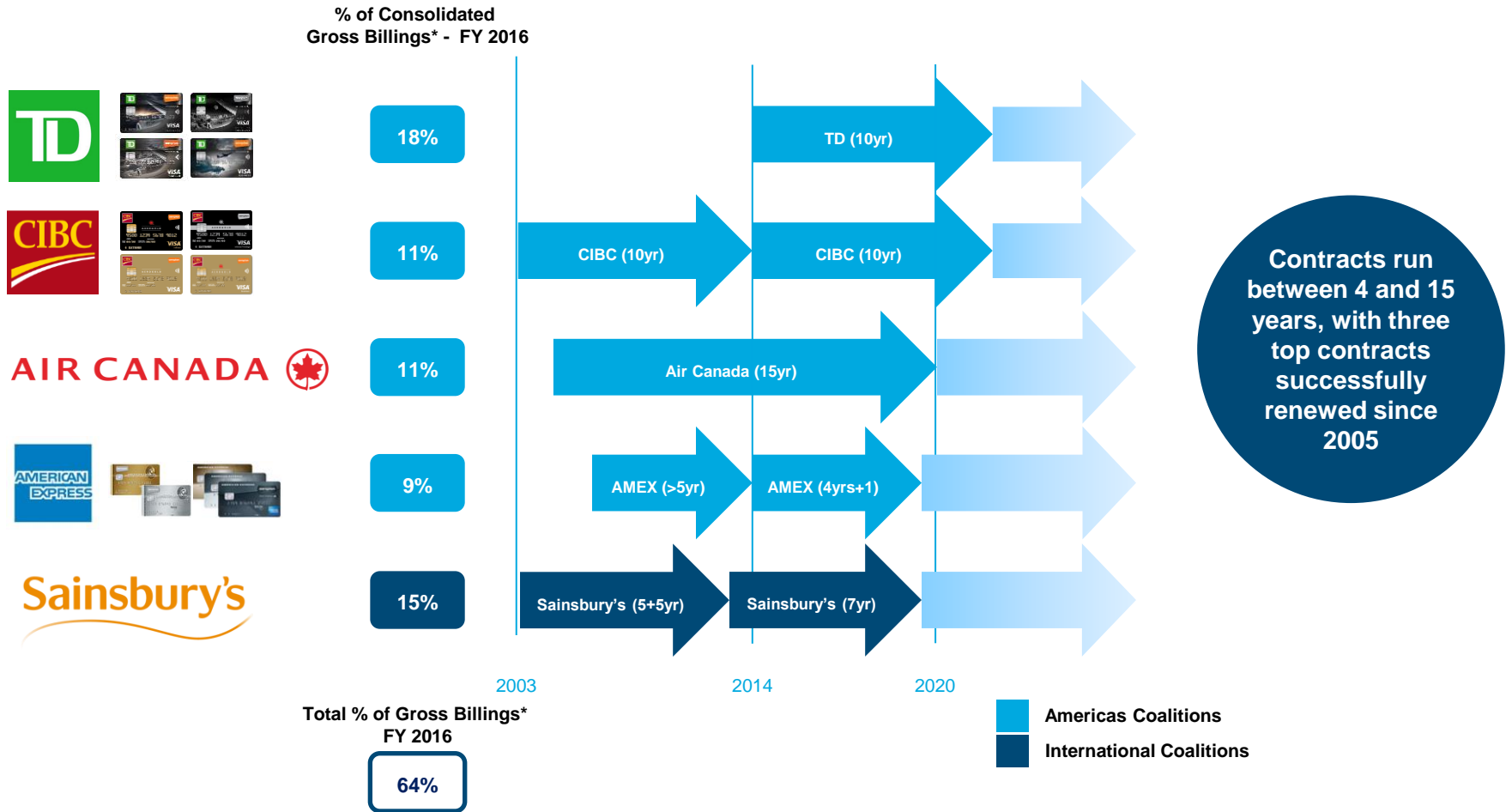
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**Simplified and cash  
generative business**



- 1. Key partnerships**
- 2. Aligning our operating model**
- 3. Supportive financing profile**
- 4. Returns to shareholders**

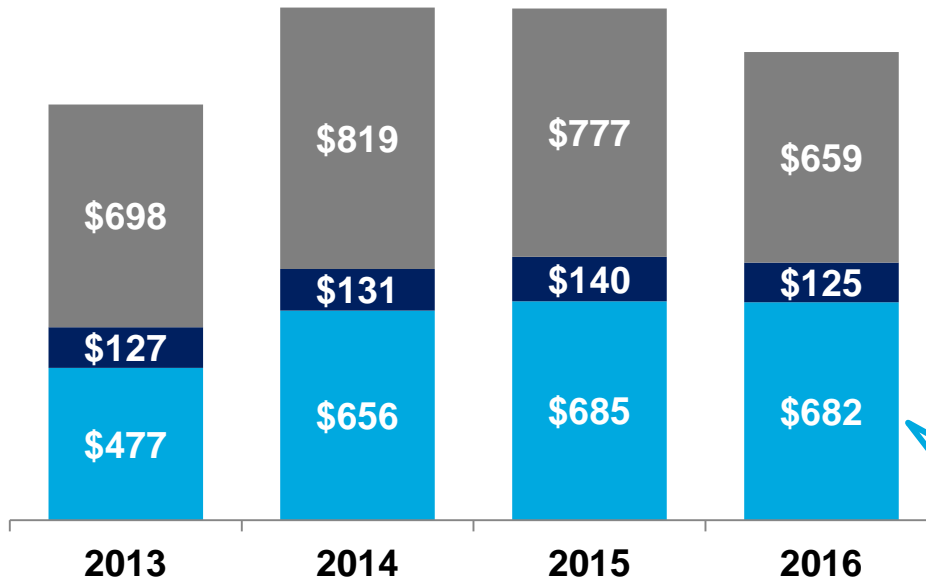
# KEY COALITION PARTNERS



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# AEROPLAN VALUE TO MEMBERS

Cost of rewards (in millions of Canadian dollars)



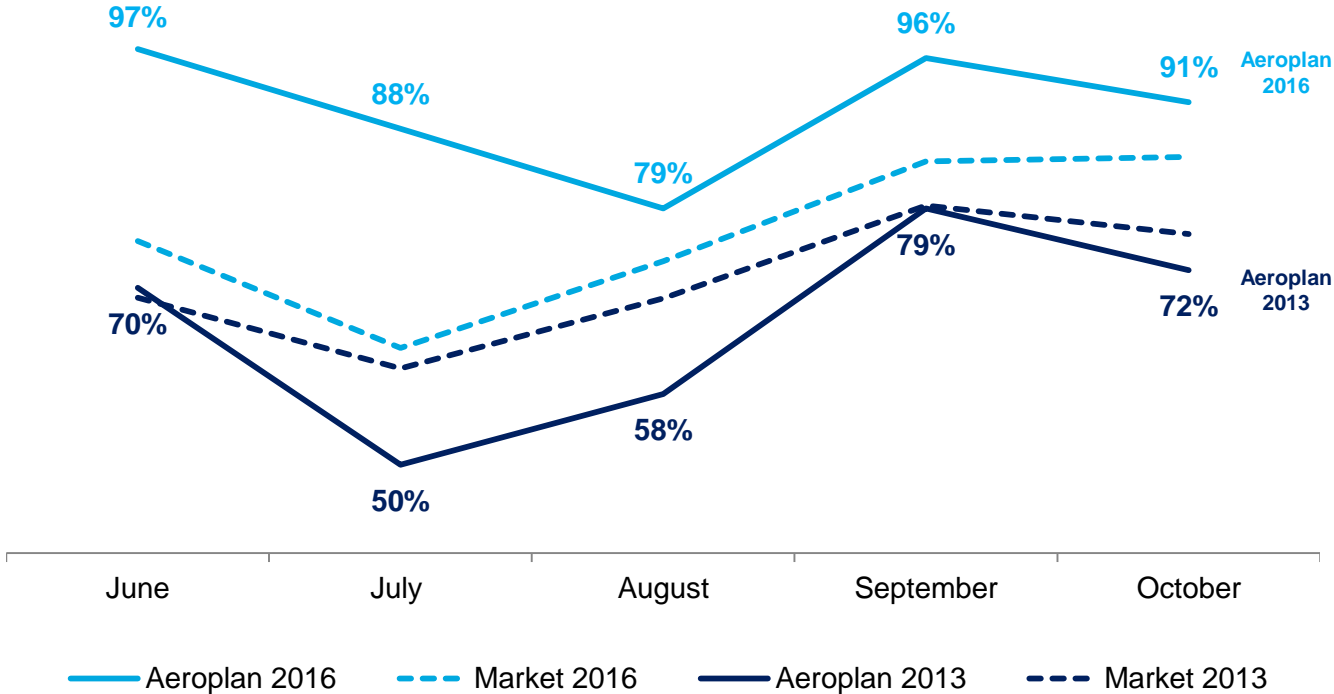
**1.9m flight rewards issued in 2016**

50% of flight rewards are MFFR or purchased from Star partners; the remaining 50% are Fixed Price, representing a third of Air Canada/Star cost of rewards

- Other Cost of Rewards and Direct Costs
- Aeroplan Cost of Rewards (Non-air)
- Aeroplan Cost of Rewards (Air Canada + Star Alliance)



# IMPROVEMENTS IN AEROPLAN AVAILABILITY



**Improved availability that differentiates Aeroplan from frequent flyer programs**

Sources:

- IdeaWorks Company report: Worldwide Report of Reward Availability. June 2013.
- IdeaWorks Company report: Worldwide Report of Reward Availability. June 2016.

