

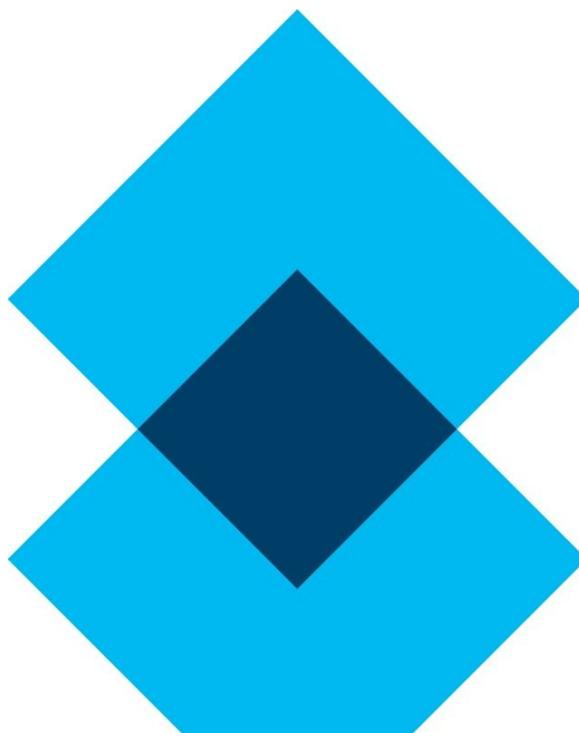


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# MANAGEMENT'S DISCUSSION & ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

For the three and nine months ended September 30, 2014 and 2013

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

*Aimia Inc. (together with its direct and indirect subsidiaries, where the context requires, "Aimia" or the "Corporation") was incorporated on May 5, 2008 under the laws of Canada as a wholly-owned subsidiary of Aeroplan Income Fund (the "Fund"). It is the successor to Aeroplan Income Fund following the completion of the reorganization of the Fund from an income trust structure to a corporate structure by way of a court-approved plan of arrangement on June 25, 2008.*

*The following management's discussion and analysis of financial condition and results of operations (the "MD&A") presents a discussion of the financial condition and results of operations for Aimia.*

*The MD&A is prepared as at November 12, 2014 and should be read in conjunction with the accompanying interim consolidated financial statements of Aimia for the three and nine months ended September 30, 2014 and the notes thereto, the audited consolidated financial statements of Aimia for the year ended December 31, 2013 and the notes thereto, the annual management discussion and analysis for Aimia (the "2013 MD&A"), and Aimia's Management Information Circular and Annual Information Form, respectively dated March 14 and March 20, 2014.*

*The earnings and cash flows of Aimia are affected by certain risks. For a description of those risks, please refer to the [Risks and Uncertainties](#) section.*

## CAUTION REGARDING FORWARD-LOOKING INFORMATION

*Forward-looking statements are included in this MD&A. 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" and "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, 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 this MD&A and*

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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*throughout Aimia's public disclosure records on file with the Canadian securities regulatory authorities. The forward-looking statements contained herein represent Aimia's expectations as of November 12, 2014, and are subject to change after such date. 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.*

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## GLOSSARY

**"Accumulation Partners"** - means Commercial Partners that purchase coalition loyalty services, including Loyalty Units;

**"Aeroplan"** - means Aimia Canada Inc. (formerly known as Aeroplan Canada Inc.);

**"Aeroplan Miles"** - means the miles issued by Aeroplan under the Aeroplan Program;

**"Aeroplan Program"** - means the coalition loyalty program owned and operated by Aeroplan;

**"Aimia" or the "Corporation"** - means Aimia Inc., and where the context requires, includes its subsidiaries and affiliates;

**"Average Cost of Rewards per Loyalty Unit"** - means for any reporting period, the cost of rewards for such period divided by the number of Loyalty Units redeemed for rewards during the period;

**"Breakage"** - means the estimated Loyalty Units sold which are not expected to be redeemed. By its nature, Breakage is subject to estimates and judgment. Management's consolidated weighted average breakage estimate at September 30, 2014 is 12% (September 30, 2013: 12%), and is calculated based on the total Loyalty Units outstanding under the Corporation's loyalty programs;

**"Broken Loyalty Units"** - means Loyalty Units issued, but not expired and not expected to be redeemed;

**"Broken Miles"** - means the Aeroplan Miles issued, but not expired and not expected to be redeemed;

**"Card Migration Provision"** - means the provision in relation to the net migration of Aeroplan-branded credit card account between CIBC and TD as described under the [NEW FINANCIAL CARD AGREEMENTS](#) section;

**"Cardlytics"** - means Cardlytics, Inc., a US-based private company operating in card-linked marketing for electronic banking;

**"CIBC Payment"** - means the payment of \$150.0 million made to CIBC by Aimia on December 27, 2013 in relation to the sale of approximately half of the Aeroplan card portfolio to TD in accordance with the asset purchase agreement as described under the [NEW FINANCIAL CARD AGREEMENTS](#) section;

**"Change in Future Redemption Costs"** - means the change in the estimated Future Redemption Cost liability for any quarter (for interim periods) or fiscal year (for annual reporting purposes). For purposes of this calculation, the opening balance of the Future Redemption Cost liability is revalued by retroactively applying to all prior periods the latest available Average Cost of Rewards per Loyalty Unit, experienced during the most recent quarter (for interim periods) or fiscal year (for annual reporting purposes). It is calculated by multiplying the change in estimated unbroken Loyalty Units outstanding between periods by the Average Cost of Rewards per Loyalty Unit for the period;

**"Commercial Partners"** - means Accumulation Partners and Redemption Partners;

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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**"CRA"** - means the Canada Revenue Agency;

**"Expired Miles"** - means the Aeroplan Miles that have been removed from members' accounts and are no longer redeemable;

**"Future Redemption Costs"** - means the total estimated liability of the future costs of rewards for Loyalty Units which have been sold and remain outstanding, net of Breakage and valued at the Average Cost of Rewards per Loyalty Unit, experienced during the most recent quarter (for interim periods) or fiscal year (for annual reporting purposes);

**"GAAP"** - means generally accepted accounting principles in Canada. As of January 1, 2011, this represents International Financial Reporting Standards;

**"Gross Billings"** - means gross proceeds from the sale of Loyalty Units, from proprietary loyalty services, analytics and insights services and from other services rendered or to be rendered;

**"Gross Billings from the sale of Loyalty Units"** - means gross proceeds from the sale of Loyalty Units;

**"IFRS"** - means International Financial Reporting Standards;

**"ISS"** - means Intelligent Shopper Solutions services, formerly known as LMG Insight and Communication (I&C);

**"i2c"** - means Insight 2 Communication LLP;

**"Loyalty Units"** - means the miles, points or other loyalty program units issued by Aimia's subsidiaries under the respective programs owned and operated by each of the entities;

**"Nectar", "Nectar UK" or the "Nectar Program"** - means the coalition loyalty program operated by our EMEA segment in the United Kingdom;

**"Nectar Italia" or the "Nectar Italia Program"** - means the coalition loyalty program operated by our EMEA segment in Italy;

**"Nectar Points"** - means the points accumulated by members under the Nectar Program;

**"Nectar Italia Points"** - means the points accumulated by members under the Nectar Italia Program;

**"PLM"** - means PLM Premier, S.A.P.I. de C.V., together with its predecessor Premier Loyalty & Marketing, S.A.P.I. de C.V., owner and operator of Club Premier, a Mexican coalition loyalty program;

**"Prismah"** - means Prismah Fidelidade S.A., a company formed to offer loyalty services in Brazil;

**"Productive Capacity"** - encompasses Aimia's and its subsidiaries' leading market positions and brands; strong base of members; relationship with Commercial Partners and clients; and technology and employees;

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**"Redemption Partners"** - means Commercial Partners that offer air travel, shopping discounts or other rewards to members upon redemption of Loyalty Units;

**"Smart Button"** - means Smart Button Associates, Inc., which offers clients a turnkey, feature rich, software as a service loyalty solution;

**"Think Big"** - means Think Big Digital Sdn Bhd, the owner and operator of BIG, AirAsia and Tune Group's loyalty program;

**"Total Miles"** - means all redeemable Aeroplan Miles (including Broken Miles but not Expired Miles), under the Aeroplan Program;

**"Travel Club"** - means Air Miles España, S.A., the owner and operator of Travel Club, a Spanish coalition loyalty program.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## OVERVIEW

Aimia, a global leader in loyalty management, through its subsidiaries, operates in three regional business segments: Canada, the United States and Asia-Pacific ("US & APAC") and Europe, Middle-East and Africa ("EMEA").

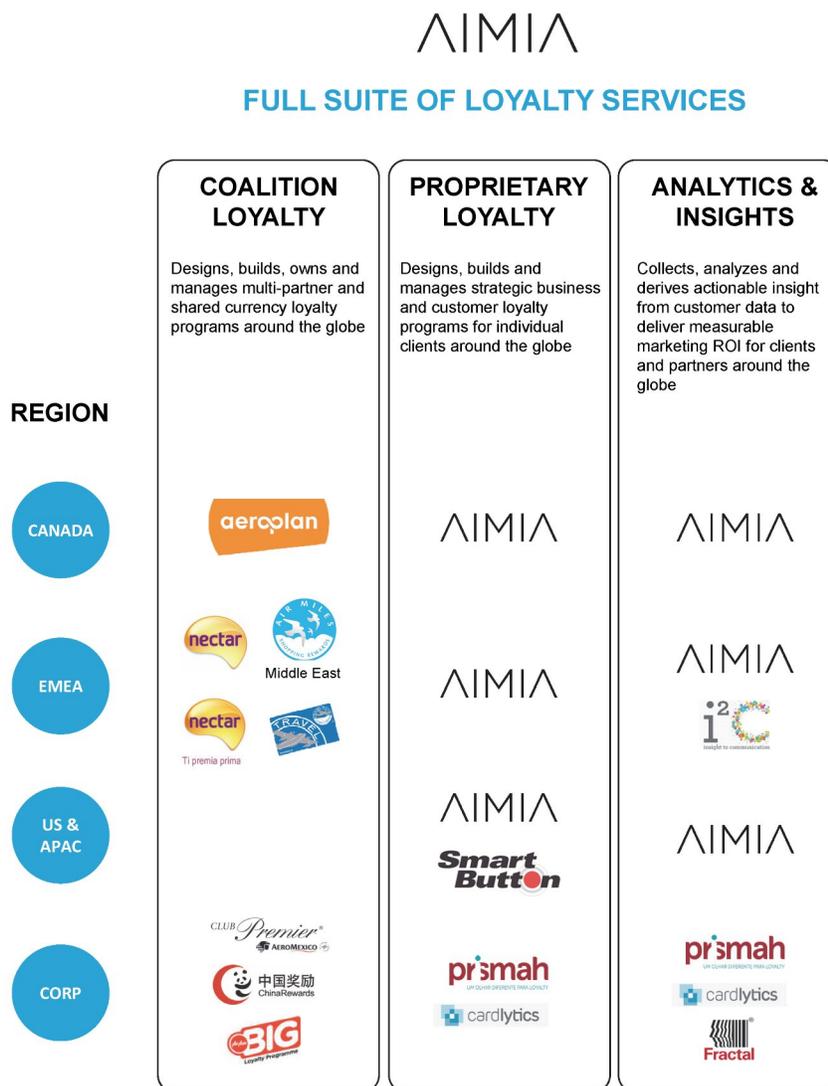
In Canada, Aimia owns and operates the Aeroplan Program, Canada's premier coalition loyalty program. In EMEA, Aimia owns and operates Nectar, the United Kingdom's largest coalition loyalty program, Nectar Italia, Italy's largest coalition loyalty program and Air Miles Middle East, the leading coalition loyalty program in the UAE, Qatar and Bahrain, through a 60% ownership interest. Aimia's EMEA segment also provides data driven analytics and insights services in the UK and internationally to retailers and their suppliers, through ISS and its 50% participation in i2c, a joint venture with Sainsbury's. In addition, Aimia develops analytical tools to provide services to clients globally to collect, analyze and derive actionable insight from their customer data which is used to improve marketing return-on-investment. In each of the regions, Aimia provides proprietary loyalty services, including loyalty program strategy, design, launch and operation. In addition, Aimia has strengthened its product offering through the acquisition of Smart Button in the US, which offers clients a turnkey, feature rich, software as a service loyalty solution.

Aimia holds a 48.9% interest in, and jointly controls with Grupo Aeromexico, PLM, owner and operator of Club Premier, a Mexican coalition loyalty program and a 50% interest in, and jointly controls with Multiplus S.A., Prismah, a company formed to offer loyalty services in Brazil. Additionally, Aimia holds investments in Travel Club, Spain's leading coalition loyalty program, Think Big, the owner and operator of BIG, AirAsia and Tune Group's loyalty program, and China Rewards, a Chinese based retail coalition loyalty program start-up, as well as minority interests in Cardlytics, a US-based private company operating in card-linked marketing for electronic banking and Fractal Analytics, a provider of advanced analytics.

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

## REGIONAL STRUCTURE AND LOYALTY SERVICES

The following chart illustrates Aimia's regional reporting structure and full suite of loyalty services as at September 30, 2014:



### Notes:

- The chart above does not reflect the actual corporate structure of Aimia, it reflects Aimia's operational structure.
- As at September 30, 2014, Aimia owned 60% of Air Miles Middle East, 50% of Prismah, 50% of i2c, 48.9% of Club Premier, investments in Travel Club, Think Big, China Rewards and minority interests in Cardlytics and Fractal Analytics. All other businesses listed above are owned 100% by Aimia.
- Analytics and Insights incorporates ISS and i2c. Although ISS offers services in each of the regions, for reporting purposes, its results are reported in the EMEA segment only.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## STRATEGY

Please refer to the corresponding section of the 2013 MD&A to review Aimia's strategy.

