

# ADDING VALUE: INVESTOR DAY 2013





# AIMIA'S GLOBAL STRATEGY

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Rupert Duchesne

October 1, 2013

AIMIA  
INSPIRING LOYALTY

# INTRODUCTION

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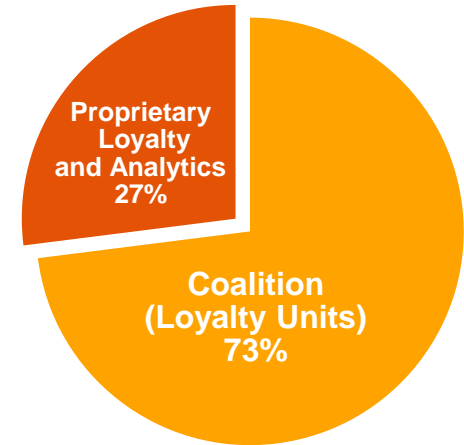
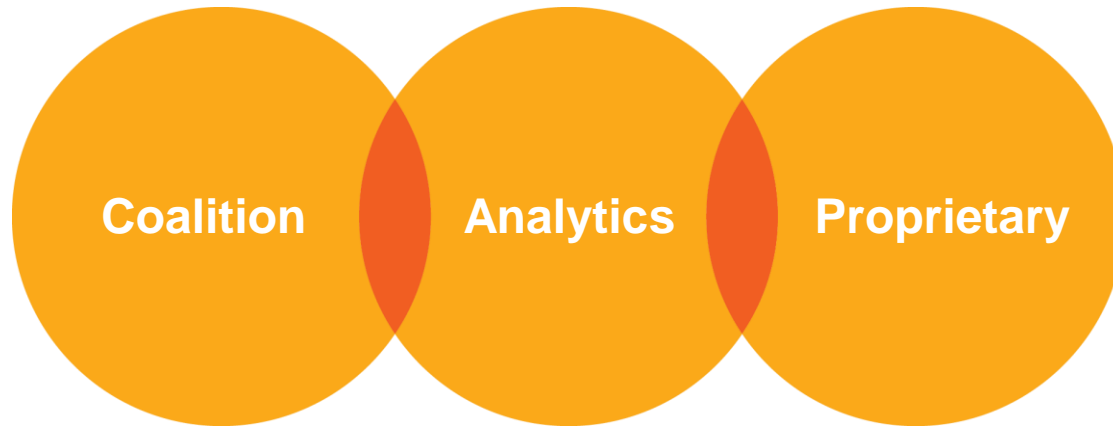


**Rupert Duchesne**  
GROUP CHIEF EXECUTIVE

- Has led Aimia from its carve-out as a division of Air Canada in 2002, through the initial public offering as the Aeroplan Income Fund in 2005, conversion to corporate status as Groupe Aeroplan Inc. in 2008 and the re-branding of the Corporation as Aimia in 2011.
- Twelve years in strategy and investment consulting around the world before he joined Air Canada in 1996 as Vice President, Marketing, and promoted to Senior Vice President, International.

# A MULTINATIONAL COMPANY INSPIRING LOYALTY THROUGH A FULL-SUITE GLOBAL OFFERING

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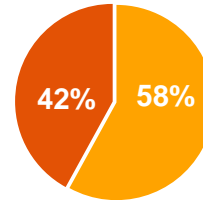
F2012 Consolidated  
Gross Billings  
**\$2.243B**

# AIMIA'S GLOBAL REACH

- **30 offices** in over **20 countries** with **4,000 employees**
- Over **30 million active coalition members** globally