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# OPERATING AND FINANCIAL HIGHLIGHTS

TOR LØNNUM



# ALIGNING OUR OPERATING MODEL

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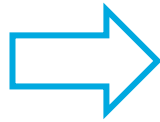
- Measures already being taken which are expected to underpin 12.0% Adjusted EBITDA margin for 2017
  - \$5 million in operating efficiencies achieved in the quarter driving core OPEX down to \$119<sup>(1)</sup> million (vs \$131<sup>(1)</sup> million in Q1 2016)
  - FTEs down by around a third since mid-2015
- Additional savings to start delivering benefits during 2018 and expected to reach annualized savings of \$70 million from 2019
- Capex expected to reduce materially in 2018
- Review of business units and investments may lead to further asset sales

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# INTRODUCTION OF A ROIC METRIC\*

Return =  
Adjusted operating  
income after taxes  
(TTM)

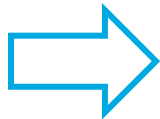


Adjusted EBITDA (Reported)

- Depreciation
- Tax

ROIC of 6.3% at  
the end of Q1  
2017

Invested Capital  
(Average)



Equity

+ Accumulated  
amortization of partner  
contracts and customer  
relationship

+ Deferred revenue margin

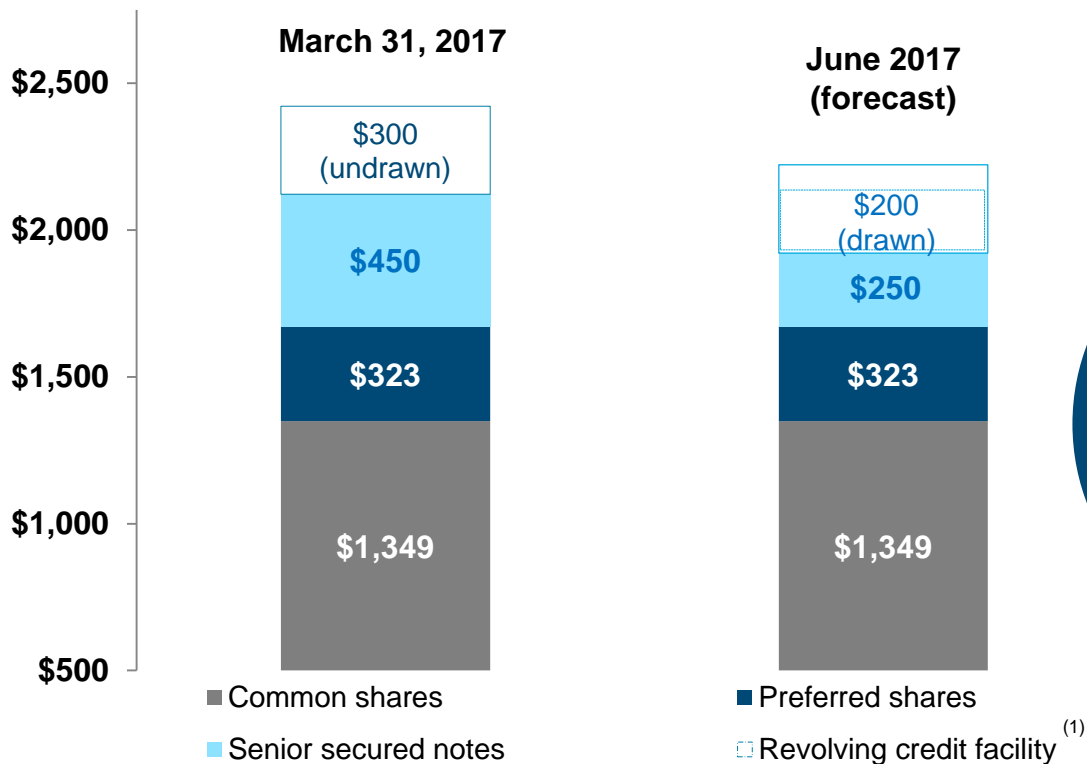
+ Net debt

Focus on  
improving ROIC  
longer term

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# CAPITAL STRUCTURE AND FINANCING

**Aimia capital structure  
(in millions of Canadian dollars)**



- Maturity profile extended to 2020 with early redemption of 2018 senior secured notes
- Debt/Adjusted EBITDA\* maintained at around 2x
- Reduction in effective interest rate by around 60 bps to 4.4%

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(1) At March 31, 2017 Aimia has issued irrevocable letters of credit in the aggregate amount of \$9.6 million that reduce the available credit under the revolving facility.

# 2017 GUIDANCE\*

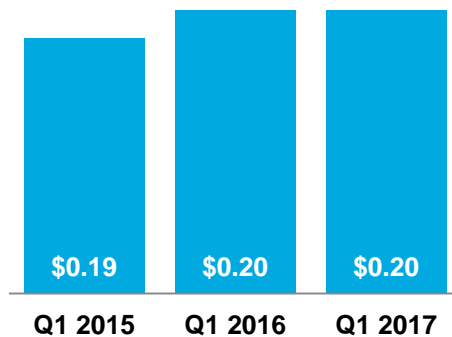
(in millions of Canadian dollars)	2016	2017 Guidance
<b>Gross Billings (core business)</b>	\$2,142 <sup>(1)(2)</sup>	Core business <sup>(4)</sup> broadly stable
<b>Gross Billings</b>	\$2,340	around \$2.1 billion
<b>Adjusted EBITDA and margin</b>	\$239 <sup>(1)</sup> 11.2% margin <sup>(1)</sup>	Core business <sup>(4)</sup> around 12.0%
<b>Free Cash Flow before Dividends Paid</b>	\$206 <sup>(3)</sup>	Above \$220

\*THIS SLIDE CONTAINS NON-GAAP FINANCIAL MEASURES. PLEASE REFER TO SLIDE 3 FOR A DESCRIPTION OF THE ASSUMPTIONS MADE WITH RESPECT TO AND RISKS RELATED TO THE 2017 FORECASTS, SLIDE 4 FOR A DETAILED DESCRIPTION OF SUCH NON-GAAP FINANCIAL MEASURES, AND SLIDE 5 FOR A RECONCILIATION TABLE TO THE MOST DIRECTLY COMPARABLE GAAP MEASURE, IF ANY.

- (1) Excluding the US Channel and Employee Loyalty business and Enhancement Services business and \$9.0 million severance payments related to the organizational change announced on August 14, 2015.
- (2) Excluding \$31.0 million gross-to-net accounting impact in the rewards fulfillment business.
- (3) Excludes \$50.3 million in tax refunds received, \$16.3 million in severance payments related to the organizational change announced on August 14, 2015, and \$6.5 million in prepayment of interest expense and related fees associated with the early redemption of the Senior Secured Notes Series 3.
- (4) The "core business" excludes the results of the US CEL business within the Corporate & Other division as well as the results of the Enhancement Services business sold in July 2016. Guidance has not been adjusted for the results of the New Zealand business which had been expected to deliver around \$36 million of Gross Billings and \$0.4 million in 2017 and had been taken into account within the core business. At the sale completion date, the New Zealand business had delivered Gross Billings of around \$15 million and Adjusted EBITDA of \$0.1 million.