## PERFORMANCE INDICATORS

### GROSS BILLINGS

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

Aimia derives cash inflows from the sale of Loyalty Units to Accumulation Partners with respect to its coalition loyalty programs. These inflows are referred to as "Gross Billings from the sale of Loyalty Units".

#### *Other Gross Billings*

Aimia also derives cash inflows from proprietary loyalty services rendered or to be rendered to customers, from analytics and insights services as well as various other loyalty related services. These inflows are referred to as "Other Gross Billings".

## OPERATING INCOME

### *Revenue*

#### *Coalition Loyalty*

A key characteristic of Aimia's multi-partner or shared currency loyalty programs business is that the gross proceeds received for the sale of Loyalty Units to partners, known as "Gross Billings from the sale of Loyalty Units", are deferred and recognized as revenue upon the redemption of Loyalty Units by the members. Based upon past experience, management anticipates that a number of Loyalty Units sold will never be redeemed by members. This is known as "Breakage". For those Loyalty Units that Aimia does not expect will be redeemed by members, Aimia recognizes revenue based on the number of Loyalty Units redeemed in a period in relation to the total number expected to be redeemed.

#### *Proprietary Loyalty*

Aimia derives proprietary loyalty service fees related to direct marketing, sales promotion and the design, development and administration of loyalty programs on behalf of its clients. These proprietary loyalty service fees are included in Gross Billings and recognized as revenue when the amount, stage of completion and costs for the service can be measured reliably and it is probable that the economic benefits associated with the service will be realized.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## *Other*

Other revenue consists of:

- analytics and insights service fees from services and tools licensed to clients to collect, analyze and derive actionable insight from their customer data which is used to improve marketing return-on-investment;
- charges to coalition loyalty members for various services;
- loyalty industry related business know-how, trademarks and expertise, royalties earned with respect to the Air Miles and Nectar trademarks; and
- the management of Air Canada's tier membership program for its most frequent flyers.

These fees are also included in Gross Billings and are recognized as revenue when the services are rendered or on an accrual basis, in accordance with the substance of the agreements in the case of royalties.

## *Cost of Rewards, Direct Costs and Operating Expenses*

Cost of rewards consists of the cost to purchase airline seats or other products or services from Redemption Partners in order to deliver rewards chosen by members upon redemption of their Loyalty Units. At that time, the costs of the chosen rewards are incurred and recognized. The total cost of rewards varies with the number of Loyalty Units redeemed and the cost of the individual rewards purchased in connection with such redeemed Loyalty Units.

The Average Cost of Rewards per Loyalty Unit redeemed is an important measurement metric since a small fluctuation may have a significant impact on overall costs due to the high volume of Loyalty Units redeemed.

Direct costs consist of those costs directly attributable to the delivery of proprietary loyalty and analytics and insights services and include labour, technology, reward fulfillment and commissions.

Operating expenses incurred include contact centre operations, consisting primarily of salaries and wages, as well as advertising and promotion, information technology and systems and other general administrative expenses.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## ADJUSTED EARNINGS BEFORE INTEREST, TAXES, DEPRECIATION AND AMORTIZATION (“ADJUSTED EBITDA”)

EBITDA adjusted for certain factors particular to the business, such as changes in deferred revenue and Future Redemption Costs (“Adjusted EBITDA”), is used by management to evaluate performance and to measure compliance with debt covenants. Management believes Adjusted EBITDA assists investors in comparing Aimia'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 also includes distributions and dividends received or receivable from equity-accounted investments.

Change in deferred revenue is calculated as the difference between Gross Billings and revenue recognized, including recognition of Breakage.

Future Redemption Costs represent management's estimated future cost of rewards in respect of Loyalty Units sold which remain outstanding and unbroken at the end of any given period. Future Redemption Costs are revalued at the end of any given period by taking into account the most recently determined average unit cost per Loyalty Unit redeemed for that period (cost of rewards / Loyalty Units redeemed) and applying it to the total unbroken Loyalty Units outstanding at the end of that period. As a result, Future Redemption Costs and the Change in Future Redemption Costs must be calculated at the end of any given period and for that period. The simple addition of sequential inter-period changes to arrive at a cumulative change for a particular period may result in inaccurate results depending on the fluctuation in the Average Cost of Rewards per Loyalty Unit redeemed for the period in question.

EBITDA and Free Cash Flow are non-GAAP measurements recommended by the Canadian Institute of Chartered Accountants (“CICA”) in accordance with the recommendations provided in their October 2008 publication, *Improved Communications with Non-GAAP Financial Measures - General Principles and Guidance for Reporting EBITDA and Free Cash Flow*.

Adjusted EBITDA is not a measurement based on GAAP, is not considered an alternative to operating income or net income in measuring performance, and is not comparable to similar measures used by other issuers. For a reconciliation to GAAP, please refer to the [SUMMARY OF CONSOLIDATED OPERATING RESULTS AND RECONCILIATION OF EBITDA, ADJUSTED EBITDA, ADJUSTED NET EARNINGS AND FREE CASH FLOW](#) included in the [Operating and Financial Results](#) section. 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.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## ADJUSTED NET EARNINGS

Adjusted Net Earnings provides a measurement of profitability calculated on a basis consistent with Adjusted EBITDA. Net earnings attributable to equity holders of the Corporation are adjusted to exclude Amortization of Accumulation Partners' contracts, customer relationships and technology, share of net earnings (loss) of equity-accounted investments and impairment charges. Adjusted Net Earnings includes the change in deferred revenue and Change in Future Redemption Costs, net of the income tax effect and non controlling interest effect (where applicable) on these items at an entity level basis. Adjusted Net Earnings also includes distributions and dividends received or receivable from equity-accounted investments.

Adjusted Net Earnings is not a measurement based on GAAP, is not considered an alternative to net earnings in measuring profitability, and is not comparable to similar measures used by other issuers. For a reconciliation to GAAP, please refer to the [SUMMARY OF CONSOLIDATED OPERATING RESULTS AND RECONCILIATION OF EBITDA, ADJUSTED EBITDA, ADJUSTED NET EARNINGS AND FREE CASH FLOW](#) included in the *Operating and Financial Results* section.

## STANDARDIZED FREE CASH FLOW (“FREE CASH FLOW”)

Free Cash Flow is a non-GAAP measure recommended by the CICA in order to provide a consistent and comparable measurement of free cash flow across entities 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 adjustments for:

- a) total capital expenditures as reported in accordance with GAAP; and
- b) dividends paid, when stipulated, unless deducted in arriving at cash flows from operating activities.

For a reconciliation to cash flows from operations please refer to the [SUMMARY OF CONSOLIDATED OPERATING RESULTS AND RECONCILIATION OF EBITDA, ADJUSTED EBITDA, ADJUSTED NET EARNINGS AND FREE CASH FLOW](#) included in the *Operating and Financial Results* section.

## CAPABILITY TO DELIVER RESULTS

For a review of these factors, please refer to the 2013 MD&A.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## OPERATING AND FINANCIAL RESULTS

Certain of the following financial information of Aimia has been derived from, and should be read in conjunction with, the interim consolidated financial statements for the three and nine months ended September 30, 2014 and 2013, and the related notes.

Historically, the Aeroplan Program has been marked by seasonality relating to high redemption activity in the first half of the year and high accumulation activity in the second half of the year. The Nectar Program is characterized by high redemption activity in the last quarter of the year as a result of the holiday season. While the proprietary loyalty services business is also affected by similar seasonality in the last quarter of the year, also related to the holiday season, the impact at the consolidated level is not significant due to the lower relative importance of the reward fulfillment component of the business compared to that of the Aeroplan Program and the Nectar Program.

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITIONS AND RESULTS OF OPERATIONS

## SUMMARY OF CONSOLIDATED OPERATING RESULTS AND RECONCILIATION OF EBITDA, ADJUSTED EBITDA, ADJUSTED NET EARNINGS AND FREE CASH FLOW

(in millions of Canadian dollars, except share and per share information)	Three Months Ended September 30,		Nine Months Ended September 30,		Variance %	
	2014	2013	2014	2013	Q3	YTD
<b>Gross Billings</b>	<b>633.2</b>	576.7	<b>1,998.5</b> <sup>(i)</sup>	1,708.4	9.8	17.0
<b>Gross Billings from the sale of Loyalty Units</b>	<b>472.4</b>	419.1	<b>1,512.2</b> <sup>(i)</sup>	1,246.7	12.7	21.3
Total revenue before the undernoted	<b>543.4</b>	499.7	<b>1,707.7</b>	1,602.9	8.7	6.5
Change in Breakage estimate - impact attributable to prior years	—	—	—	(617.0) <sup>(f)</sup>	**	**
Total revenue (as reported)	<b>543.4</b>	499.7	<b>1,707.7</b>	985.9 <sup>(f)</sup>	8.7	73.2
Cost of rewards and direct costs	<b>(353.2)</b>	(290.4)	<b>(1,112.2)</b>	(874.4) <sup>(g)</sup>	21.6	27.2
Gross margin before depreciation and amortization <sup>(a)</sup>	<b>190.2</b>	209.3	<b>595.5</b>	111.5 <sup>(f)(g)</sup>	(9.1)	**
Depreciation and amortization	<b>(12.4)</b>	(10.9)	<b>(36.0)</b>	(31.7)	13.8	13.6
Amortization of Accumulation Partners' contracts, customer relationships and technology	<b>(32.9)</b>	(20.1)	<b>(98.9)</b>	(60.5)	63.7	63.5
Gross margin	<b>144.9</b>	178.3	<b>460.6</b>	19.3 <sup>(f)(g)</sup>	(18.7)	**
Operating expenses	<b>(160.9)</b>	(157.1)	<b>(498.3)</b>	(508.6) <sup>(g)</sup>	2.4	(2.0)
Amortization of Accumulation Partners' contracts, customer relationships and technology	<b>32.9</b>	20.1	<b>98.9</b>	60.5	63.7	63.5
<b>Operating income (loss) before amortization of Accumulation Partners' contracts, customer relationships and technology</b>	<b>16.9</b>	41.3	<b>61.2</b>	(428.8) <sup>(f)(g)</sup>	(59.1)	**
Depreciation and amortization	<b>12.4</b>	10.9	<b>36.0</b>	31.7	13.8	13.6
<b>EBITDA <sup>(a)(c)</sup></b>	<b>29.3</b>	52.2	<b>97.2</b>	(397.1) <sup>(f)(g)</sup>	(43.9)	**
<b>Adjustments:</b>						
Change in deferred revenue						
Gross Billings	<b>633.2</b>	576.7	<b>1,998.5</b>	1,708.4		
Total revenue	<b>(543.4)</b>	(499.7)	<b>(1,707.7)</b>	(985.9)		
Change in Future Redemption Costs <sup>(b)</sup>	<b>(59.0)</b>	(47.0)	<b>(145.0)</b>	(66.6)		
(Change in Net Loyalty Units outstanding x Average Cost of Rewards per Loyalty Unit for the period)						
Distributions from equity-accounted investments	<b>3.8</b>	3.5	<b>11.2</b>	10.4		
Subtotal of Adjustments	<b>34.6</b>	33.5	<b>157.0</b>	666.3		
<b>Adjusted EBITDA <sup>(c)</sup></b>	<b>63.9</b>	85.7	<b>254.2</b> <sup>(i)</sup>	269.2 <sup>(g)</sup>	(25.4)	(5.6)
<b>Net earnings (loss) attributable to equity holders of the Corporation</b>	<b>(24.3)</b>	2.1	<b>(60.8)</b>	(372.7) <sup>(g)(h)</sup>		
Weighted average number of shares	<b>173,992,899</b>	172,529,307	<b>173,559,485</b>	172,400,541		
Loss per common share <sup>(d)</sup>	<b>(0.17)</b>	0.00	<b>(0.44)</b>	(2.21) <sup>(g)(h)</sup>		
<b>Net earnings (loss) attributable to equity holders of the Corporation</b>	<b>(24.3)</b>	2.1	<b>(60.8)</b>	(372.7) <sup>(g)(h)</sup>		
Amortization of Accumulation Partners' contracts, customer relationships and technology	<b>32.9</b>	20.1	<b>98.9</b>	60.5		
Share of net (earnings) loss of equity-accounted investments	<b>0.8</b>	4.5	<b>(0.9)</b>	8.1		
Adjusted EBITDA Adjustments (from above)	<b>34.6</b>	33.5	<b>157.0</b>	666.3		
Tax on adjustments <sup>(e)</sup>	<b>(6.4)</b>	(8.3)	<b>(32.6)</b>	(165.1)		
Non-controlling interests share on adjustments above	<b>(0.4)</b>	(1.3)	<b>(1.9)</b>	(2.9)		
<b>Adjusted Net Earnings <sup>(e)</sup></b>	<b>37.2</b>	50.6	<b>159.7</b> <sup>(k)</sup>	194.2 <sup>(g)(l)</sup>	(26.5)	(17.8)
Adjusted Net Earnings per common share <sup>(c)(d)</sup>	<b>0.18</b>	0.28	<b>0.83</b> <sup>(k)</sup>	1.08 <sup>(g)(l)</sup>		
<b>Cash flow from operations</b>	<b>68.1</b>	80.7	<b>321.4</b> <sup>(j)(l)</sup>	180.2 <sup>(m)</sup>		
Capital expenditures	<b>(11.8)</b>	(12.2)	<b>(51.5)</b>	(32.5)		
Dividends	<b>(36.4)</b>	(32.2)	<b>(107.1)</b>	(94.7)		
<b>Free Cash Flow <sup>(e)</sup></b>	<b>19.9</b>	36.3	<b>162.8</b> <sup>(j)(l)</sup>	53.0 <sup>(m)</sup>	(45.2)	**
Total assets	<b>5,440.7</b>	5,288.2	<b>5,440.7</b>	5,288.2		
Total long-term liabilities	<b>2,375.2</b>	2,182.6	<b>2,375.2</b>	2,182.6		

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITIONS AND RESULTS OF OPERATIONS

- (a) Excludes depreciation and amortization as well as amortization of Accumulation Partners' contracts, customer relationships and technology.
- (b) The per unit cost derived from this calculation is retroactively applied to all prior periods with the effect of revaluing the Future Redemption Cost liability on the basis of the latest available average unit cost.
- (c) A non-GAAP measurement.
- (d) After deducting dividends declared on preferred shares.
- (e) The effective tax rates on an entity level basis are applied to the related entity level adjustments noted above.
- (f) Total revenue for the nine months ended September 30, 2013 includes the impact of the change in the Breakage estimate in the Aeroplan Program which occurred in the second quarter of 2013 and resulted in a reduction of \$663.6 million to revenue from Loyalty Units, of which \$617.0 million is attributable to the years prior to 2013 and \$46.6 million to the six month period ended June 30, 2013. As such, the non-comparable impact for the nine months ended September 30, 2013 is \$617.0 million and is attributable to the years prior to 2013.
- (g) Includes a favourable impact of \$26.1 million (£16.4 million) resulting from the final judgment of the VAT litigation which occurred in the second quarter of 2013. Of this amount, \$74.9 million (£47.0 million) was recorded as a reduction of cost of rewards and \$48.8 million (£30.6 million) as an increase to operating expenses.