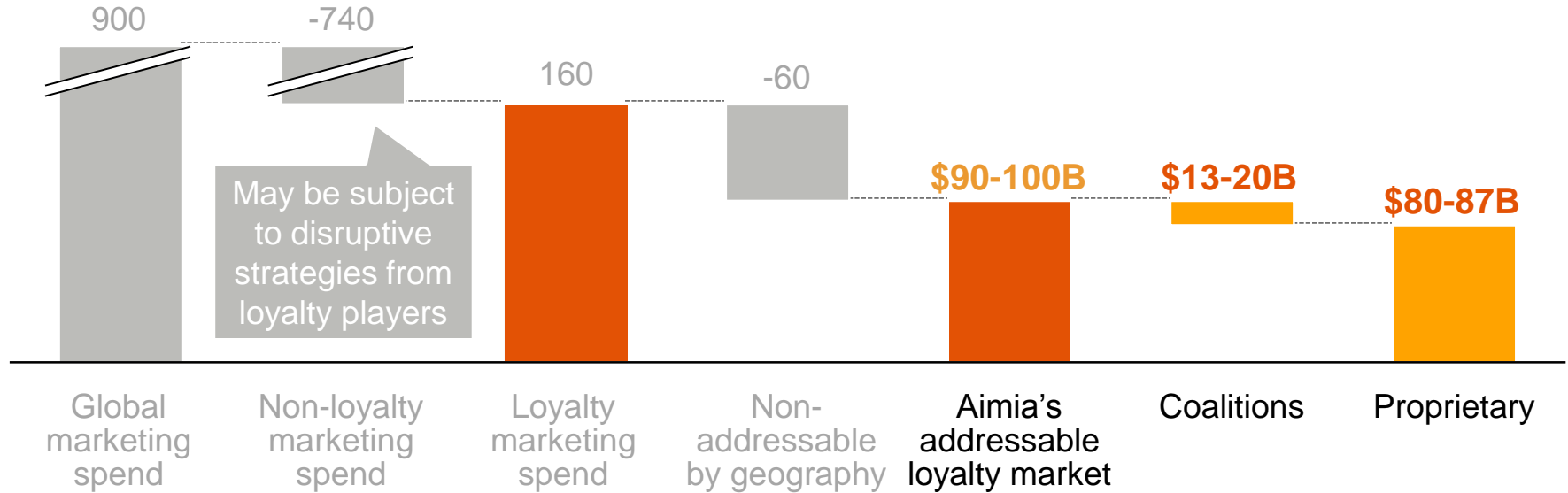
CONSOLIDATED  
GROSS BILLING  
F2012  
\$2.24B



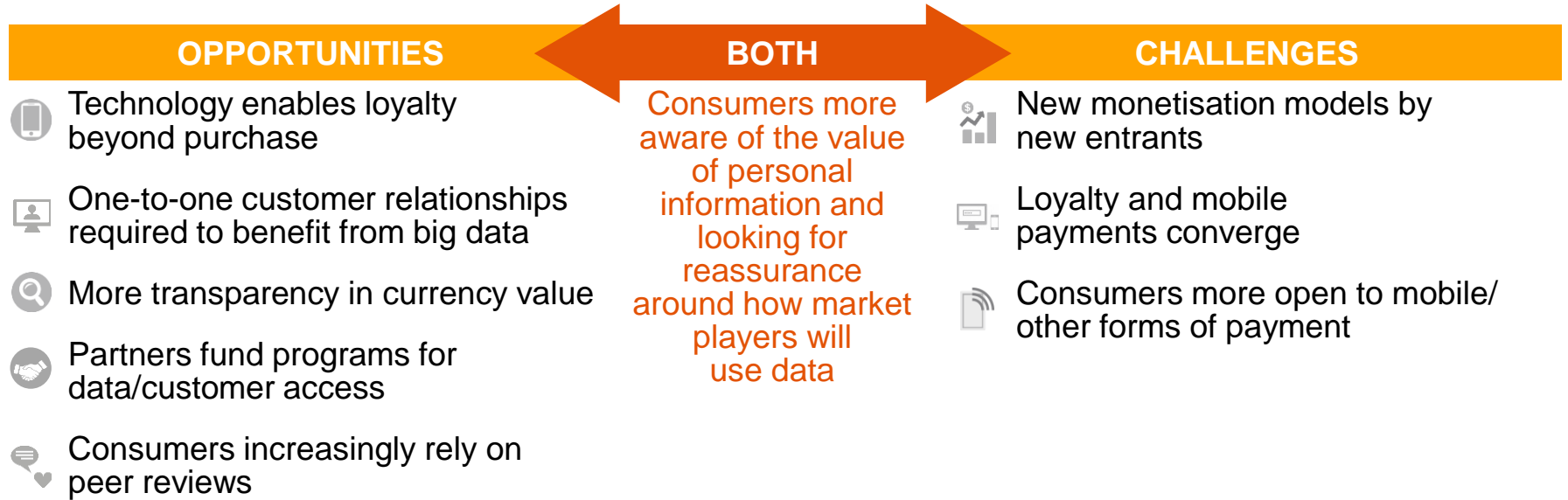
● CANADA  
● REST OF WORLD

# ...WITH SUBSTANTIAL ROOM TO GROW

## Market Size \$B, 2012



# THE EXTERNAL ENVIRONMENT WILL DRIVE NEW OPPORTUNITIES AND CHALLENGES



# FOCUSING OUR INVESTMENTS IN THE MARKET CONTEXT

	Canada	EMEA	APAC	US
<b>Market overview and current focus</b>	Stable market with mature programs	Mature but growing market	Commercial results picked up strongly	Highly competitive market
<b>Investments being made today</b>	Reinvestment in Aeroplan member and partner value proposition	Scaling/ replicating the coalition model and growing proprietary	Investments focused on developing new clients and delivering on value prop	Investments integration, technology and resources to reset existing business and medium term coalition development
Global: Product/Service consolidation to realise economies of scale				