# QUARTERLY DIVIDEND

Quarterly Dividend Per Share



- Board has declared a quarterly dividend of \$0.20 per common share
- Reflects a payout of 55% of the annual Free Cash Flow before Dividends Paid\* on the basis of current guidance
- New dividend policy and dividend level reflects the Board's intention to more closely align to a payout ratio based on the expected annual Free Cash Flow before Dividends Paid\* and subject to the Board's evaluation of the Company's medium term strategy, outlook, cash flow expectations and balance sheet development

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# CONCLUDING REMARKS

DAVID JOHNSTON






# CONCLUSION

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- Solid start to Q1
- Reconfirming 2017 guidance with normal seasonality expected in the second half
- Strategic decisions being taken to reinforce financial flexibility; key coalition partnerships, a strongly aligned operating model and a supportive balance sheet to be areas of focus over next two to three years
- Maintaining a strong dividend payout ratio and further improving transparency around returns to shareholders



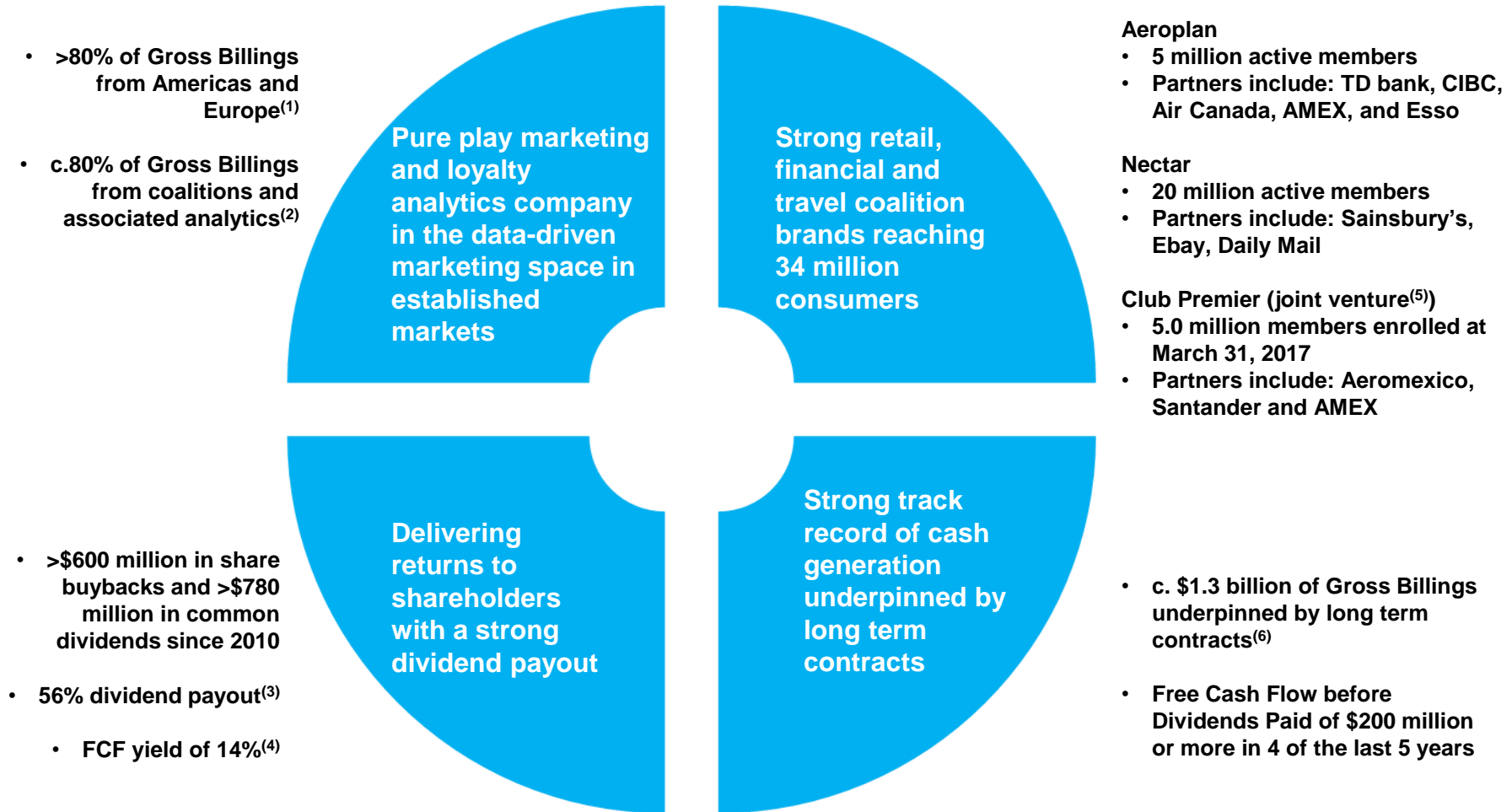
**A simpler, more  
focused business with  
an aligned operating  
model and supportive  
balance sheet to  
underpin returns to  
shareholders**

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Q&A

# WHY INVEST IN AIMIA?\*



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(1) Gross Billings from Americas Coalitions and International Coalitions as a percentage of Consolidated Gross Billings in FY 2016.  
 (2) Consolidated Gross Billings from the sale of Loyalty Units as a percentage of Consolidated Gross Billings in FY 2016 excluding Gross Billings from Corporate and Other.  
 (3) Calculated as common dividends paid divided by Free Cash Flow before Dividends Paid less preferred dividends for FY 2016.  
 (4) Based on normalized FCF per share of \$1.24 divided by the closing share price of \$8.88 on December 31, 2016.  
 (5) Gross Billings are not consolidated for Club Premier. Club Premier distributions are included in Adjusted EBITDA.  
 (6) Gross Billings from Air Canada, TD, CIBC, and Sainsbury's in FY 2016.

# PROGRESS ON STRATEGY

## SIMPLIFY AND FOCUS

### Q1 2016

- Exited Nectar Italia and LATAM presence

### Q2 2016

- Exited the Cardlytics UK card-linked marketing business for a non-cash consideration of \$23 million
- Suspended US coalition efforts

### Q3 2016

- Completed the sale of Enhancement Services to Sigma Group with cash proceeds of \$10 million<sup>(1)</sup> received in Q3

### Q4 2016

- Investment in China Rewards written down

### Q1 2017

- Exited investment in Travel Club and presence in New Zealand
- Sale of the US Channel and Employee Loyalty business transaction closed

(1) Sale of Enhancement Services was for \$15.4 million before working capital adjustment. \$13.6 million of cash was received in the quarter less \$(2.0) million in consideration relating to transition services to be rendered less \$(1.6) million in transaction costs. The remaining \$1.8 million is recorded in receivables.

# BALANCE SHEET

CASH & INVESTMENTS (in millions of Canadian dollars)	March 31, 2017
Cash and cash equivalents	230
Restricted cash	21
Short-term investments	80
Long-term investments in bonds	225
<b>Cash and Investments</b>	<b>c. 556</b>
Aeroplan reserves	(300)
Other loyalty programs reserves	(108)
Restricted cash	(21)
Working capital requirements	Between (60) and (90)
<b>Surplus Cash</b>	<b>c. Between 30 and 60</b>

DEBT (in millions of Canadian dollars)	Interest Rate	Maturing	March 31, 2017
Revolving Facility <sup>(1)</sup>		Apr. 23, 2020	-
Senior Secured Notes 5	4.35%	Jan. 22, 2018	200.0
Senior Secured Notes 4	5.60%	May 17, 2019	250.0
<b>Total Long-Term Debt</b>			<b>450.0</b>
Less Current Portion			(200.0)
<b>Long-Term Debt</b>			<b>250.0</b>

PREFERRED SHARES (in millions of Canadian dollars)	Interest Rate	Maturing	March 31, 2017
Preferred Shares (Series 1)	4.50% <sup>(2)</sup>	Perpetual	98.8
Preferred Shares (Series 2)	Floating <sup>(3)</sup>	Perpetual	73.7
Preferred Shares (Series 3)	6.25% <sup>(4)</sup>	Perpetual	150.0
<b>Total Preferred Shares</b>			<b>322.5</b>

(1) As of March 31, 2017, Aimia held a \$300.0 million revolving credit facility maturing on April 23, 2020. Interest rates on this facility are tied to the Corporation's credit ratings and range between Canadian prime rate plus 0.20% to 1.50% and Bankers' Acceptance and LIBOR rates plus 1.20% to 2.50%. As of March 31, 2017, Aimia also had irrevocable outstanding letters of credit in the aggregate amount of \$9.6 million which reduces the available credit under this facility.