Prior to the issuance of the final ruling, Aimia had recorded an amount of \$2.1 million (£1.4 million) in cost of rewards, representing input tax credits accrued during the period from January 1, 2013 to March 31, 2013.

- (h) Includes the unfavourable impact of the change in Breakage estimate in the Aeroplan Program of \$483.8 million, net of an income tax recovery of \$179.8 million, of which \$167.5 million is attributable to years prior to 2013 and \$12.3 million to the six month period ended June 30, 2013.

The non-comparable impact of the change in Breakage estimate for the nine months ended September 30, 2013 amounted to \$449.5 million, net of an income tax recovery of \$167.5 million.

- (i) Includes the favourable impact of the reversal in the second quarter of 2013 of previously accrued interest of \$17.3 million (£10.8 million) resulting from the final judgment of the VAT litigation.

Prior to the issuance of the final ruling, Aimia had recorded an amount of \$1.1 million (£0.7 million) as interest expense during the period from January 1, 2013 to March 31, 2013.

- (j) Includes a \$100.0 million upfront contribution received on January 2, 2014 from TD to help fund Aeroplan's program enhancements.
- (k) Includes the upfront contribution received on January 2, 2014 from TD totaling \$73.4 million, net of an income tax expense of \$26.6 million.
- (l) The harmonized sales tax of \$22.5 million related to the CIBC Payment made on December 27, 2013 was collected during the first quarter of 2014.
- (m) Includes an amount of \$83.4 million received in the second quarter of 2014 from the CRA related to the income tax refund of loss carry back applied in Canada.

\*\* Information not meaningful.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## SEGMENTED INFORMATION

At September 30, 2014, the Corporation had three reportable and operating segments: Canada, EMEA and US & APAC.

The segments are the Corporation's strategic business units. For each of the strategic business units, the Corporation's Group Chief Executive and Group Chief Operating Officer review internal management reports on a monthly basis. The segments have been identified on the basis of geographical regions and are aligned with the organizational structure and strategic direction of the organization. The US & APAC regions have been combined on the basis that they meet the aggregation criteria prescribed under IFRS 8 - *Operating Segments*.

The Canada segment derives its revenues primarily from the Aeroplan Program and from proprietary loyalty services. The US & APAC segment derives its revenues primarily from proprietary loyalty services. The EMEA segment derives its revenues primarily from loyalty programs, including the Nectar and Nectar Italia programs, operating in the United Kingdom and Italy, respectively, and from its interest in the Air Miles Middle East program. In addition, the EMEA segment also generates revenues from proprietary loyalty services and analytics and insights services, including ISS.

Accounting policies relating to each segment are identical to those used for the purposes of the consolidated financial statements. Management of global shared services and share-based compensation is centralized and, consequently, these expenses are not allocated to the operating segments.

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The tables below summarize the relevant financial information by operating segment:

Three Months Ended September 30,												
<i>(in millions of Canadian dollars)</i>	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
Operating Segments	Canada		EMEA		US & APAC		Corporate <sup>(b)</sup>		Eliminations		Consolidated	
Gross Billings	368.5	321.0	183.1 <sup>(c)</sup>	169.1 <sup>(c)</sup>	82.0 <sup>(c)</sup>	86.6 <sup>(c)</sup>	—	—	(0.4)	—	633.2 <sup>(c)</sup>	576.7 <sup>(c)</sup>
Gross Billings from the sale of Loyalty Units	316.4	269.3	156.0	149.8	—	—	—	—	—	—	472.4	419.1
Revenue from Loyalty Units	262.5	235.8	119.9	107.9	—	—	—	—	—	—	382.4	343.7
Revenue from proprietary loyalty services	39.8	40.0	6.0	4.6	82.8	85.0	—	—	—	—	128.6	129.6
Other revenue	11.2	11.8	21.2	14.6	—	—	—	—	—	—	32.4	26.4
Intercompany revenue	—	—	0.1	—	0.3	—	—	—	(0.4)	—	—	—
Total revenue	313.5	287.6	147.2	127.1	83.1	85.0	—	—	(0.4)	—	543.4	499.7
Cost of rewards and direct costs	210.2	157.6	98.5	84.9	44.5	47.9	—	—	—	—	353.2	290.4
Gross margin before depreciation and amortization	103.3	130.0	48.7	42.2	38.6	37.1	—	—	(0.4)	—	190.2	209.3
Depreciation and amortization <sup>(e)</sup>	37.2	24.0	5.1	4.1	3.0	2.9	—	—	—	—	45.3	31.0
Gross margin	66.1	106.0	43.6	38.1	35.6	34.2	—	—	(0.4)	—	144.9	178.3
Operating expenses before the undernoted	53.9	58.3	45.3	34.2	41.7	41.1	18.1	17.6	(0.4)	—	158.6	151.2
Share-based compensation	—	—	—	—	—	—	2.3	5.9	—	—	2.3	5.9
Total operating expenses	53.9	58.3	45.3	34.2	41.7	41.1	20.4	23.5	(0.4)	—	160.9	157.1
Operating income (loss)	12.2	47.7	(1.7)	3.9	(6.1)	(6.9)	(20.4)	(23.5)	—	—	(16.0)	21.2
Adjusted EBITDA <sup>(g)</sup>	73.6	87.9	11.1	20.2	(4.2)	(2.4)	(16.6) <sup>(f)</sup>	(20.0) <sup>(f)</sup>	—	—	63.9 <sup>(f)</sup>	85.7 <sup>(f)</sup>
Additions to non-current assets <sup>(d)</sup>	5.5	6.8	4.9	4.5	1.0	0.9	0.4	—	N/A	N/A	11.8	12.2
Non-current assets <sup>(d)</sup>	3,048.6	3,137.5	532.5 <sup>(e)</sup>	483.6 <sup>(e)</sup>	74.2 <sup>(e)</sup>	88.6 <sup>(e)</sup>	2.5	2.2	N/A	N/A	3,657.8 <sup>(e)</sup>	3,711.9 <sup>(e)</sup>

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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- (a) Includes depreciation and amortization as well as amortization of Accumulation Partners' contracts, customer relationships and technology.
- (b) Includes expenses that are not directly attributable to any specific operating segment. Corporate also includes the financial position and operating results of our operations in India.
- (c) Includes third party Gross Billings of \$157.1 million in the UK and \$45.4 million in the US for the three months ended September 30, 2014, compared to third party Gross Billings of \$139.6 million in the UK and \$51.9 million in the US for the three months ended September 30, 2013. Third party Gross Billings are attributed to a country on the basis of the country where the contractual and management responsibility for the customer resides.
- (d) Non-current assets include amounts relating to goodwill, intangible assets and property and equipment.
- (e) Includes non-current assets of \$479.6 million in the UK and \$66.6 million in the US as of September 30, 2014, compared to non-current assets of \$432.6 million in the UK and \$83.1 million in the US as of September 30, 2013.
- (f) Adjusted EBITDA includes distributions received from PLM amounting to \$3.8 million and \$3.5 million for the three months ended September 30, 2014 and September 30, 2013, respectively.
- (g) A non-GAAP measurement.

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Nine Months Ended September 30,												
<i>(in millions of Canadian dollars)</i>	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
Operating Segments	Canada		EMEA		US & APAC		Corporate <sup>(b)</sup>		Eliminations		Consolidated	
Gross Billings	<b>1,166.4</b> <sup>(g)</sup>	953.0	<b>567.9</b> <sup>(c)</sup>	504.1 <sup>(c)</sup>	<b>264.9</b> <sup>(c)</sup>	251.7 <sup>(c)</sup>	—	—	<b>(0.7)</b>	(0.4)	<b>1,998.5</b> <sup>(c)(g)</sup>	1,708.4 <sup>(c)</sup>
Gross Billings from the sale of Loyalty Units	<b>1,017.6</b> <sup>(g)</sup>	796.4	<b>494.6</b>	450.3	—	—	—	—	—	—	<b>1,512.2</b> <sup>(g)</sup>	1,246.7
Revenue from Loyalty Units before the undernoted	<b>823.6</b>	785.1	<b>388.1</b>	354.2	—	—	—	—	—	—	<b>1,211.7</b>	1,139.3
Change in Breakage estimate - impact attributable to prior years	—	(617.0) <sup>(f)</sup>	—	—	—	—	—	—	—	—	—	(617.0) <sup>(f)</sup>
Revenue from Loyalty Units (as reported)	<b>823.6</b>	168.1	<b>388.1</b>	354.2	—	—	—	—	—	—	<b>1,211.7</b>	522.3
Revenue from proprietary loyalty services	<b>116.1</b>	120.5	<b>17.7</b>	12.6	<b>268.1</b>	253.3	—	—	—	—	<b>401.9</b>	386.4
Other revenue	<b>38.2</b>	35.9	<b>55.9</b>	41.3	—	—	—	—	—	—	<b>94.1</b>	77.2
Intercompany revenue	—	—	<b>0.2</b>	0.2	<b>0.5</b>	0.2	—	—	<b>(0.7)</b>	(0.4)	—	—
Total revenue	<b>977.9</b>	324.5	<b>461.9</b>	408.3	<b>268.6</b>	253.5	—	—	<b>(0.7)</b>	(0.4)	<b>1,707.7</b>	985.9
Cost of rewards and direct costs	<b>653.9</b>	533.4	<b>314.0</b>	200.6 <sup>(h)</sup>	<b>144.3</b>	140.4	—	—	—	—	<b>1,112.2</b>	874.4 <sup>(h)</sup>
Gross margin before depreciation and amortization	<b>324.0</b>	(208.9)	<b>147.9</b>	207.7 <sup>(h)</sup>	<b>124.3</b>	113.1	—	—	<b>(0.7)</b>	(0.4)	<b>595.5</b>	111.5 <sup>(h)</sup>
Depreciation and amortization <sup>(a)</sup>	<b>110.1</b>	71.9	<b>15.8</b>	11.9	<b>9.0</b>	8.4	—	—	—	—	<b>134.9</b>	92.2
Gross margin	<b>213.9</b>	(280.8)	<b>132.1</b>	195.8 <sup>(h)</sup>	<b>115.3</b>	104.7	—	—	<b>(0.7)</b>	(0.4)	<b>460.6</b>	19.3 <sup>(h)</sup>
Operating expenses before the undernoted	<b>173.7</b>	165.9	<b>128.9</b>	156.6 <sup>(h)</sup>	<b>130.8</b>	123.6	<b>56.4</b>	49.3	<b>(0.7)</b>	(0.4)	<b>489.1</b>	495.0 <sup>(h)</sup>
Share-based compensation	—	—	—	—	—	—	<b>9.2</b>	13.6	—	—	<b>9.2</b>	13.6
Total operating expenses	<b>173.7</b>	165.9	<b>128.9</b>	156.6 <sup>(h)</sup>	<b>130.8</b>	123.6	<b>65.6</b>	62.9	<b>(0.7)</b>	(0.4)	<b>498.3</b>	508.6 <sup>(h)</sup>
Operating income (loss)	<b>40.2</b>	(446.7)	<b>3.2</b>	39.2 <sup>(h)</sup>	<b>(15.5)</b>	(18.9)	<b>(65.6)</b>	(62.9)	—	—	<b>(37.7)</b>	(489.3) <sup>(h)</sup>
Adjusted EBITDA <sup>(j)</sup>	<b>273.3</b> <sup>(g)</sup>	253.4	<b>45.5</b>	80.6 <sup>(h)</sup>	<b>(10.2)</b>	(12.3)	<b>(54.4)</b> <sup>(i)</sup>	(52.5) <sup>(i)</sup>	—	—	<b>254.2</b> <sup>(g)(i)</sup>	269.2 <sup>(h)(i)</sup>
Additions to non-current assets <sup>(d)</sup>	<b>31.3</b>	19.0	<b>18.0</b>	11.7	<b>1.8</b>	1.8	<b>0.4</b>	—	<b>N/A</b>	N/A	<b>51.5</b>	32.5
Non-current assets <sup>(d)</sup>	<b>3,048.6</b>	3,137.5	<b>532.5</b> <sup>(e)</sup>	483.6 <sup>(e)</sup>	<b>74.2</b> <sup>(e)</sup>	88.6 <sup>(e)</sup>	<b>2.5</b>	2.2	<b>N/A</b>	N/A	<b>3,657.8</b> <sup>(e)</sup>	3,711.9 <sup>(e)</sup>

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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- (a) Includes depreciation and amortization as well as amortization of Accumulation Partners' contracts, customer relationships and technology.
- (b) Includes expenses that are not directly attributable to any specific operating segment. Corporate also includes the financial position and operating results of our operations in India.
- (c) Includes third party Gross Billings of \$482.1 million in the UK and \$150.5 million in the US for the nine months ended September 30, 2014, compared to third party Gross Billings of \$402.9 million in the UK and \$158.7 million in the US for the nine months ended September 30, 2013. Third party Gross Billings are attributed to a country on the basis of the country where the contractual and management responsibility for the customer resides.
- (d) Non-current assets include amounts relating to goodwill, intangible assets and property and equipment.
- (e) Includes non-current assets of \$479.6 million in the UK and \$66.6 million in the US as of September 30, 2014, compared to non-current assets of \$432.6 million in the UK and \$83.1 million in the US as of September 30, 2013.
- (f) Represents the non-comparable impact of the change in the Breakage estimate in the Aeroplan Program, which occurred in the second quarter of 2013, of \$617.0 million attributable to the years prior to 2013.
- (g) Includes a \$100.0 million upfront contribution received on January 2, 2014 from TD to help fund Aeroplan's program enhancements.
- (h) Includes a favourable impact of \$26.1 million (£16.4 million) resulting from the final judgment of the VAT litigation which occurred in the second quarter of 2013. Of this amount, \$74.9 million (£47.0 million) was recorded as a reduction of cost of rewards and \$48.8 million (£30.6 million) as an increase to operating expenses.  
  