# OUR STRATEGY REMAINS FOCUSED ON LEADING THE MARKET

## Strategic Aspiration

“Be the recognized global leader in loyalty, inspiring brands to build unparalleled relationships with their customers by making engagement more rewarding, lasting, and fun”

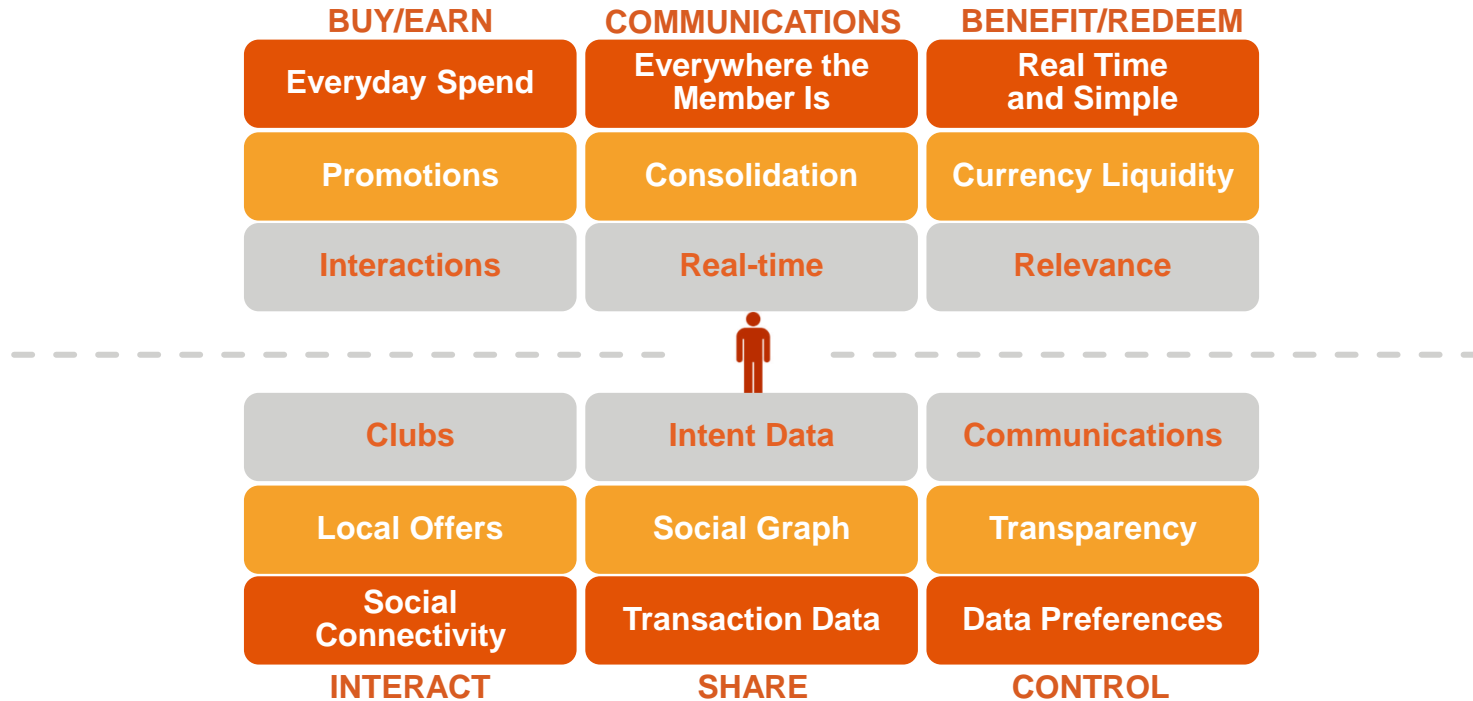
## Strategic Pillars

- 1 Strengthen our current position
- 2 Codify and replicate successful models globally
- 3 Evolve our operating model
- 4 Break away from the pack

# CONTINUING TO DRIVE AN ATTRACTIVE INVESTMENT PROPOSITION



# THE MEMBER-CENTRIC MINDSET AT THE HEART OF WHAT WE DO WILL MEAN WE BREAK AWAY FROM THE PACK



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