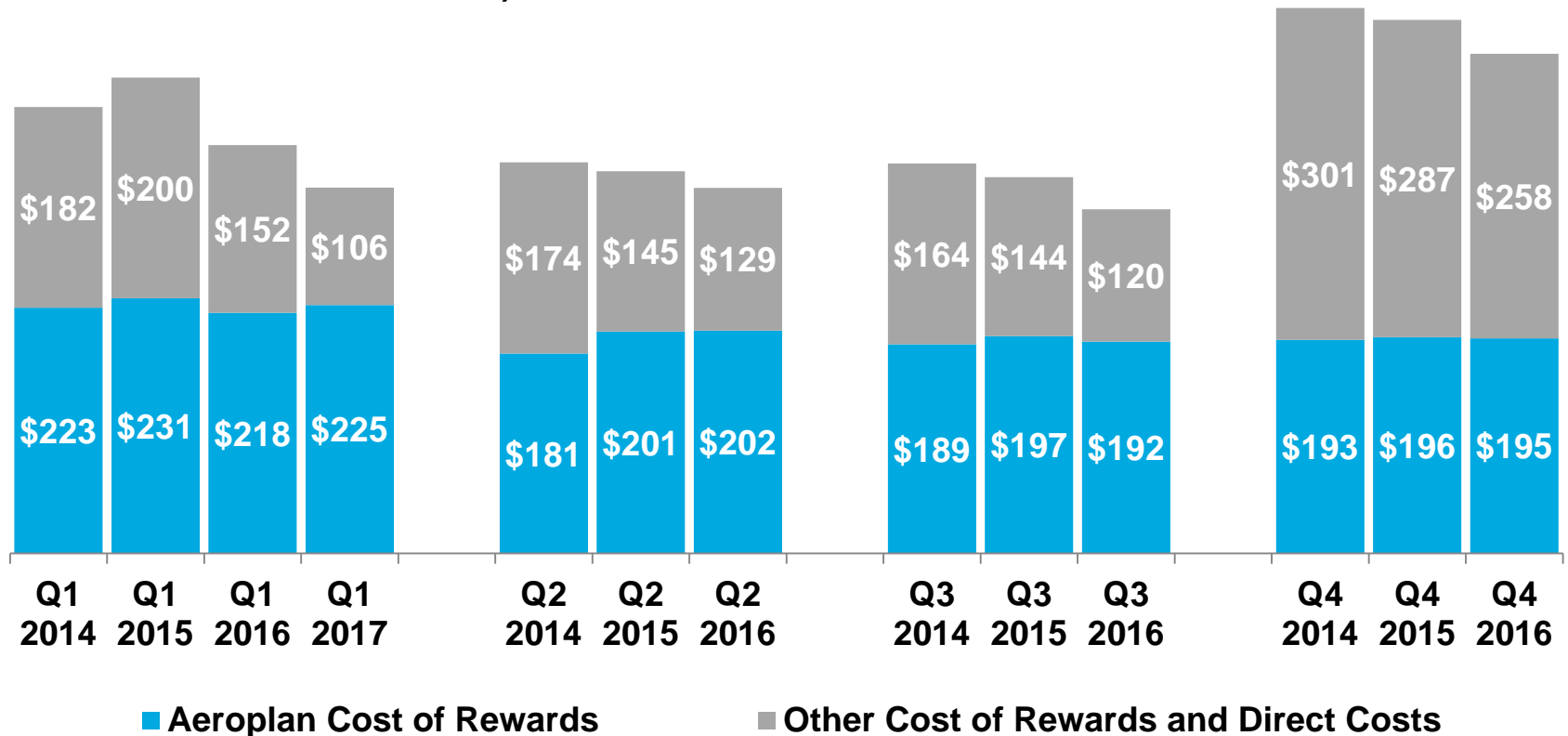
(2) Annual dividend rate is subject to a rate reset on March 31, 2020 and every 5 years thereafter.

(3) Annual dividend rate is based on the 90-day Government of Canada Treasury Bill yield + 3.75%.

(4) Annual dividend rate is subject to a rate reset on March 31, 2019 and every 5 years thereafter.

# QUARTERLY CONSOLIDATED COST OF REWARDS TREND

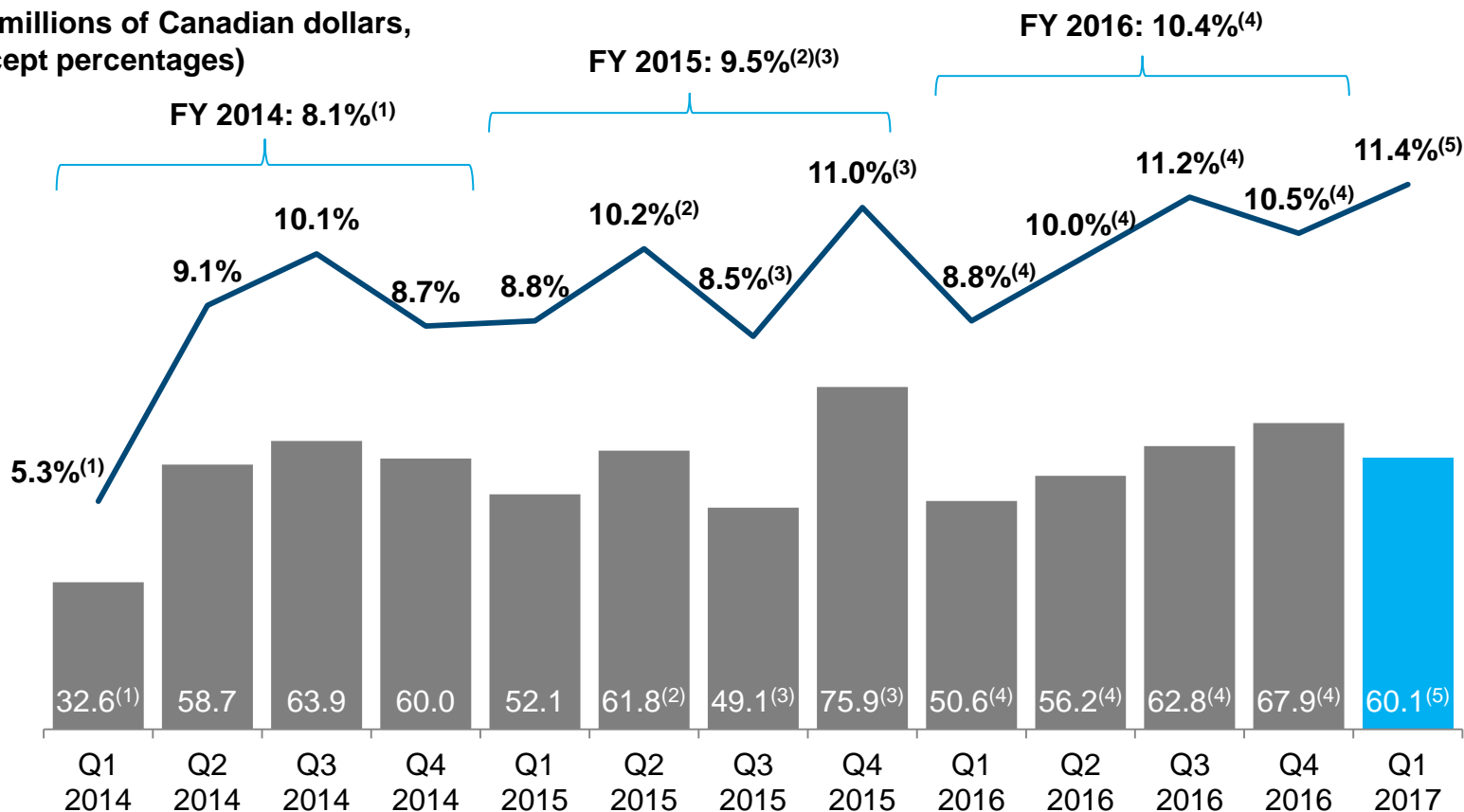
(in millions of Canadian dollars)



# INCREASING ADJUSTED EBITDA MARGIN\*

## EXCLUDING SEVERANCE COSTS

(in millions of Canadian dollars, except percentages)