Prior to the issuance of the final ruling, Aimia had recorded an amount of \$2.1 million (£1.4 million) in cost of rewards, representing input tax credits accrued during the period from January 1, 2013 to March 31, 2013.
- (i) Adjusted EBITDA includes distributions received from PLM amounting to \$11.2 million and \$10.4 million for the nine months ended September 30, 2014 and September 30, 2013, respectively.
- (j) A non-GAAP measurement.

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

## OPERATING RESULTS AND PERFORMANCE INDICATORS IN % TERMS

(as a % of total revenue)	Three Months Ended September 30,		Nine Months Ended September 30,	
	2014	2013	2014	2013
<b>Total Revenue before impact of change in Breakage estimate attributable to the prior years</b>	<b>100.0</b>	100.0	<b>100.0</b>	100.0 <sup>(c)</sup>
Cost of rewards and direct costs	<b>(65.0)</b>	(58.1)	<b>(65.1)</b>	(54.6) <sup>(d)</sup>
Gross margin before depreciation and amortization <sup>(a)</sup>	<b>35.0</b>	41.9	<b>34.9</b>	45.4 <sup>(c)(d)</sup>
Operating expenses	<b>(29.6)</b>	(31.4)	<b>(29.2)</b>	(31.7) <sup>(d)</sup>
Depreciation and amortization	<b>(2.3)</b>	(2.2)	<b>(2.1)</b>	(2.0)
Operating income before amortization of Accumulation Partners' contracts, customer relationships and technology	<b>3.1</b>	8.3	<b>3.6</b>	11.7 <sup>(c)(d)</sup>

(as a % of Gross Billings)	Three Months Ended September 30,		Nine Months Ended September 30,	
	2014	2013	2014	2013
<b>Gross Billings</b>	<b>100.0</b>	100.0	<b>100.0</b> <sup>(g)</sup>	100.0
Total Revenue before impact of change in Breakage estimate attributable to the prior years	<b>85.8</b>	86.6	<b>85.4</b>	93.8 <sup>(c)</sup>
Cost of rewards and direct costs	<b>(55.8)</b>	(50.4)	<b>(55.7)</b>	(51.2) <sup>(d)</sup>
Operating expenses	<b>(25.4)</b>	(27.2)	<b>(24.9)</b>	(29.8) <sup>(d)</sup>
Operating income before amortization of Accumulation Partners' contracts, customer relationships and technology	<b>2.7</b>	7.2	<b>3.1</b>	11.0 <sup>(c)(d)</sup>
Adjusted EBITDA <sup>(b)</sup>	<b>10.1</b> <sup>(e)</sup>	14.9 <sup>(e)</sup>	<b>12.7</b> <sup>(e)(g)</sup>	15.8 <sup>(d)(e)</sup>
Adjusted Net Earnings <sup>(b)</sup>	<b>5.9</b> <sup>(e)</sup>	8.8 <sup>(e)</sup>	<b>8.0</b> <sup>(e)(h)</sup>	11.4 <sup>(d)(e)(f)</sup>
Free Cash Flow <sup>(b)</sup>	<b>3.1</b>	6.3	<b>8.1</b> <sup>(g)(i)(j)</sup>	3.1

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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- (a) Excludes depreciation and amortization as well as amortization of Accumulation Partners' contracts, customer relationships and technology.
- (b) A non-GAAP measurement.
- (c) Excludes the non-comparable impact of the change in the Breakage estimate in the Aeroplan Program, which occurred in the second quarter of 2013, of \$617.0 million.
- (d) Includes a favourable impact of \$26.1 million (£16.4 million) resulting from the final judgment of the VAT litigation which occurred in the second quarter of 2013. Of this amount, \$74.9 million (£47.0 million) was recorded as a reduction of cost of rewards and \$48.8 million (£30.6 million) as an increase to operating expenses.

Prior to the issuance of the final ruling, Aimia had recorded an amount of \$2.1 million (£1.4 million) in cost of rewards, representing input tax credits accrued during the period from January 1, 2013 to March 31, 2013.
- (e) Includes distributions received from PLM amounting to \$3.8 million and \$11.2 million for the three and nine months ended September 30, 2014, respectively, compared to \$3.5 million and \$10.4 million for the three and nine months ended September 30, 2013, respectively.
- (f) Includes the favourable impact of the reversal in the second quarter of 2013 of previously accrued interest of \$17.3 million (£10.8 million) resulting from the final judgment of the VAT litigation.

Prior to the issuance of the final ruling, Aimia had recorded an amount of \$1.1 million (£0.7 million) as interest expense during the period from January 1, 2013 to March 31, 2013.
- (g) Includes a \$100.0 million upfront contribution received on January 2, 2014 from TD to help fund Aeroplan's program enhancements.
- (h) Includes the upfront contribution received on January 2, 2014 from TD totaling \$73.4 million, net of an income tax expense of \$26.6 million.
- (i) The harmonized sales tax of \$22.5 million related to the CIBC Payment made on December 27, 2013 was collected during the first quarter of 2014.
- (j) Includes an amount of \$83.4 million received in the second quarter of 2014 from the CRA related to the income tax refund of loss carry back applied in Canada.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## QUARTER ENDED SEPTEMBER 30, 2014 COMPARED TO QUARTER ENDED SEPTEMBER 30, 2013

### CONSOLIDATED OPERATING RESULTS

A discussion of Aimia's consolidated operating results follows. For a detailed discussion of the segmented operating results, refer to the section entitled *Segmented Operating Results*.

**Gross Billings** generated for the three months ended September 30, 2014 amounted to \$633.2 million compared to \$576.7 million for the three months ended September 30, 2013, representing an increase of \$56.5 million or 9.8%, including a \$22.9 million impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance, representing an increase of \$33.6 million, is mostly explained by the performance of the Aeroplan Program in the financial sector and other Gross Billings in the EMEA region offset in part by lower Gross Billings from Loyalty Units in the EMEA region as well as lower other Gross Billings in the US & APAC region.

Aimia's ability to generate Gross Billings is a function of the underlying behaviour of the Accumulation Partners' respective customer base and their spending patterns, and proprietary and analytics and insights clients, which are in turn affected by the general economic conditions present in the countries in which the loyalty programs are operated and the services are rendered.

**Total Revenue** generated for the three months ended September 30, 2014 amounted to \$543.4 million compared to \$499.7 million for the three months ended September 30, 2013, representing an increase of \$43.7 million or 8.7%, explained in part by a \$19.1 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance, representing an increase of \$24.6 million, is mostly explained by higher revenue from Loyalty Units resulting from greater redemptions in the Aeroplan Program as well as an increase in other revenue in the EMEA region. These factors were offset in part by lower revenue from proprietary loyalty services in the US & APAC region.

Given the large volume of Loyalty Units issued and redeemed, slight fluctuations in the selling price of a Loyalty Unit will have a significant impact on results.

On a consolidated basis, the impact of a 1% change to the average selling price of a Loyalty Unit would have resulted in a fluctuation in revenue and earnings before income taxes of \$3.8 million for the three months ended September 30, 2014.

**Cost of Rewards and Direct Costs** amounted to \$353.2 million for the three months ended September 30, 2014 compared to \$290.4 million for the three months ended September 30, 2013, representing an increase of \$62.8 million or 21.6%, including a \$12.8 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance of \$50.0 million is mainly explained by higher cost of rewards in the Aeroplan Program primarily due to enhanced travel reward offerings under the Distinction program and higher redemption volumes offset in part by lower direct costs in the US & APAC region.

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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Given the large volume of Loyalty Units issued and redeemed, slight fluctuations in the Average Cost of Rewards per Loyalty Unit will have a significant impact on results.

On a consolidated basis, the impact of a 1% change to the Average Cost of Rewards per Loyalty Unit would have resulted in a fluctuation in cost of sales and earnings before income taxes of \$2.8 million for the three months ended September 30, 2014.

**Gross Margin before Depreciation and Amortization** represented 35.0% of total revenue for the three months ended September 30, 2014 and decreased by 6.9 percentage-points compared to the same period in 2013, a direct result of the factors described above.

**Operating Expenses** amounted to \$160.9 million for the three months ended September 30, 2014 compared to \$157.1 million for the three months ended September 30, 2013, representing an increase of \$3.8 million or 2.4%, including a \$6.6 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance, representing a decrease of \$2.8 million, is mainly explained by lower marketing and promotional expenses as well as professional fees in the Canada region and lower corporate expenses, offset in part by an increase in global product development costs reported within the EMEA region.

**Depreciation and Amortization** amounted to \$12.4 million and \$10.9 million for the three months ended September 30, 2014 and 2013, respectively. The increase is mostly driven by new technology initiatives in the Canada and EMEA regions.

**Amortization of Accumulation Partners' Contracts, Customer Relationships and Technology** amounted to \$32.9 million for the three months ended September 30, 2014 compared to \$20.1 million for the same period in 2013. The variance is primarily explained by the revision made to the estimated useful lives of certain Accumulation Partners' contracts and customer relationships at the end of 2013.

**Operating Income**, excluding the amortization of Accumulation Partners' contracts, customer relationships and technology, referred to above, amounted to \$16.9 million for the three months ended September 30, 2014 compared to \$41.3 million for the three months ended September 30, 2013, representing a decrease of \$24.4 million, a direct result of the factors described above.

**Net Financial Expenses** for the three months ended September 30, 2014 consist primarily of interest expense on long-term debt of \$12.4 million; offset in part by interest revenue of \$4.0 million earned on cash and cash equivalents, short-term investments on deposit and long-term investments in bonds, and other financial income of \$0.2 million.

**Net Earnings (Loss)** for the three months ended September 30, 2014 and 2013 include the effect of \$8.3 million and \$2.7 million of current income tax expenses, respectively, as well as \$9.2 million and \$(2.9) million of deferred income tax recoveries (expenses), respectively. Net earnings (loss) for the three months ended September 30, 2014 and 2013 also include the share of net earnings (loss) of equity-accounted investments of \$(0.8) million and \$(4.5) million, respectively.

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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Current income taxes are primarily attributable to our Canadian operations. Consistent with the prior year, deferred income taxes related to our international tax structures and foreign operations have not been recognized.

Consequently, the deferred income tax recovery recorded during the current period, which is primarily related to the Canadian operations, was not increased by deferred income tax recoveries in our foreign operations, resulting in a distorted effective tax rate which is not meaningful or comparative.

**Adjusted EBITDA** amounted to \$63.9 million or 10.1% (as a % of Gross Billings) for the three months ended September 30, 2014. Adjusted EBITDA was \$85.7 million or 14.9% (as a % of Gross Billings) for the same period in 2013.

**Adjusted Net Earnings** amounted to \$37.2 million or 5.9% (as a % of Gross Billings) for the three months ended September 30, 2014. Adjusted Net Earnings for the three months ended September 30, 2013 amounted to \$50.6 million or 8.8% (as a % of Gross Billings). The effective tax rate has been impacted as described under the **Net Earnings (Loss)** section.

Adjusted EBITDA and Adjusted Net Earnings for the three months ended September 30, 2014 and 2013 include distributions received from PLM of \$3.8 million and \$3.5 million, respectively.

**Free Cash Flow** for the three months ended September 30, 2014, amounted to \$19.9 million compared to \$36.3 million for the three months ended September 30, 2013. The unfavourable variance of \$16.4 million is mainly the result of:

- a decrease in cash from operating activities of \$12.6 million, explained primarily by higher cost of rewards and direct costs of \$62.8 million, a \$20.7 million deposit made to Revenue Quebec described under the **Income Taxes** section, higher operating expenses of \$7.4 million offset in part by an increase in Gross Billings of \$56.5 million, with the remainder explained by changes in the net operating assets;
- lower capital expenditures of \$0.4 million; and
- increased dividends paid on common shares and preferred shares of \$4.2 million, explained primarily by the increase in the quarterly dividend from \$0.17 to \$0.18 per common share and by the dividends paid on the Series 3 Preferred Shares which were issued on January 15, 2014.

