

DELIVERING  
AGAINST AIMIA'S  
STRATEGY

DAVID  
JOHNSTON



# FORWARD-LOOKING STATEMENT

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Forward-looking statements are included in the following presentation. These forward-looking statements are identified by the use of terms and phrases such as “anticipate”, “believe”, “could”, “estimate”, “expect”, “intend”, “may”, “plan”, “predict”, “project”, “will”, “would”, “should” and similar terms and phrases, including references to assumptions. Such statements may involve but are not limited to comments with respect to strategies, expectations, objectives, goals, aspirations, intentions, 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 top Accumulation Partners and clients, changes to the Aeroplan Program, failure to safeguard databases and consumer privacy, conflicts of interest, greater than expected 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 and inability to use third-party software, failure to protect intellectual property rights, interest rate and currency fluctuations, leverage and restrictive covenants in current and future indebtedness, uncertainty of dividend payments, managing growth, credit ratings, 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.

This presentation contains certain forward-looking statements with respect to certain financial metrics. These statements exclude the effects of fluctuations in currency exchange rates and Aimia made a number of general economic and market assumptions in making these statements, including assumptions regarding 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, 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 September 24, 2014. 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 within this presentation.

The forward-looking statements contained herein represent the Corporation’s expectations as of September 24, 2014 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.

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# DAVID JOHNSTON



EVP AND  
CHIEF OPERATING OFFICER

- > Assumed the role of Group Chief Operating Officer in 2013 focusing on driving top line growth and operational leverage
- > Joined Aimia as EMEA President and CEO in 2010, growing EMEA Gross Billings by 60% and Adjusted EBITDA by 70% from 2009 to 2012
- > 20 years of experience in CPG industries and 16 years of experience in Marketing, holding a number of global roles including strategy, mergers and acquisitions, research and development and marketing for Latin America and Europe at PepsiCo prior to joining Aimia

# OUR STRATEGY REMAINS THE SAME

"BE THE RECOGNIZED  
GLOBAL LEADER IN  
LOYALTY, MAKING  
BUSINESS PERSONAL BY  
INSPIRING BRANDS TO  
BUILD UNPARALLELED  
RELATIONSHIPS WITH  
THEIR CUSTOMERS AND BY  
MAKING ENGAGEMENT  
MORE RELEVANT AND  
REWARDING"

1

Strengthen our position in priority markets

2

More deliberately codify and replicate successful models

3

Evolve our operating model to enable delivery

4

Break away from the pack with distinctive capabilities

Attractive business model with more diversification of profitability and strong free cashflow generation

Focused on growth opportunities and maintaining solid financial characteristics

Execute with speed, scale and focus

1

# STRENGTHEN OUR POSITION IN PRIORITY MARKETS



2

## MORE DELIBERATELY CODIFY AND REPLICATE SUCCESSFUL MODELS



3

# EVOLVE OUR OPERATING MODEL TO ENABLE DELIVERY

AIMIA  
LOYALTY  
PLATFORM

**Smart  
Button**

4

# BREAK AWAY FROM THE PACK WITH DISTINCTIVE CAPABILITIES



# FRACTAL: A WIN WIN PARTNERSHIP TO DRIVE GROWTH AND ENHANCE OUR ANALYTICS CAPABILITIES

**concordia**

Customer  
Genomics

## EXTEND OUR OPERATIONS

Enhance core capabilities and solutions by tapping in Fractal's top talent pool and embedding Fractal's predictive analytics tools in our solutions



## DEVELOP NEW BUSINESS

Jointly develop business with existing and new clients using a best-of-breed proposition combining teams on premise and in centers of excellence



## CREATE NEW PRODUCTS AND IP

Develop new analytics solutions leveraging Aimia's privileged data assets and our combined sector expertise

OUR PARTNERSHIP  
WITH FRACTAL IS  
CEMENTED BY AN  
EQUITY INVESTMENT

AIMIA  
INSPIRING LOYALTY

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