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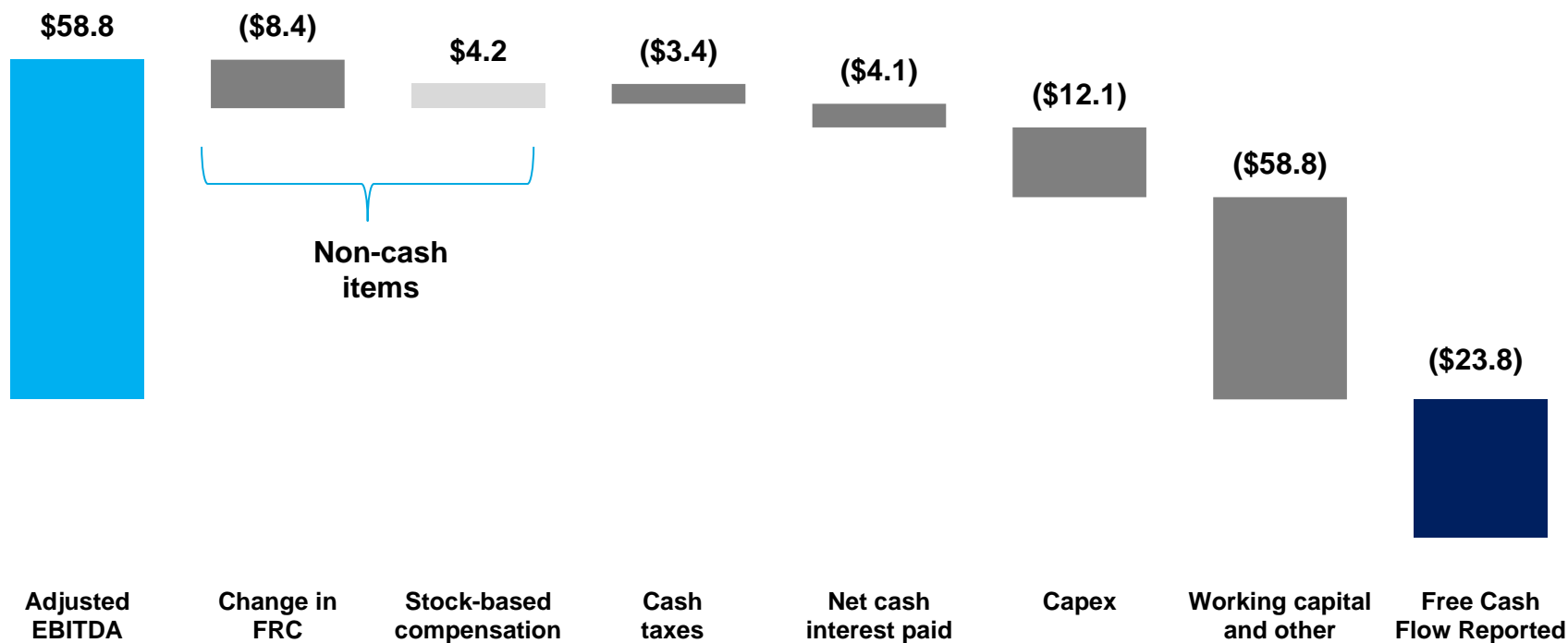
\*\*Please refer to Slide 3 for a description of the assumptions made with respect to and risks related to the 2016 forecasts.

- (1) Excludes the \$100.0 TD payment received in the first quarter of 2014.
- (2) Excludes the \$45.7 million reduction in the Card Migration Provision in the second quarter of 2015.
- (3) Excludes severance expense of \$12.7 million in the fourth quarter of 2015 and \$3.0 million of severance expense in the third quarter of 2015 related to the organizational changes announced on August 14, 2015. The full year 2015 severance expense was \$15.7 million related to organizational changes.
- (4) Excluding severance costs in relation to organizational changes announced on August 14, 2015 of \$1.9 million in Q1 2016, \$1.6 million in Q2 2016, and \$2.3 million in Q3 2016, and \$3.2 million in Q4 2016. The full year 2016 severance expense was \$9.0 million related to the organizational changes announced on August 14, 2015.
- (5) Excluding severance costs in relation to organizational changes announced on August 14, 2015 of \$1.3 million in Q1 2017.

# Q1 2017 ADJUSTED EBITDA TO FREE CASH FLOW\*\*

## BRIDGE\*

(in millions of Canadian dollars)



Q1 2016: \$48.7      (\$3.7)      \$2.1      (\$3.2)      (\$10.3)      (\$19.5)      (\$33.0)      (\$18.9)

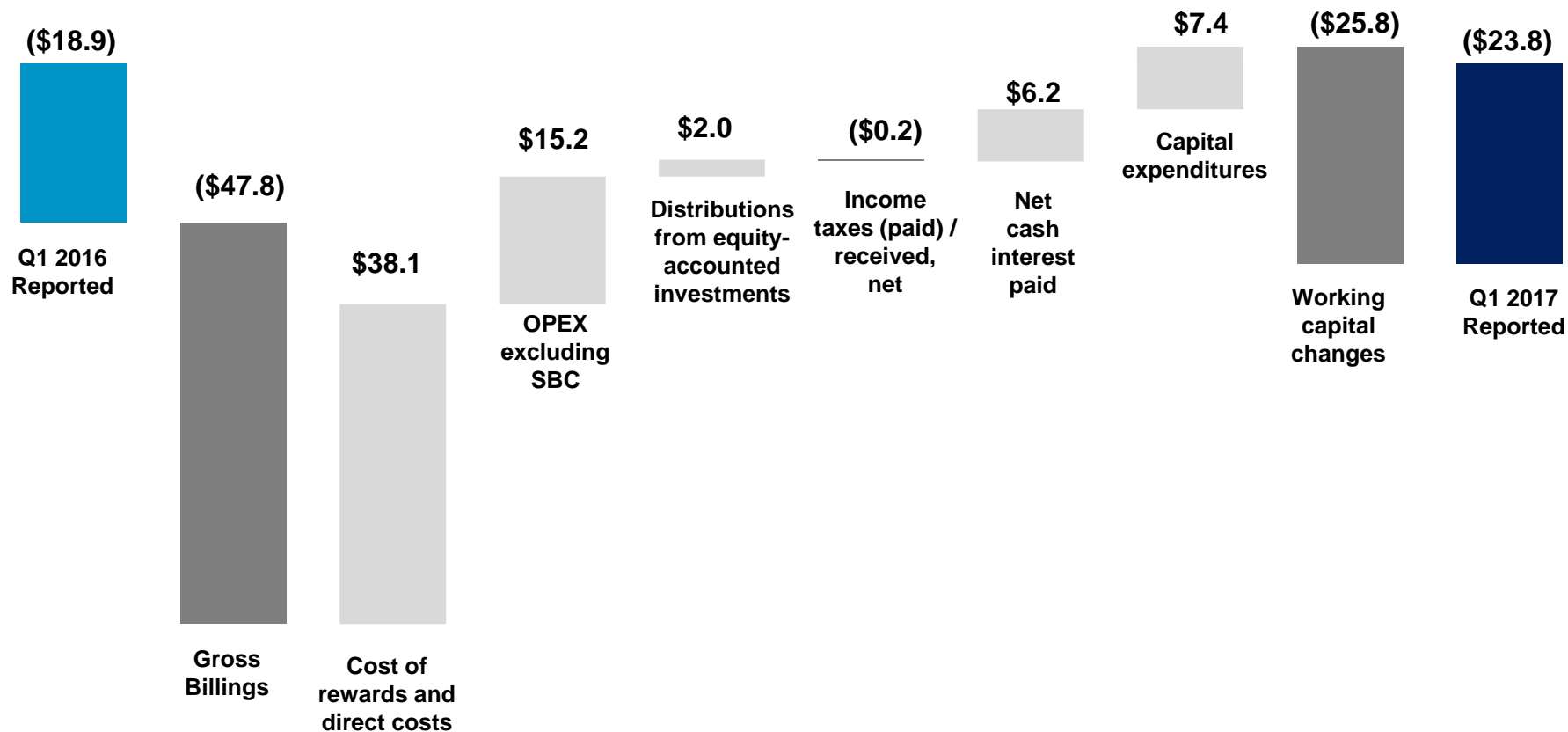
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\*\* Free Cash Flow before Dividends Paid.