**Adjusted EBITDA**, **Adjusted Net Earnings**, and **Free Cash Flow** are non-GAAP measures. Please refer to the **PERFORMANCE INDICATORS** section for additional information on these measures.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## SEGMENTED OPERATING RESULTS

This section provides a discussion of each of the segment's operating results.

### CANADA

**Gross Billings** generated for the three months ended September 30, 2014 amounted to \$368.5 million compared to \$321.0 million for the three months ended September 30, 2013, representing an increase of \$47.5 million or 14.8%.

The different Gross Billings categories were affected in the following manner:

**Gross Billings from the Sale of Loyalty Units** generated for the three months ended September 30, 2014 amounted to \$316.4 million compared to \$269.3 million for the three months ended September 30, 2013, representing an increase of \$47.1 million or 17.5%. The variance is mainly explained by an increase of 25.2% in the financial sector driven by higher card acquisitions and partner program conversions, including a \$19.4 million promotion offered by the program's main financial partner on the conveyed credit card portfolio, as well as a moderate increase in selling price of a loyalty unit due to the new financial card agreements. The positive variance also resulted from increased performance in the travel sector.

Aeroplan Miles issued during the three month period ended September 30, 2014 increased by 14.8% in comparison to the three month period ended September 30, 2013 mainly due to promotional mileage, higher card acquisitions and partner program conversions.

**Other Gross Billings** amounted to \$52.1 million for the three months ended September 30, 2014 compared to \$51.7 million for the three months ended September 30, 2013, representing an increase of \$0.4 million or 0.8%. Please refer to the **Total Revenue** section for details explaining the variance.

**Redemption Activity** - Total Miles redeemed under the Aeroplan Program for the three months ended September 30, 2014 increased by 11.0% compared to the same period in the prior year, driven mostly by an increase in air redemptions due to enhanced travel reward offerings under the Distinction program which commenced on January 1, 2014. The comparative period had lower redemption activity in anticipation of the program changes. The total number of rewards issued and the total number of air rewards issued increased by 17.2% and 24.0% respectively compared to the same period in the prior year.

**Total Revenue** amounted to \$313.5 million for the three months ended September 30, 2014 compared to \$287.6 million for the three months ended September 30, 2013, an increase of \$25.9 million or 9.0%, explained primarily by an increase of \$26.7 million in revenue from Loyalty Units due to an increase in redemption volumes.

**Cost of Rewards and Direct Costs** amounted to \$210.2 million for the three months ended September 30, 2014 compared to \$157.6 million for the three months ended September 30, 2013, representing an increase of \$52.6 million or 33.4%. This change is mainly attributable to the following factors:

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

- a higher redemption cost per Aeroplan Mile redeemed of \$35.9 million primarily due to enhanced travel reward offerings under the Distinction program which commenced on January 1, 2014; and
- a higher volume of redemptions for the period, representing \$15.3 million.

**Gross Margin before Depreciation and Amortization** represented 33.0% of total revenue for the three month period ended September 30, 2014 and decreased by 12.2 percentage-points compared to the same period in 2013, a direct result of the factors described above.

**Operating Expenses** amounted to \$53.9 million for the three months ended September 30, 2014 compared to \$58.3 million for the same period in 2013, representing a decrease of \$4.4 million or 7.5%, mostly explained by lower marketing and promotional expenses as well as professional fees offset in part by higher real estate expenses. The comparative period included higher marketing and promotional expenses related to the Aeroplan program enhancements as well as higher professional fees due to the negotiation of the new financial card agreements.

**Depreciation and Amortization**, including amortization of Accumulation Partners' contracts, customer relationships and technology, amounted to \$37.2 million and \$24.0 million for the three months ended September 30, 2014 and 2013, respectively. The variance is primarily explained by the revision made to the estimated useful lives of certain Accumulation Partners' contracts at the end of 2013.

**Operating Income** amounted to \$12.2 million for the three months ended September 30, 2014 compared to \$47.7 million for the same period in 2013, representing a decrease of \$35.5 million, a direct result of the factors described above.

**Adjusted EBITDA** amounted to \$73.6 million or 20.0% (as a % of Gross Billings) for the three months ended September 30, 2014 and included an unfavourable impact of \$3.0 million on the Change in Future Redemption Costs attributable to higher promotional mileage issued on new financial cards acquired. Adjusted EBITDA was \$87.9 million or 27.4% (as a % of Gross Billings) for the same period in 2013.

**Adjusted EBITDA** is a non-GAAP measure. Please refer to the **PERFORMANCE INDICATORS** section for additional information on this measure.

## EMEA

**Gross Billings** generated for the three months ended September 30, 2014 amounted to \$183.1 million compared to \$169.1 million for the three months ended September 30, 2013, representing an increase of \$14.0 million or 8.3%. The variance is explained by a \$18.5 million favourable impact of currency fluctuation recognized on the translation of foreign operations offset in part by an unfavourable operational variance of \$4.5 million.

The different Gross Billings categories were affected in the following manner:

**Gross Billings from the Sale of Loyalty Units** generated for the three months ended September 30, 2014 amounted to \$156.0 million compared to \$149.8 million for the three months ended September 30, 2013, representing an increase of \$6.2 million or 4.1%, including a \$16.1 million impact of currency fluctuation recognized

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

on the translation of foreign operations. The operational decrease of \$9.9 million is mostly explained by a \$4.9 million decrease in the Nectar Program, driven mostly by the timing of bonusing activity by the program's main Accumulation Partner and by a \$3.5 million decrease in the Air Miles Middle East program, largely due to lower accumulation, including a reduction in offering to members related to a main Accumulation Partner product. Additionally, the variance results from a reduction of \$1.5 million in the Nectar Italia Program due to difficult economic conditions and its impact on the grocery sector.

Nectar UK Points issued during the three months ended September 30, 2014 decreased by 3.4% compared to the same period in the prior year for the reason described above.

Air Miles Middle East Loyalty Units issued during the three months ended September 30, 2014 decreased by 7.4% in comparison to the same period in the prior year mainly resulting from a reduction in offering to members related to a main Accumulation Partner product.

Nectar Italia Points issued during the three months ended September 30, 2014 decreased by 4.8% in comparison to the same period in 2013, mostly due to the reasons described above.

**Other Gross Billings** amounted to \$27.1 million for the three months ended September 30, 2014 compared to \$19.3 million for the three months ended September 30, 2013, representing an increase of \$7.8 million or 40.4%, including a \$2.4 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The operational variance of \$5.4 million is primarily explained by growth in Gross Billings from analytics and insights services, including ISS's international activities, and proprietary loyalty services.

**Redemption Activity** - Redemption activity in the Nectar Program increased by 1.9% compared to the same period in 2013, mainly driven by an increase in the number of Nectar Points in circulation.

Total points redeemed in the Nectar Italia Program for the three months ended September 30, 2014 decreased by 8.7% in comparison to the same period of 2013 mainly due to reduced promotional activity and difficult economic conditions.

Redemption activity in the Air Miles Middle East program increased by 2.0% compared to the same quarter of 2013, explained primarily by an increase in the number of loyalty units in circulation.

**Total Revenue** amounted to \$147.2 million for the three months ended September 30, 2014 compared to \$127.1 million for the three months ended September 30, 2013, representing an increase of \$20.1 million or 15.8% and is explained mostly by the following:

- an increase of \$12.0 million in revenue from Loyalty Units driven primarily by a favourable impact of \$12.3 million of currency fluctuation recognized on the translation of foreign operations. The operational decrease of \$0.3 million is mostly explained by a decrease in redemptions in the Nectar Italia Program;
- an increase of \$6.6 million in other revenue, including a \$1.7 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The operational variance of \$4.9 million is driven by growth in revenue from analytics and insights services, including ISS's international activities; and

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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- an increase of \$1.4 million in revenue from proprietary loyalty services, including a \$0.7 million favourable impact of currency fluctuation recognized on the translation of foreign operations.

**Cost of Rewards and Direct Costs** amounted to \$98.5 million for the three months ended September 30, 2014 compared to \$84.9 million for the three months ended September 30, 2013, representing an increase of \$13.6 million or 16.0%, including a \$10.2 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance, representing an increase of \$3.4 million, is mainly attributable to the following factors:

- an increase driven by redemption activity in the Nectar Program, representing \$2.6 million;
- an increase in direct costs of \$2.0 million resulting from growth in analytics and insights services, including ISS's international activities, and proprietary loyalty services; offset in part by
- a decrease in redemption activity in the Nectar Italia Program, representing \$1.0 million.

**Gross Margin before Depreciation and Amortization** represented 33.1% of total revenue for the three month period ended September 30, 2014 and decreased by 0.1 percentage-point compared to the same period in 2013, a direct result of the factors described above.

**Operating Expenses** amounted to \$45.3 million for the three months ended September 30, 2014 compared to \$34.2 million for the same period in 2013, representing an increase of \$11.1 million or 32.5%, including a \$4.6 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance of \$6.5 million is mostly explained by an increase in global product development costs and a one-time adjustment to pension expense.

**Depreciation and Amortization**, including amortization of Accumulation Partners' contracts, customer relationships and technology, amounted to \$5.1 million and \$4.1 million for the three months ended September 30, 2014 and 2013, respectively. The increase is mainly driven the unfavourable impact of currency fluctuation recognized on the translation of foreign operations and by new technology initiatives.

**Operating Income (Loss)** amounted to \$(1.7) million for the three months ended September 30, 2014 compared to \$3.9 million for the same period in 2013, representing a decrease of \$5.6 million, a direct result of the factors described above.

**Adjusted EBITDA** amounted to \$11.1 million or 6.1% (as a % of Gross Billings) for the three months ended September 30, 2014. Adjusted EBITDA was \$20.2 million or 11.9% (as a % of Gross Billings) for the same period in 2013.

**Adjusted EBITDA** is a non-GAAP measure. Please refer to the **PERFORMANCE INDICATORS** section for additional information on this measure.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## US & APAC

**Gross Billings** amounted to \$82.0 million for the three months ended September 30, 2014 compared to \$86.6 million for the three months ended September 30, 2013, representing a decrease of \$4.6 million or 5.3%, net of a \$4.4 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The operational decrease of \$9.0 million is primarily explained by lower reward fulfillment volume in the US region.

**Total Revenue** amounted to \$83.1 million for the three months ended September 30, 2014 compared to \$85.0 million for the three months ended September 30, 2013, representing a decrease of \$1.9 million or 2.2%, net of a \$4.4 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The operational decrease of \$6.3 million is primarily explained by lower reward fulfillment volume in the US region.

**Cost of Rewards and Direct Costs** amounted to \$44.5 million for the three months ended September 30, 2014 compared to \$47.9 million for the three months ended September 30, 2013, representing a decrease of \$3.4 million or 7.1%, net of a \$2.6 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The operational decrease of \$6.0 million is primarily due to lower reward fulfillment volume in the US region.

**Gross Margin before Depreciation and Amortization** increased by 2.9 percentage-points, and represented 46.5% of total revenue for the three month period ended September 30, 2014, mostly resulting from the mix of services rendered.

**Operating Expenses** amounted to \$41.7 million for the three months ended September 30, 2014 compared to \$41.1 million for the same period in 2013, representing an increase of \$0.6 million or 1.5%, including a \$2.0 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The operational decrease of \$1.4 million is primarily due to lower information technology and professional services costs and the absence of integration and acquisition related expenses.

**Depreciation and Amortization**, including amortization of Accumulation Partners' contracts, customer relationships and technology, amounted to \$3.0 million and \$2.9 million for the three months ended September 30, 2014 and 2013, respectively.

**Operating Income (Loss)** amounted to \$(6.1) million for the three months ended September 30, 2014 compared to \$(6.9) million for the same period in 2013, representing an improvement of \$0.8 million, a direct result of the factors described above.

**Adjusted EBITDA** amounted to \$(4.2) million or (5.1)% (as a % of Gross Billings) for the three months ended September 30, 2014. Adjusted EBITDA was \$(2.4) million or (2.8)% (as a % of Gross Billings) for the same period in 2013.

**Adjusted EBITDA** is a non-GAAP measure. Please refer to the **PERFORMANCE INDICATORS** section for additional information on this measure.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## CORPORATE

**Operating Expenses** amounted to \$20.4 million for the three months ended September 30, 2014 compared to \$23.5 million for the same period in 2013, representing a decrease of \$3.1 million or 13.2%. The decrease is mainly attributable to lower share-based compensation expense, resulting from the revaluation of share-based awards offset in part by an increase in share based awards granted, as well as a decrease in consulting and professional fees. These factors were offset in part by higher costs to support growth in the global businesses.

**Adjusted EBITDA** amounted to \$(16.6) million for the three months ended September 30, 2014 compared to \$(20.0) million for the three months ended September 30, 2013. Adjusted EBITDA for the three months ended September 30, 2014 and 2013 included distributions received from PLM of \$3.8 million and \$3.5 million, respectively.

**Adjusted EBITDA** is a non-GAAP measure. Please refer to the **PERFORMANCE INDICATORS** section for additional information on this measure.

## NINE MONTHS ENDED SEPTEMBER 30, 2014 COMPARED TO NINE MONTHS ENDED SEPTEMBER 30, 2013

### CONSOLIDATED OPERATING RESULTS

A discussion of Aimia's consolidated operating results follows. For a detailed discussion of the segmented operating results, refer to the section entitled **Segmented Operating Results**.

**Gross Billings** generated for the nine months ended September 30, 2014 amounted to \$1,998.5 million compared to \$1,708.4 million for the nine months ended September 30, 2013, representing an increase of \$290.1 million or 17.0%, including a \$83.3 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance of \$206.8 million is mostly explained by the performance of the Aeroplan Program including the \$100.0 million upfront contribution received on January 2, 2014 from TD to help fund program enhancements and the positive performance in the financial sector, offset in part by lower Gross Billings in the EMEA region.