# Q1 2017 FREE CASH FLOW BRIDGE\*

(in millions of Canadian dollars)



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# Q1 2017 GROSS BILLINGS TO FREE CASH FLOW WALK\*

(in millions of Canadian dollars)	Q1 2016	Q1 2017
Gross Billings	573.0	525.2
Less: Cost of rewards and direct costs	(369.5)	(331.4)
Less: Operating expenses (excluding share-based compensation and impairment charges)	(161.7)	(146.5)
<b>Opex intensity (% Gross Billings)</b>	<b>28.2%</b>	<b>27.9%</b>
Add: Distributions from equity-accounted investments	5.3	7.3
Less: Income taxes (paid)/received, net	(3.2)	(3.4)
Less: Net cash interest paid	(10.3)	(4.1)
<b>Free Cash Flow before capex and working capital changes</b>	<b>33.6</b>	<b>47.1</b>
Less: Capital expenditures	(19.5)	(12.1)
<b>Capex intensity (% Gross Billings)</b>	<b>3.4%</b>	<b>2.3%</b>
<b>Free Cash Flow before working capital changes</b>	<b>14.1</b>	<b>35.0</b>
Less: Changes in operating assets and liabilities and other	(33.0)	(58.8)
<b>Free Cash Flow before Dividends Paid (reported)</b>	<b>(18.9)</b>	<b>(23.8)</b>
<b>FCF conversion %<sup>(1)</sup></b>	<b>n.m.</b>	<b>n.m.</b>
Excluding non-recurring items	6.9 <sup>(2)</sup>	3.7 <sup>(2)</sup>
<b>Free Cash Flow before Dividends Paid (normalized)</b>	<b>(12.0)</b>	<b>(20.1)</b>

Operational discipline driving lower opex intensity

Timing of i2c distribution

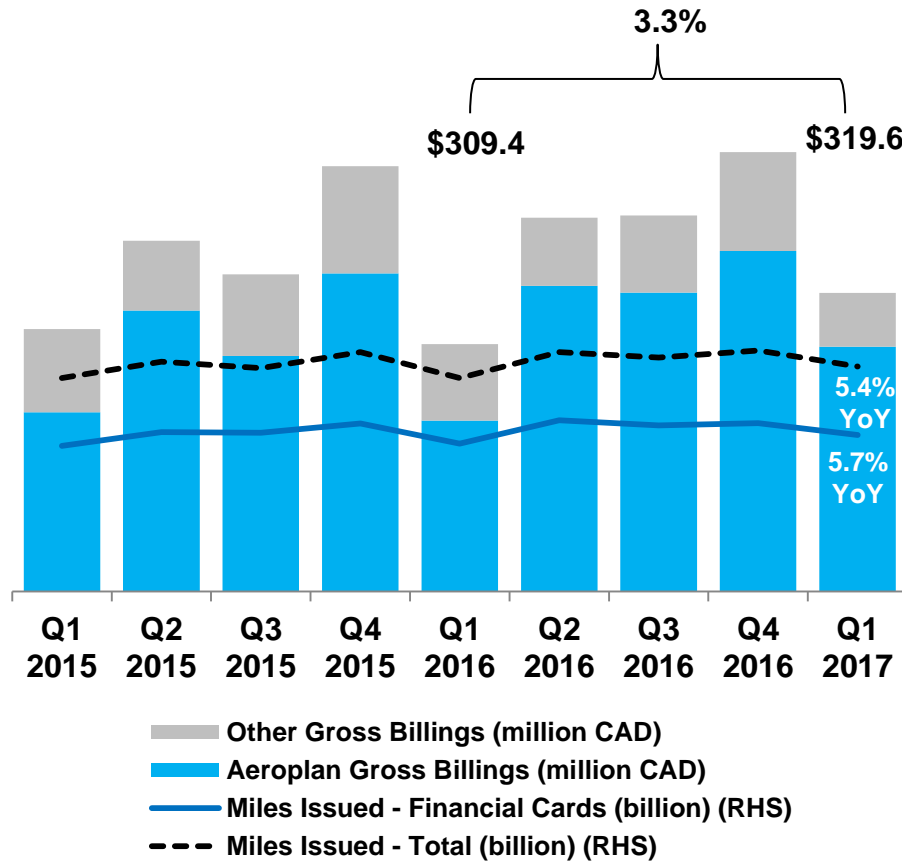
Early redemption of 2017 bonds reduced interest expense

Return focus driving reduction in capex intensity

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# AMERICAS COALITIONS GROSS BILLINGS\*

(in millions of Canadian dollars)



Americas Coalitions Gross Billings up on the back of Aeroplan growth

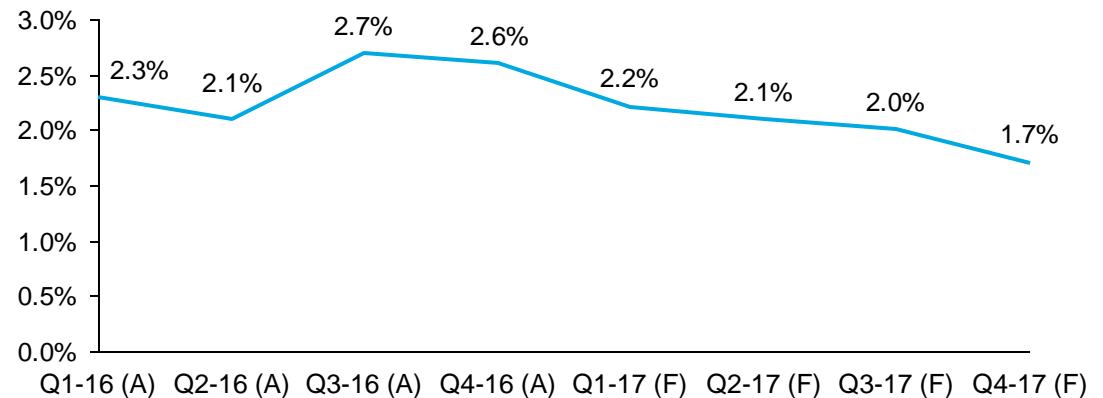
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# DRIVERS IMPACTING GROSS BILLINGS AND REDEMPTIONS

Consumer debt continues to rise and impact spend through the year

Canadian FX expected to continue at current pace through 2017

Canadian Household Consumption Expenditure Final (HCE)\*

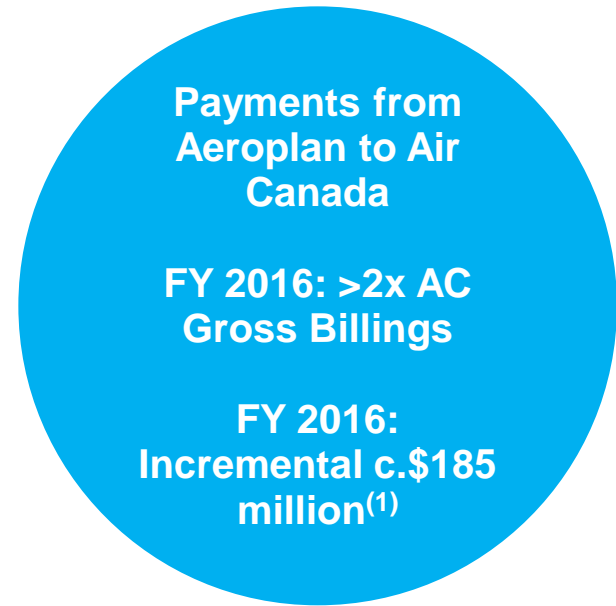
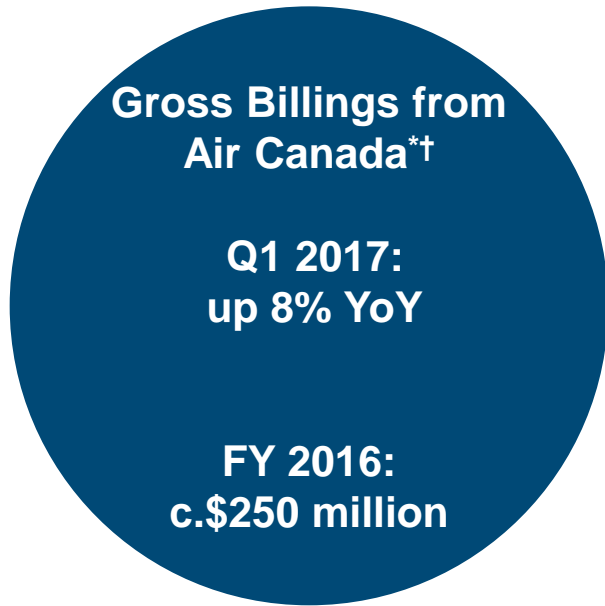


\*Source: RBC Economics Research, March 2017

-Quarter-over-quarter annualized % change unless otherwise indicated

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# A MUTUALLY BENEFICIAL RELATIONSHIP



**Relationship continues to drive Gross Billings from Air Canada and Aeroplan purchasing from Air Canada well in excess of contractual minimums**

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† Gross Billings from the sale of Loyalty Units.

(1) Relative to FY 2013.

# Q1 2017 FINANCIAL HIGHLIGHTS – AMERICAS COALITIONS\*

Three Months Ended Mar 31, (in millions of Canadian dollars)			
	2017	2016	
	Reported	Reported	%
<b>Gross Billings</b>			
Aeroplan	308.9	294.1	5.0%
Loyalty Services & Other	19.8	37.7	-47.5%
Intercompany eliminations	(9.1)	(22.4)	
<b>Total revenue</b>			
Aeroplan	324.7	309.5	4.9%
Loyalty Services & Other	19.6	37.8	-48.1%
Intercompany eliminations	(9.1)	(22.4)	
<b>Gross margin<sup>(1)</sup></b>			
Aeroplan	99.6	91.4	9.0%
Loyalty Services & Other	8.7	8.5	2.4%
Intercompany eliminations	-	(0.1)	
<b>Adjusted EBITDA</b>			
<i>Adjusted EBITDA margin</i>	19.7%	16.2%	
Aeroplan	58.4	49.4	
Loyalty Services & Other	4.6	0.6	

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# AEROPLAN REVENUE

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*(in millions of Canadian dollars)*

**Q1 2017**

**Q1 2016**

**Miles Revenue**

\$280.6

\$266.6

**Breakage Revenue**

\$34.7

\$32.9

**Other Revenue**

\$9.4

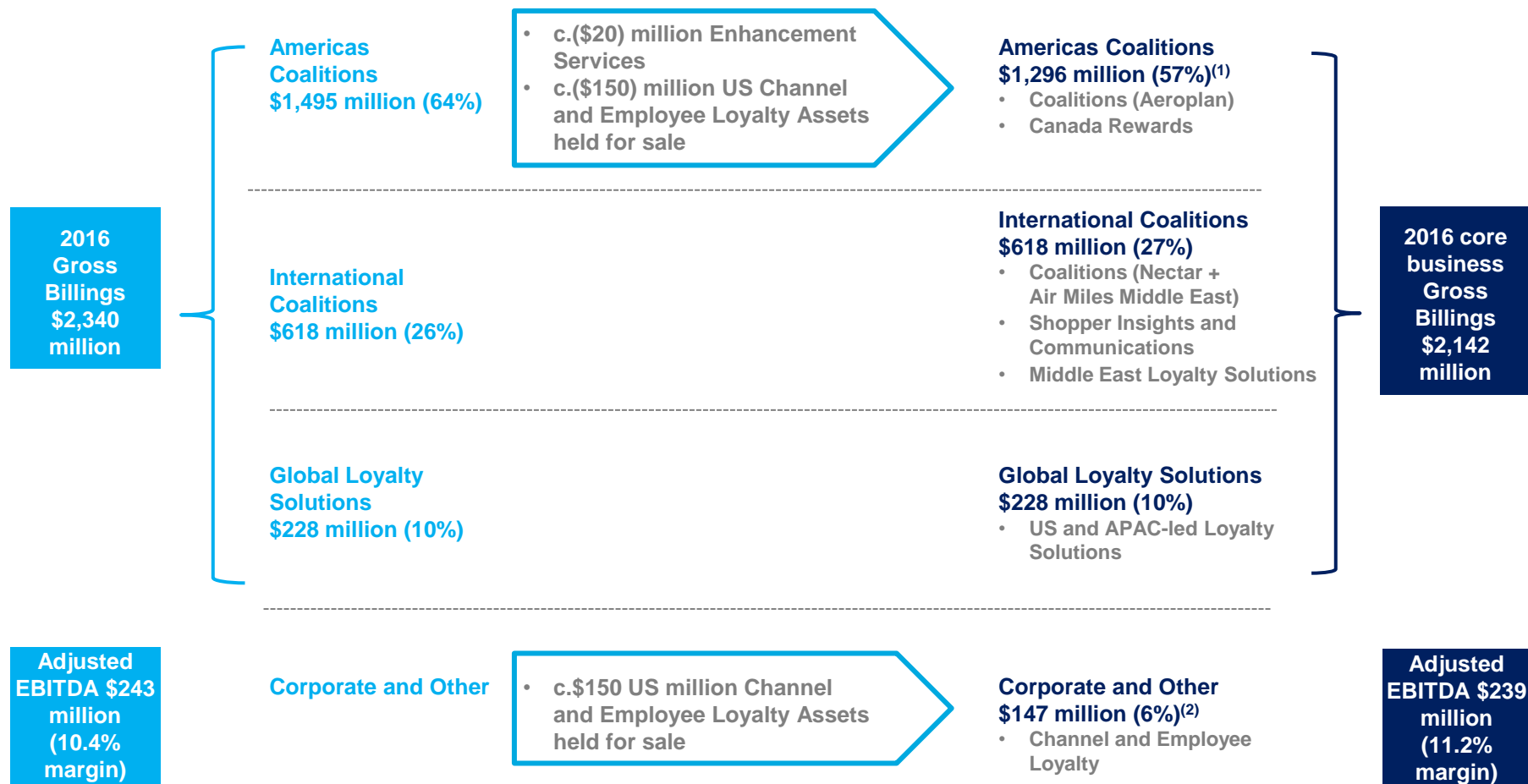
\$10.0

**Total Revenue**

\$324.7

\$309.5

# FOCUSING ON CORE ASSETS\*



\*THIS SLIDE CONTAINS NON-GAAP FINANCIAL MEASURES. PLEASE REFER TO SLIDE 4 FOR A DETAILED DESCRIPTION OF SUCH NON-GAAP FINANCIAL MEASURES AND SLIDE 5 FOR A RECONCILIATION TABLE TO THE MOST DIRECTLY COMPARABLE GAAP MEASURE, IF ANY.

(1) FY 2016 reported Gross Billings of \$1,327 million in Americas Coalitions was reduced by \$31 million due to the impact of the gross-to-net revenue adjustment.

(2) Excluding approximately \$20 million related to the Enhancement Services business sold in July 2016.



# ACCOUNTING: KEY THINGS TO REMEMBER\*

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## **Gross Billings from the sale of Loyalty Units:**

- Recognize upon issuance of Loyalty Units
- Key indicator of top line growth

## **Liabilities Recognition:**

- Deferred revenue on the Balance Sheet represents the accumulated unredeemed Loyalty Units valued at their weighted average selling price and unrecognized breakage
- As part of external disclosure, the total estimated consolidated future redemption cost liability of unredeemed Loyalty Units is disclosed in the MD&A under the Redemption Reserves section and is calculated at the TTM average cost of rewards per Loyalty Unit redeemed