Aimia's ability to generate Gross Billings is a function of the underlying behaviour of the Accumulation Partners' respective customer base and their spending patterns, and proprietary and analytics and insights clients, which are in turn affected by the general economic conditions present in the countries in which the loyalty programs are operated and the services are rendered.

**Total Revenue** generated for the nine months ended September 30, 2014 amounted to \$1,707.7 million compared to \$985.9 million for the nine months ended September 30, 2013, representing an increase of \$721.8 million or 73.2%, explained mostly by the unfavourable impact of \$617.0 million resulting from the change in Breakage estimate in the Aeroplan Program in the second quarter of 2013 and a \$69.5 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance, representing an increase of \$35.3 million, is mostly driven by higher revenue Loyalty Units driven by increased redemptions in the Aeroplan and Nectar

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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programs, offset in part by lower redemptions in the Air Miles Middle East and Nectar Italia programs. The variance also resulted from an increase in other revenue in the EMEA region.

Given the large volume of Loyalty Units issued and redeemed, slight fluctuations in the selling price of a Loyalty Unit will have a significant impact on results.

On a consolidated basis, the impact of a 1% change to the average selling price of a Loyalty Unit would have resulted in a fluctuation in revenue and earnings before income taxes of \$12.1 million for the nine months ended September 30, 2014.

**Cost of Rewards and Direct Costs** amounted to \$1,112.2 million for the nine months ended September 30, 2014 compared to \$874.4 million for the nine months ended September 30, 2013, representing an increase of \$237.8 million or 27.2%, including the \$72.8 million favourable impact resulting from the final judgment of the VAT litigation in the second quarter of 2013 and a \$46.0 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance of \$119.0 million is mainly explained by higher cost of rewards in the Aeroplan Program primarily due to enhanced travel reward offerings under the Distinction program and higher redemptions.

Given the large volume of Loyalty Units issued and redeemed, slight fluctuations in the Average Cost of Rewards per Loyalty Unit will have a significant impact on results.

On a consolidated basis, the impact of a 1% change to the Average Cost of Rewards per Loyalty Unit would have resulted in a fluctuation in cost of sales and earnings before income taxes of \$8.8 million for the nine months ended September 30, 2014.

**Gross Margin before Depreciation and Amortization** represented 34.9% of total revenue for the nine months ended September 30, 2014 and decreased by 6.0 percentage-points compared to the same period in 2013, excluding the unfavourable impact of \$617.0 million resulting from the change in Breakage estimate in the Aeroplan Program and the favourable impact of \$72.8 million resulting from the final judgment of the VAT litigation in the second quarter of 2013, with the remaining variance a direct result of the factors described above.

**Operating Expenses** amounted to \$498.3 million for the nine months ended September 30, 2014 compared to \$508.6 million for the nine months ended September 30, 2013, representing a decrease of \$10.3 million or 2.0%, explained mostly by the expenses related to the final judgment of the VAT litigation in the second quarter of 2013 of \$48.8 million, offset in part by a \$22.7 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance, representing an increase of \$15.8 million, is mainly explained by higher marketing and promotional expenses in Canada related to program enhancements and the launch of the Distinction program, an increase in global product development costs reported in the EMEA region and higher corporate expenses.

**Depreciation and Amortization** amounted to \$36.0 million and \$31.7 million for the nine months ended September 30, 2014 and 2013, respectively. The increase is mostly driven by new technology initiatives in the Canada and EMEA regions.

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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**Amortization of Accumulation Partners' Contracts, Customer Relationships and Technology** amounted to \$98.9 million for the nine months ended September 30, 2014 compared to \$60.5 million for the nine months ended September 30, 2013. The variance is primarily explained by the revision made to the estimated useful lives of certain Accumulation Partners' contracts and customer relationships at the end of 2013.

**Operating Income (Loss)**, excluding the amortization of Accumulation Partners' contracts, customer relationships and technology, referred to above, amounted to \$61.2 million for the nine months ended September 30, 2014 compared to \$(428.8) million for the nine months ended September 30, 2013, representing an increase of \$490.0 million explained mostly by the unfavourable impact of the change in Breakage estimate in the Aeroplan Program of \$617.0 million in the second quarter of 2013, offset in part by the favourable impact resulting from the final judgment of the VAT litigation of \$24.0 million, with the remainder being a direct result of the factors described above.

**Net Financial Expenses** for the nine months ended September 30, 2014 consist primarily of interest expense on long-term debt of \$38.2 million and other financial expenses of \$0.7 million; offset in part by interest revenue of \$11.1 million earned on cash and cash equivalents, short-term investments on deposit and long-term investments in bonds.

**Net Loss** for the nine months ended September 30, 2014 and 2013 include the effect of \$(6.0) million and \$97.4 million of current income tax recoveries (expenses), respectively, as well as \$11.4 million and \$43.0 million of deferred income tax recoveries, respectively. Income tax recovery for the nine months ended September 30, 2013 include \$167.5 million attributable to the impact of the change in Breakage estimate in the Aeroplan Program of \$617.0 million. Net loss for the nine months ended September 30, 2014 and 2013 also include the share of net earnings (loss) of equity-accounted investments of \$0.9 million and \$(8.1) million, respectively.

Current income taxes are primarily attributable to our Canadian operations. Consistent with the prior year, deferred income taxes related to our international tax structures and foreign operations have not been recognized. Consequently, the deferred income tax recovery recorded during the current period, which is primarily related to the Canadian operations, was not increased by deferred income tax recoveries in our foreign operations, resulting in a distorted effective tax rate which is not meaningful or comparative.

**Adjusted EBITDA**, amounted to \$254.2 million or 12.7% (as a % of Gross Billings) for the nine months ended September 30, 2014, and included the upfront contribution received from TD of \$100.0 million to help fund Aeroplan's program enhancements as well as an unfavourable impact of \$33.3 million on the Change in Future Redemption Costs attributable to higher promotional mileage issued on new financial cards acquired in the Aeroplan Program. Adjusted EBITDA was \$269.2 million or 15.8% (as a % of Gross Billings) for the nine months ended September 30, 2013, and included the favourable impact resulting from the final judgment of the VAT litigation of \$24.0 million.

**Adjusted Net Earnings** amounted to \$159.7 million or 8.0% (as a % of Gross Billings) for the nine months ended September 30, 2014, and included the upfront contribution received from TD of \$73.4 million, net of an income tax expense of \$26.6 million, as well as an unfavourable impact of \$24.4 million, net of an income tax recovery of \$8.9 million, attributable to higher promotional mileage issued on new financial cards acquired in the Aeroplan Program. Adjusted Net Earnings for the nine months ended September 30, 2013 amounted to \$194.2 million or 11.4% (as a %

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

of Gross Billings), and included the favourable impact resulting from the final judgment of the VAT litigation of \$24.0 million described above as well as the favourable net impact of the reversal of previously accrued interest of \$16.2 million. The effective tax rate has been impacted as described under [Net Loss](#).

Adjusted EBITDA and Adjusted Net Earnings for the nine months ended September 30, 2014 and 2013 include distributions received from PLM of \$11.2 million and \$10.4 million, respectively.

**Free Cash Flow** for the nine months ended September 30, 2014 amounted to \$162.8 million compared to \$53.0 million for the nine months ended September 30, 2013. The final judgment of the VAT litigation had no impact on cash from operating activities for the nine months ended September 30, 2013, with the exception of the provision payable to certain employees amounting to \$7.2 million (£4.5 million) which was paid during the third quarter of 2013, accordingly the explanations provided below exclude any non-cash related impact. The favourable variance of \$109.8 million is mainly the result of:

- an increase in cash from operating activities of \$141.2 million, explained primarily by an increase in Gross Billings of \$290.1 million, including the \$100.0 million upfront contribution received from TD, the receipt of \$83.4 million from the CRA related to the income tax refund of loss carry back applied in Canada and the receipt of the \$22.5 million harmonized sales tax related to the CIBC Payment, offset in part by higher cost of rewards and direct costs of \$165.0 million, higher operating expenses of \$35.7 million, a \$20.7 million deposit made to Revenue Quebec described under the [Income Taxes](#) section, with the remainder explained by changes in the net operating assets;
- higher capital expenditures of \$19.0 million resulting mostly from real estate and information technology initiatives; and
- increased dividends paid on common shares and preferred shares of \$12.4 million, explained primarily by the increase in the quarterly dividend rate per common share and by the dividends paid on the Series 3 Preferred Shares which were issued on January 15, 2014.

[Adjusted EBITDA](#), [Adjusted Net Earnings](#), and [Free Cash Flow](#) are non-GAAP measures. Please refer to the [PERFORMANCE INDICATORS](#) section for additional information on these measures.

## SEGMENTED OPERATING RESULTS

This section provides a discussion of each of the segment's operating results.

### CANADA

**Gross Billings** generated for the nine months ended September 30, 2014 amounted to \$1,166.4 million compared to \$953.0 million for the nine months ended September 30, 2013, representing an increase of \$213.4 million or 22.4%.

The different Gross Billings categories were affected in the following manner:

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

**Gross Billings from the Sale of Loyalty Units** generated for the nine months ended September 30, 2014 amounted to \$1,017.6 million compared to \$796.4 million for the nine months ended September 30, 2013, representing an increase of \$221.2 million or 27.8%. The variance is explained by the \$100.0 million upfront contribution received from TD to help fund Aeroplan's program enhancements and by a 21.3% increase in the financial sector resulting from higher card acquisitions and partner program conversions, including a \$19.4 million promotion offered by the program's main financial partner on the conveyed credit card portfolio. The positive variance also resulted from increased performance in the travel and retail sectors.

Aeroplan Miles issued during the nine months ended September 30, 2014 increased by 16.1% in comparison to the nine months ended September 30, 2013 mainly due to higher card acquisitions, promotional mileage, including on new financial cards acquired, and partner program conversions.

**Other Gross Billings** amounted to \$148.8 million for the nine months ended September 30, 2014 compared to \$156.6 million for the nine months ended September 30, 2013, representing a decrease of \$7.8 million or 5.0%, mainly explained by a decrease in Gross Billings from proprietary loyalty services due to lower client activity and lower Gross Billings related to services for Aeroplan members and the management of the Air Canada tier membership program.

**Redemption Activity** - Total Miles redeemed under the Aeroplan Program for the nine months ended September 30, 2014 increased by 4.6% compared to the same period in the prior year, driven mostly by an increase in air redemptions due to enhanced travel reward offerings under the Distinction program which commenced on January 1, 2014 offset in part by a decrease in non-air redemptions. The same period in the prior year had lower redemption activity in anticipation of the program changes. The total number of rewards issued and the total number of air rewards issued increased by 10.3% and 16.5% respectively compared to the same period in the prior year.

**Total Revenue** amounted to \$977.9 million for the nine months ended September 30, 2014 compared to \$324.5 million for the nine months ended September 30, 2013, representing an increase of \$653.4 million, including the unfavourable impact of \$617.0 million resulting from the change in Breakage estimate in the Aeroplan Program which occurred in the second quarter of 2013. The remaining favourable variance of \$36.4 million is explained primarily by:

- an increase of \$38.5 million in revenue from Loyalty Units mostly due to an increase in redemption volumes; and by
- an increase of \$2.3 million in other revenue due to the recognition of the compensation amount of \$5.5 million relating to the pension transfer described under the [Contact Centre Employees and Pension Transfer Agreement](#) section, offset in part by lower revenue related to services for Aeroplan members and the management of the Air Canada tier membership program; counterbalanced in part by
- a decrease of \$4.4 million in revenue from proprietary loyalty services mostly related to lower client activity.

**Cost of Rewards and Direct Costs** amounted to \$653.9 million for the nine months ended September 30, 2014 compared to \$533.4 million for the nine months ended September 30, 2013, representing an increase of \$120.5 million or 22.6%. This change is mainly attributable to the following factors:

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

- a higher redemption cost per Aeroplan Mile redeemed of \$98.7 million primarily due to enhanced travel reward offerings under the Distinction program which commenced on January 1, 2014; and
- a higher volume of redemptions for the period, representing \$21.9 million.

**Gross Margin before Depreciation and Amortization** represented 33.1% of total revenue for the nine months ended September 30, 2014 and decreased by 10.2 percentage-points compared to the same period in 2013, excluding the unfavourable impact of \$617.0 million resulting from the change in Breakage estimate in the Aeroplan Program which occurred in second quarter of 2013. The remaining variance is a direct result of the factors described above.

**Operating Expenses** amounted to \$173.7 million for the nine months ended September 30, 2014 compared to \$165.9 million for the nine months ended September 30, 2013, representing an increase of \$7.8 million or 4.7%, explained by higher marketing and promotional expenses, mostly related to program enhancements and the launch of the Distinction program, severance and real estate expenses. The variance was offset in part by lower information technology costs and professional fees.

**Depreciation and Amortization**, including amortization of Accumulation Partners' contracts, customer relationships and technology, amounted to \$110.1 million and \$71.9 million for the nine months ended September 30, 2014 and 2013, respectively. The variance is primarily explained by the revision made to the estimated useful lives of certain Accumulation Partners' contracts at the end of 2013.

**Operating Income (Loss)** amounted to \$40.2 million for the nine months ended September 30, 2014 compared to \$(446.7) million for the nine months ended September 30, 2013, representing an increase of \$486.9 million, explained by the unfavourable impact of \$617.0 million resulting from the change in Breakage estimate in the Aeroplan Program which occurred in the second quarter of 2013 and other factors described above.

**Adjusted EBITDA** amounted to \$273.3 million or 23.4% (as a % of Gross Billings) for the nine months ended September 30, 2014, and included the upfront contribution received from TD of \$100.0 million to help fund Aeroplan's program enhancements, as well as an unfavourable impact of \$33.3 million on the Change in Future Redemption Costs attributable to higher promotional mileage issued on new financial cards acquired. Adjusted EBITDA was \$253.4 million or 26.6% (as a % of Gross Billings) for the nine months ended September 30, 2013.

**Adjusted EBITDA** is a non-GAAP measure. Please refer to the **PERFORMANCE INDICATORS** section for additional information on this measure.

### **EMEA**

**Gross Billings** generated for the nine months ended September 30, 2014 amounted to \$567.9 million compared to \$504.1 million for the nine months ended September 30, 2013, representing an increase of \$63.8 million or 12.7%. The variance is explained by a \$70.0 million favourable impact of currency fluctuation recognized on the translation of foreign operations offset in part by an unfavourable operational variance of \$6.2 million.

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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The different Gross Billings categories were affected in the following manner:

**Gross Billings from the Sale of Loyalty Units** generated for the nine months ended September 30, 2014 amounted to \$494.6 million compared to \$450.3 million for the nine months ended September 30, 2013, representing an increase of \$44.3 million or 9.8%, including a \$61.8 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The operational decrease of \$17.5 million is mostly explained by a \$15.1 million decrease in the Air Miles Middle East program, largely due to additional funding provided by the program's main Accumulation Partner to support enhanced member engagement in the comparative period and a reduction in offering to members related to a main Accumulation Partner product. Additionally, Gross Billings from the sale of Loyalty Units in the Nectar Italia Program decreased by \$7.2 million compared to the same period in the prior year mostly due to difficult economic conditions and its impact on the grocery sector. Gross Billings from the sale of Loyalty Units in the Nectar Program increased by \$4.8 million, driven mostly by higher bonusing activity by the program's main Accumulation Partner.

Nectar UK Points issued during the nine months ended September 30, 2014 increased by 1.7% compared to the same period in the prior year for the reason described above.

Air Miles Middle East Loyalty Units issued during the nine months ended September 30, 2014 decreased by 7.2% in comparison to the same period in the prior year resulting from a reduction in offering to members related to a main Accumulation Partner product and higher levels of activity in the first quarter of 2013 in anticipation of the first expiry anniversary.

Nectar Italia Points issued during the nine months ended September 30, 2014 decreased by 11.3% in comparison to the same period in the prior year, mostly due to the reasons described above.

**Other Gross Billings** amounted to \$73.3 million for the nine months ended September 30, 2014 compared to \$53.8 million for the nine months ended September 30, 2013, representing an increase of \$19.5 million or 36.2%, including a \$8.2 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The operational variance of \$11.3 million is primarily explained by growth in Gross Billings from analytics and insights services, including ISS international activities, and proprietary loyalty services.

**Redemption Activity** - Redemption activity in the Nectar Program increased by 6.4% compared to the same period in the prior year, mainly driven by an increase in the number of Nectar Points in circulation.

Total points redeemed in the Nectar Italia Program for the nine months ended September 30, 2014 decreased by 12.4% in comparison to the same period in the prior year mainly due to lower number of points in circulation and reduced promotional activity.

Redemption activity in the Air Miles Middle East program decreased by 38.7% due to the impact of the first year expiry on March 31, 2013.

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

**Total Revenue** amounted to \$461.9 million for the nine months ended September 30, 2014 compared to \$408.3 million for the nine months ended September 30, 2013, representing an increase of \$53.6 million or 13.1%, and is explained by the following:

- an increase of \$33.9 million in revenue from Loyalty Units, including a favourable impact of \$47.7 million of currency fluctuation recognized on the translation of foreign operations. The operational decrease of \$13.8 million is mostly explained by a decrease in redemptions in the Air Miles Middle East and Nectar Italia programs and additional funding provided by the Air Miles Middle East program's main Accumulation Partner to support enhanced member engagement in the same period of 2013. These factors were offset in part by increased redemptions in the Nectar Program;
- an increase of \$14.6 million in other revenue, including a \$5.9 million favourable impact of currency fluctuation recognized on the translation of foreign operations. The operational variance of \$8.7 million is driven by growth in revenue from analytics and insights services, including ISS's international activities; and
- an increase of \$5.1 million in revenue from proprietary loyalty services, including a \$2.4 million favourable impact of currency fluctuation recognized on the translation of foreign operations, mostly due to an increase in client activity.

**Cost of Rewards and Direct Costs** amounted to \$314.0 million for the nine months ended September 30, 2014 compared to \$200.6 million for the nine months ended September 30, 2013, representing an increase of \$113.4 million or 56.5%, including the \$72.8 million favourable impact resulting from the final judgment of the VAT litigation in the second quarter of 2013 as well as a \$39.0 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance, representing an increase of \$1.6 million, is mainly attributable to the following factors:

- an increase driven by redemption activity in the Nectar Program, representing \$14.7 million; and
- an increase in direct costs of \$4.9 million resulting from growth in analytics and insights services, including ISS's international activities, and proprietary loyalty services; offset in part by
- a decrease in redemption activity in the Air Miles Middle East program, representing \$13.4 million; and
- a reduction in redemption activity in the Nectar Italia Program, representing \$4.6 million.

**Gross Margin before Depreciation and Amortization** represented 32.0% of total revenue for the nine months ended September 30, 2014 and decreased by 1.0 percentage-point compared to the same period in 2013, excluding the impact resulting from the final judgment of the VAT litigation in the second quarter of 2013. The remaining variance is a direct result of the factors described above.

**Operating Expenses** amounted to \$128.9 million for the nine months ended September 30, 2014 compared to \$156.6 million for nine months ended September 30, 2013, representing a decrease of \$27.7 million or 17.7%, explained mostly by the expenses related to the final judgment of the VAT litigation in the second quarter of 2013 of \$48.8 million, offset in part by a \$15.8 million unfavourable impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance, representing an increase of \$5.3 million, is mostly

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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explained by an increase in global product development costs, a one-time adjustment to pension offset in part by lower compensation costs.

**Depreciation and Amortization**, including amortization of Accumulation Partners' contracts, customer relationships and technology, amounted to \$15.8 million and \$11.9 million for the nine months ended September 30, 2014 and 2013, respectively. The increase is mainly driven by the unfavourable impact of currency fluctuation recognized on the translation of foreign operations and new technology initiatives.

**Operating Income** amounted to \$3.2 million for the nine months ended September 30, 2014 compared to \$39.2 million for the nine months ended September 30, 2013, representing a decrease of \$36.0 million, mostly explained by the favourable impact resulting from the final judgment of the VAT litigation in the second quarter of 2013 of \$24.0 million, with the remaining variance being a direct result of the factors described above.

**Adjusted EBITDA** amounted to \$45.5 million or 8.0% (as a % of Gross Billings) for the nine months ended September 30, 2014. Adjusted EBITDA was \$80.6 million or 16.0% (as a % of Gross Billings) for the nine months ended September 30, 2013 and included the favourable impact resulting from the final judgment of the VAT litigation of \$24.0 million.

**Adjusted EBITDA** is a non-GAAP measure. Please refer to the **PERFORMANCE INDICATORS** section for additional information on this measure.

## US & APAC

**Gross Billings** amounted to \$264.9 million for the nine months ended September 30, 2014 compared to \$251.7 million for the nine months ended September 30, 2013, representing an increase of \$13.2 million or 5.2%, explained by a \$13.3 million impact of currency fluctuation recognized on the translation of foreign operations, with the positive contribution from a net increase in business from existing and new clients in the region being offset by lower reward fulfillment volume in the US region.

**Total Revenue** amounted to \$268.6 million for the nine months ended September 30, 2014 compared to \$253.5 million for the nine months ended September 30, 2013, representing an increase of \$15.1 million or 6.0%, including a \$13.5 million impact of currency fluctuation recognized on the translation of foreign operations. The operational increase of \$1.6 million is primarily explained by net increase in business from existing and new clients offset in part by lower reward fulfillment volume in the US region.

**Cost of Rewards and Direct Costs** amounted to \$144.3 million for the nine months ended September 30, 2014 compared to \$140.4 million for the nine months ended September 30, 2013, representing an increase of \$3.9 million or 2.8%, including a \$7.0 million impact of currency fluctuation recognized on the translation of foreign operations. The operational decrease of \$3.1 million is primarily explained by lower reward fulfillment volume in the US region offset in part by a net increase in business from existing and new clients.

**Gross Margin before Depreciation and Amortization** increased by 1.7 percentage-points and represented 46.3% of total revenue for the nine months ended September 30, 2014, mostly resulting from the mix of services rendered.

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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**Operating Expenses** amounted to \$130.8 million for the nine months ended September 30, 2014 compared to \$123.6 million for the nine months ended September 30, 2013, representing an increase of \$7.2 million or 5.8% mostly explained by a \$6.9 million impact of currency fluctuation recognized on the translation of foreign operations. The remaining variance is primarily explained by a net increase in business offset in part by lower information technology and professional services costs and the absence of integration and acquisition related expenses.

**Depreciation and Amortization**, including amortization of Accumulation Partners' contracts, customer relationships and technology, amounted to \$9.0 million and \$8.4 million for the nine months ended September 30, 2014 and 2013, respectively.

**Operating Income (Loss)** amounted to \$(15.5) million for the nine months ended September 30, 2014 compared to \$(18.9) million for the nine months ended September 30, 2013, representing an improvement of \$3.4 million, a direct result of the factors described above.

**Adjusted EBITDA** amounted to \$(10.2) million or (3.9)% (as a % of Gross Billings) for the nine months ended September 30, 2014. Adjusted EBITDA was \$(12.3) million or (4.9)% (as a % of Gross Billings) for the nine months ended September 30, 2013.

**Adjusted EBITDA** is a non-GAAP measure. Please refer to the **PERFORMANCE INDICATORS** section for additional information on this measure.

### CORPORATE

**Operating Expenses** amounted to \$65.6 million for the nine months ended September 30, 2014 compared to \$62.9 million for the nine months ended September 30, 2013, representing an increase of \$2.7 million or 4.3%. The increase is mainly attributable to higher costs to support growth in the global businesses, offset in part by a decrease in consulting and professional fees and lower share-based compensation expense, resulting from the revaluation of share-based awards partly counterbalanced by an increase in share based awards granted.

**Adjusted EBITDA** amounted to \$(54.4) million for the nine months ended September 30, 2014 compared to \$(52.5) million for the nine months ended September 30, 2013. Adjusted EBITDA for the nine months ended September 30, 2014 and 2013 included distributions received from PLM of \$11.2 million and \$10.4 million, respectively.

**Adjusted EBITDA** is a non-GAAP measure. Please refer to the **PERFORMANCE INDICATORS** section for additional information on this measure.

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

## SUMMARY OF QUARTERLY RESULTS

This section includes sequential quarterly data for the eight quarters ended September 30, 2014.

	2014			2013				2012 <sup>(q)</sup>
<i>(in millions of Canadian dollars, except per share amounts)</i>	Q3	Q2	Q1	Q4	Q3	Q2	Q1 <sup>(p)</sup>	Q4 <sup>(p)</sup>
<b>Gross Billings</b>	<b>633.2</b>	648.1	717.2 <sup>(d)</sup>	658.0	576.7	570.6	561.1	615.1
<b>Gross Billings from the sale of Loyalty Units</b>	<b>472.4</b>	491.1	548.7 <sup>(d)</sup>	464.7	419.1	414.3	413.3	429.5
<b>Revenue</b>	<b>543.4</b>	555.4	608.9	687.6	499.7	(123.3) <sup>(e)</sup>	609.5	678.2
Cost of rewards and direct costs	<b>(353.2)</b>	(354.5)	(404.5)	(427.3)	(290.4)	(230.6) <sup>(h)</sup>	(353.4)	(412.7)
Gross margin before depreciation and amortization <sup>(a)</sup>	<b>190.2</b>	200.9	204.4	260.3	209.3	(353.9) <sup>(e)(h)</sup>	256.1	265.5
Operating expenses	<b>(160.9)</b>	(168.5)	(168.9)	(400.3) <sup>(f)(g)</sup>	(157.1)	(198.2) <sup>(h)</sup>	(153.3)	(153.4)
Depreciation and amortization	<b>(12.4)</b>	(12.1)	(11.5)	(11.8)	(10.9)	(10.5)	(10.3)	(12.0)
Operating income (loss) before amortization of Accumulation Partners' contracts, customer relationships and technology	<b>16.9</b>	20.3	24.0	(151.8) <sup>(f)(g)</sup>	41.3	(562.6) <sup>(e)(h)</sup>	92.5	100.1
Amortization of Accumulation Partners' contracts, customer relationships and technology	<b>(32.9)</b>	(33.0)	(33.0)	(23.9)	(20.1)	(20.1)	(20.3)	(24.8)
Operating income (loss)	<b>(16.0)</b>	(12.7)	(9.0)	(175.7) <sup>(f)(g)</sup>	21.2	(582.7) <sup>(e)(h)</sup>	72.2	75.3
Net earnings (loss) attributable to equity holders of the Corporation	<b>(24.3)</b>	(19.2)	(17.3)	(125.6) <sup>(g)(l)</sup>	2.1	(415.3) <sup>(e)(h)(i)(k)</sup>	40.5	56.9
Adjusted EBITDA <sup>(b)</sup>	<b>63.9</b> <sup>(m)</sup>	58.7 <sup>(m)</sup>	132.6 <sup>(d)</sup>	(111.1) <sup>(f)(m)</sup>	85.7 <sup>(m)</sup>	102.0 <sup>(h)(l)(m)</sup>	82.8	118.2 <sup>(m)</sup>
Net earnings (loss) attributable to equity holders of the Corporation	<b>(24.3)</b>	(19.2)	(17.3)	(125.6) <sup>(g)(l)</sup>	2.1	(415.3) <sup>(e)(h)(i)(k)</sup>	40.5	56.9
Earnings (loss) per common share <sup>(c)</sup>	<b>(0.17)</b>	(0.14)	(0.13)	(0.74) <sup>(g)(l)</sup>	0.00	(2.43) <sup>(e)(h)(i)(k)</sup>	0.22	0.31
Free Cash Flow <sup>(b)</sup>	<b>19.9</b>	116.6 <sup>(o)</sup>	26.3 <sup>(d)(n)</sup>	(84.3) <sup>(n)</sup>	36.3	56.7	(40.0)	46.7