## **Revenue Recognition:**

- Recognize upon redemption of Loyalty Units

## **Breakage Recognition:**

- Recognize upon redemption of Loyalty Units

## **Cost of Rewards Recognition:**

- Recognize upon redemption of Loyalty Units

## **Adjusted EBITDA:**

- Key indicator of operating profit performance

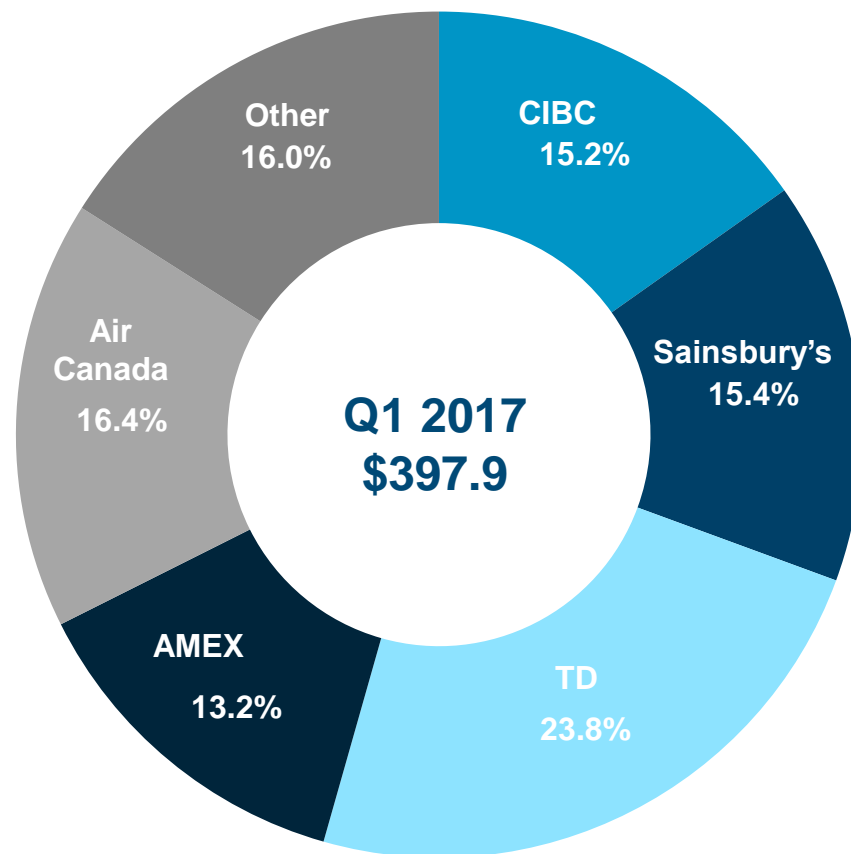
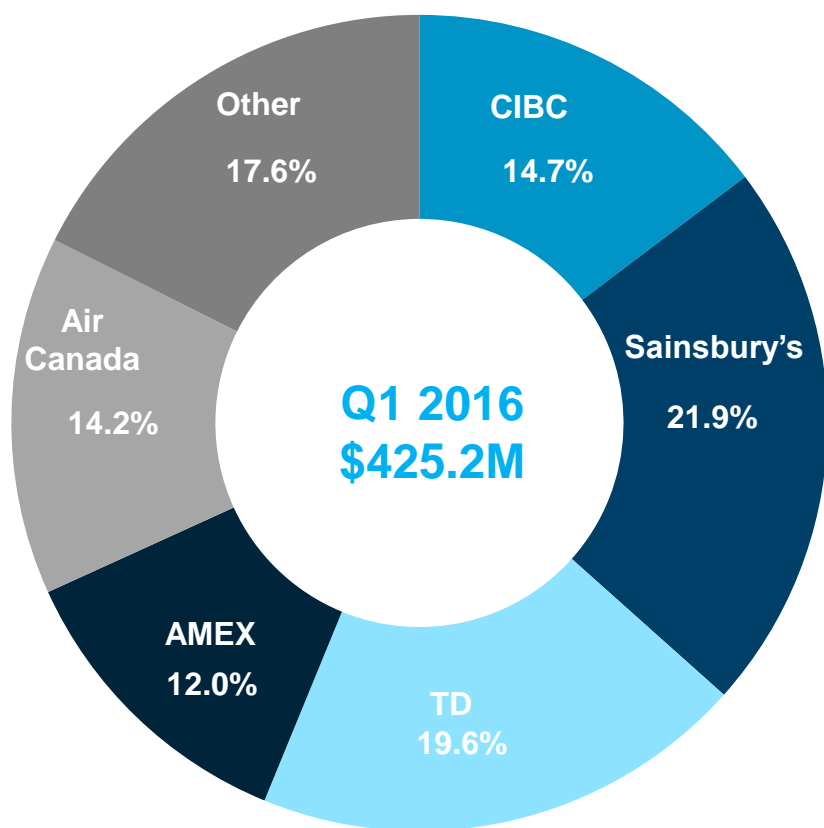
## **Free Cash Flow:**

- Key indicator of cash generation

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# GROSS BILLINGS FROM SALE OF LOYALTY UNITS BY MAJOR PARTNER\*



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# 2016 QUARTERLY GROSS BILLINGS AND ADJUSTED EBITDA\* (INCLUDING AND EXCLUDING CEL AND ES BUSINESSES)

## Business segmentation reflecting CEL and ES businesses classified under Corporate and Other

## Business segmentation reflecting CEL and ES businesses classified under Americas Coalitions

	Gross Billings										Gross Billings									
	FY		Q1		Q2		Q3		Q4		FY		Q1		Q2		Q3		Q4	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
(in millions of Canadian dollars)	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Americas Coalitions	1,326.8	1,310.6	309.4	312.4	334.6	330.0	335.1	323.3	347.7	344.9	1,494.6	1,506.4	351.3	361.9	378.3	376.0	372.0	369.8	393.0	398.7
International Coalitions	617.5	725.4	166.8	180.3	130.7	174.2	130.5	148.8	189.5	222.1	617.5	725.4	166.8	180.3	130.7	174.2	130.5	148.8	189.5	222.1
Global Loyalty Solutions	228.3	239.3	55.1	53.6	51.8	55.6	56.1	62.1	65.3	68.0	228.3	239.3	55.1	53.6	51.8	55.6	56.1	62.1	65.3	68.0
Corporate	167.8	195.8	41.9	49.5	43.7	46.0	36.9	46.5	45.3	53.8	-	-	-	-	-	-	-	-	-	-
<i>Of which: related to CEL and ES businesses</i>	167.8	195.8	41.9	49.5	43.7	46.0	36.9	46.5	45.3	53.8	-	-	-	-	-	-	-	-	-	-
Eliminations	(0.7)	(2.1)	(0.2)	(0.6)	(0.1)	(0.5)	(0.1)	(0.4)	(0.3)	(0.6)	(0.7)	(2.1)	(0.2)	(0.6)	(0.1)	(0.5)	(0.1)	(0.4)	(0.3)	(0.6)
<b>Consolidated</b>	<b>2,339.7</b>	<b>2,469.0</b>	<b>573.0</b>	<b>595.2</b>	<b>560.7</b>	<b>605.3</b>	<b>558.5</b>	<b>580.3</b>	<b>647.5</b>	<b>688.2</b>	<b>2,339.7</b>	<b>2,469.0</b>	<b>573.0</b>	<b>595.2</b>	<b>560.7</b>	<b>605.3</b>	<b>558.5</b>	<b>580.3</b>	<b>647.5</b>	<b>688.2</b>

	Adjusted EBITDA										Adjusted EBITDA									
	FY		Q1		Q2		Q3		Q4		FY		Q1		Q2		Q3		Q4	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
(in millions of Canadian dollars)	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Americas Coalitions	241.7	262.7	50.0	51.1	60.3	100.3	72.6	56.5	59.5	55.6	245.7	274.5	49.3	53.4	61.4	100.1	72.1	56.9	63.6	64.9
International Coalitions	69.5	59.9	17.0	18.5	15.6	24.7	8.4	8.2	22.1	13.2	69.5	59.9	17.0	18.5	15.6	24.7	8.4	8.2	22.1	13.2
Global Loyalty Solutions	(2.8)	4.4	(2.8)	1.6	0.1	1.0	(0.3)	2.0	0.2	(0.2)	(2.8)	4.4	(2.8)	1.6	0.1	1.0	(0.3)	2.0	0.2	(0.2)
Corporate	(74.2)	(63.6)	(15.5)	(19.1)	(21.4)	(18.5)	(20.2)	(20.6)	(17.1)	(5.4)	(78.2)	(75.4)	(14.8)	(21.4)	(22.5)	(18.3)	(19.7)	(21.0)	(21.2)	(14.7)
<i>Of which: related to CEL and ES businesses</i>	4.0	11.8	(0.7)	2.3	1.1	(0.2)	(0.5)	0.4	4.1	9.3	-	-	-	-	-	-	-	-	-	-
Eliminations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Consolidated</b>	<b>234.2</b>	<b>263.4</b>	<b>48.7</b>	<b>52.1</b>	<b>54.6</b>	<b>107.5</b>	<b>60.5</b>	<b>46.1</b>	<b>64.7</b>	<b>63.2</b>	<b>234.2</b>	<b>263.4</b>	<b>48.7</b>	<b>52.1</b>	<b>54.6</b>	<b>107.5</b>	<b>60.5</b>	<b>46.1</b>	<b>64.7</b>	<b>63.2</b>

# FOREIGN EXCHANGE RATES

	Q1 2017			Q1 2016			% Change		
	Average quarter	Average YTD	Period end rate	Average quarter	Average YTD	Period end rate	Average quarter	Average YTD	Period end rate
<b>£ to \$</b>	1.6387	1.6387	1.6593	1.9691	1.9691	1.8744	-16.8%	-16.8%	-11.5%
<b>AED to \$</b>	0.3603	0.3603	0.3627	0.3740	0.3740	0.3545	-3.7%	-3.7%	2.3%
<b>USD to \$</b>	1.3237	1.3237	1.3324	1.3741	1.3741	1.3023	-3.7%	-3.7%	2.3%