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

- (a) Excludes depreciation and amortization as well as amortization of Accumulation Partners' contracts, customer relationships and technology.
- (b) A non-GAAP measurement.
- (c) After deducting dividends declared on preferred shares.
- (d) Includes a \$100.0 million upfront contribution received from TD to help fund Aeroplan's program enhancements.
- (e) Includes the impact of the change in the Breakage estimate in the Aeroplan Program which resulted in a reduction of \$663.6 million to revenue from Loyalty Units, of which \$617.0 million is attributable to the years prior to 2013, \$25.1 million to the three month period ended March 31, 2013 and \$21.5 million to the three month period ended June 30, 2013.
- (f) Includes the impact of the CIBC Payment of \$150.0 million and the Card Migration Provision of \$50.0 million.
- (g) Includes a goodwill impairment charge of \$19.1 million recorded during the three month ended December 31, 2013 related to the US Proprietary Loyalty CGU.
- (h) Includes a favourable impact of \$26.1 million (£16.4 million) resulting from the final judgment of the VAT litigation which occurred in the second quarter of 2013. Of this amount, \$74.9 million (£47.0 million) was recorded as a reduction of cost of rewards and \$48.8 million (£30.6 million) as an increase to operating expenses.
- (i) Includes the unfavourable impact of the change in Breakage estimate in the Aeroplan Program, net of an income tax recovery of \$179.8 million, of which \$167.5 million is attributable to years prior to 2013, \$6.6 million to the three month period ended March 31, 2013 and \$5.7 million to the three month period ended June 30, 2013.
- (j) Includes the unfavourable impact attributable to the CIBC Payment and the Card Migration Provision totaling \$146.9 million, net of an income tax recovery of \$53.1 million.
- (k) Includes the favourable impact of the reversal in the second quarter of 2013 of previously accrued interest of \$17.3 million (£10.8 million) resulting from the final judgment of the VAT litigation.
- (l) The Change in Future Redemption costs for the three months ended June 30, 2013 includes the unfavourable impact resulting from the change in the Breakage estimate in the Aeroplan Program amounting to \$24.8 million, of which \$12.4 million relates to the three month period ended March 31, 2013 and \$12.4 million to the three month period ended June 30, 2013.  
Additionally, the Change in Future Redemption costs for the three months ended June 30, 2013 includes the favourable impact of \$0.5 million (£0.3 million) resulting from the final judgment of the VAT litigation.
- (m) Adjusted EBITDA includes distributions received or receivable from equity-accounted investments amounting to \$3.8 million, \$7.4 million, \$5.3 million, \$3.5 million, \$6.9 million and \$15.7 million for the three months ended September 30, 2014, June 30, 2014, December 31, 2013, September 30, 2013, June 30, 2013 and December 31, 2012, respectively.
- (n) The Free Cash Flow for the three month period ended December 31, 2013 includes the CIBC Payment of \$150.0 million made upon the closing of the asset purchase agreement and the related harmonized sales tax of \$22.5 million.  
The Free Cash Flow for the three month period ended March 31, 2014 includes the receipt of the related harmonized sales tax of \$22.5 million.
- (o) The Free Cash Flow for the three month period ended June 30, 2014 includes an amount of \$83.4 million received from the CRA related to the income tax refund of loss carry back applied in Canada.
- (p) These figures do not include any effect related to the change in Breakage estimate made during the second quarter of 2013 in the Aeroplan Program.
- (q) 2012 financial information was restated to reflect the retroactive application of the amendments to IAS 19. Refer to the [CHANGES IN ACCOUNTING POLICIES](#) section from the 2013 MD&A for additional information.

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

## FINANCING STRATEGY

Aimia generates sufficient cash flow internally to fund cash dividends, capital expenditures and to service its debt obligations. Management believes that Aimia's internally generated cash flows, combined with its ability to access undrawn credit facilities and external capital, provide sufficient resources to finance its cash requirements for the foreseeable future and to maintain available liquidity, as discussed in the [LIQUIDITY AND CAPITAL RESOURCES](#) section. Dividends are expected to continue to be funded from internally generated cash flows.

## LIQUIDITY AND CAPITAL RESOURCES

At September 30, 2014, Aimia had \$615.2 million of cash and cash equivalents, \$25.8 million of restricted cash, \$61.6 million of short-term investments and \$247.1 million of long-term investments in bonds, for a total of \$949.7 million. Approximately \$34.9 million of the total amount is invested in Bankers' Acceptances and term deposits maturing on various dates through to October 2014 and \$308.7 million is mostly invested in corporate, federal and provincial government bonds maturing at various dates between November 2014 and June 2020. The Aeroplan Miles redemption reserve described under [Redemption Reserve](#) is included in short-term investments and long-term investments. Aimia's cash and cash equivalents, restricted cash, short-term investments and long-term investments in bonds are not invested in any asset-backed commercial paper.

The following table provides an overview of Aimia's cash flows for the periods indicated:

<i>(in millions of Canadian dollars)</i>	Three Months Ended September 30,		Nine Months Ended September 30,	
	2014	2013	2014	2013
<b>Cash and cash equivalents, beginning of period</b>	<b>748.1</b>	<b>499.4</b>	<b>449.1</b>	<b>498.0</b>
Cash from operating activities	68.1	80.7	321.4	180.2
Cash used in investing activities	(17.9)	(28.7)	(65.4)	(52.8)
Cash used in financing activities	(185.8)	(27.9)	(99.4)	(98.2)
Translation adjustment related to cash	2.7	8.6	9.5	4.9
<b>Cash and cash equivalents, end of period</b>	<b>615.2</b>	<b>532.1</b>	<b>615.2</b>	<b>532.1</b>

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## OPERATING ACTIVITIES

Cash from operations is generated primarily from the collection of Gross Billings and is reduced by the cash required to deliver rewards when Loyalty Units are redeemed, and by the cash required to provide proprietary loyalty and analytics and insights services. Cash flow from operations is also reduced by operating expenses and interest and income taxes paid.

Cash flows from operating activities amounted to \$68.1 million and \$321.4 million for the three and nine months ended September 30, 2014, respectively, compared to \$80.7 million and \$180.2 million for the three and nine months ended September 30, 2013, respectively.

The unfavourable variance of \$12.6 million for the three months ended September 30, 2014 compared to the three months ended September 30, 2013 is explained primarily by higher cost of rewards and direct costs of \$62.8 million, a \$20.7 million deposit made to Revenue Quebec described under the *Income Taxes* section, higher operating expenses of \$7.4 million, offset in part by an increase in Gross Billings of \$56.5 million, with the remainder explained by changes in the net operating assets.

The final judgment of the VAT litigation had no impact on cash from operating activities for the nine months ended September 30, 2013, with the exception of the provision payable to certain employees amounting to \$7.2 million (£4.5 million) which was paid during the third quarter of 2013, accordingly the explanations provided below exclude any non-cash related impact.

The favourable variance of \$141.2 million for the nine months ended September 30, 2014 compared to the nine months ended September 30, 2013 is explained primarily by an increase in Gross Billings of \$290.1 million, including the \$100.0 million upfront contribution received from TD, the receipt of \$83.4 million from the CRA related to the income tax refund of loss carry back applied in Canada and the receipt of the \$22.5 million harmonized sales tax related to the CIBC Payment, offset in part by higher cost of rewards and direct costs of \$165.0 million, higher operating expenses of \$35.7 million, a \$20.7 million deposit made to Revenue Quebec described under the *Income Taxes* section, with the remainder explained by changes in the net operating assets.

Please refer to the *Free Cash Flow* section for more information.

## INVESTING ACTIVITIES

Investing activities for the three and nine months ended September 30, 2014 reflect proceeds from short-term investments of \$30.5 million and \$45.3 million, respectively, as well as long-term investments made of \$34.2 million respectively for each of these periods.

Investing activities for the nine months ended September 30, 2014 also reflect investments made in equity-accounted investments including \$17.1 million for Think Big, \$3.9 million for Travel Club and \$1.6 million for China Rewards.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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Capital expenditures for the three and nine months ended September 30, 2014 amounted to \$11.8 million and \$51.5 million, respectively. Anticipated capital expenditures for 2014 are expected to approximate between \$70.0 million and \$80.0 million.

## FINANCING ACTIVITIES

Financing activities for the three and nine months ended September 30, 2014 reflect the payment of common and preferred dividends amounting to \$36.4 million and \$107.1 million, respectively, and the repayment of the Senior Secured Notes Series 2 in the amount of \$150.0 million on September 2, 2014.

Financing activities for the nine months ended September 30, 2014 also reflect the proceeds from the issuance of the Series 3 Preferred Shares of \$146.0 million, net of \$4.0 million of issue costs. During the three and nine months ended September 30, 2014, financing activities also reflect the receipt by the Corporation of \$0.6 million and \$11.7 million, respectively, upon the exercise of stock options.

## LIQUIDITY

Aimia anticipates that total capital requirements for the 2014 fiscal year will be between \$213.5 million and \$223.5 million, including \$143.5 million in respect of anticipated cash dividends to its common and preferred shareholders and between \$70.0 million and \$80.0 million in respect of capital expenditures. The capital requirements will be funded from operations, available cash on deposit from the [Redemption Reserve](#) to the extent required and where applicable (i.e. in periods of unusually high redemption activity) and undrawn credit facilities, if necessary.

## REDEMPTION RESERVE

Aeroplan maintains the Aeroplan Miles redemption reserve (the "Reserve"), which, subject to compliance with the provisions of the Corporation's credit facilities, may be used to supplement cash flows generated from operations in order to pay for rewards during periods of unusually high redemption activity associated with Aeroplan Miles under the Aeroplan Program. In the event that the Reserve is accessed, Aeroplan has agreed to replenish it as soon as practicable, with available cash generated from operations. To date, Aimia has not used the funds held in the Reserve. At September 30, 2014, the Reserve amounted to \$300.0 million and was included in short-term investments and long-term investments.

The amount held in the Reserve, as well as the types of securities in which it may be invested, are based on policies established by management, which are reviewed periodically. At September 30, 2014, the Reserve was invested in corporate, federal and provincial bonds.

Management is of the opinion that the Reserve is sufficient to cover redemption costs, including redemption costs incurred in periods of unusually high redemption activity, as they become due, in the normal course of business. Management reviews the adequacy of the Reserve periodically and may adjust the level of the Reserve depending upon the outcome of this review.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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At September 30, 2014, the Reserve, as well as other assets held to comply with a contractual covenant with a major Accumulation Partner, represented 21.4% of the consolidated Future Redemption Cost liability or \$487.9 million.

The deferred revenue presented in the balance sheet represents accumulated unredeemed Loyalty Units valued at their weighted average selling price and unrecognized Breakage. The estimated consolidated Future Redemption Cost liability of those Loyalty Units, calculated at the current Average Cost of Rewards per Loyalty Unit redeemed, is approximately \$2,284.9 million.

## CREDIT FACILITIES AND LONG-TERM DEBT

At September 30, 2014, Aimia had Senior Secured Notes outstanding in the amount of \$650.0 million maturing at various dates through May 17, 2019. In addition, Aimia has an authorized revolving credit facility of \$300.0 million maturing on April 23, 2018, and irrevocable letters of credit in the aggregate amount of \$51.2 million which reduce the available credit under this facility. The revolving facility is provided by a syndicate that consists of nine institutional lenders. It is Aimia's intention to renew or replace its credit facility as it comes due or earlier if credit market conditions permit.

The Senior Secured Notes Series 2, in the principal amount of \$150.0 million, matured on September 2, 2014 and were repaid with cash on hand.

The continued availability of the credit facility is subject to Aimia's ability to maintain certain leverage, debt service and interest coverage covenants, as well as other affirmative and negative covenants, including certain limitations of distributions in the form of dividends or equity repayments in any given fiscal year, as set out in the credit agreement. At September 30, 2014, Aimia complied with all such covenants.

## BUSINESS ACQUISITION

### SMART BUTTON ASSOCIATES, INC.

On July 17, 2013, Aimia purchased all outstanding common shares of Smart Button, which offers clients a turnkey, feature rich, software as a service loyalty solution, for a total purchase price of \$19.8 million (US\$19.0 million). Of this amount, \$9.6 million (US\$9.2 million) was paid with cash on hand on the acquisition date, \$4.2 million (US\$4.0 million) represents the fair value of a contingent consideration payable upon the achievement of a revenue target in 2015 and \$6.0 million (US\$5.8 million) was placed in escrow. Of the amount placed in escrow, \$4.2 million (US\$4.0 million) represents deferred compensation payable to certain selling shareholders.

The deferred compensation is accrued on a straight line basis over the vesting periods as compensation expense in the general and administrative expenses of Aimia's consolidated financial statements and was excluded from the total consideration to be allocated.

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Purchase price	
<i>(in millions of Canadian dollars)</i>	
<b>Total consideration</b>	<b>19.8</b>
Deferred compensation	(4.2)
<b>Total consideration to allocate</b>	<b>15.6</b>

In order to complete the transaction, Aimia incurred approximately \$0.6 million (US\$0.5 million) of acquisition-related costs during the third quarter of 2013 which were included in general and administrative expenses.

The final allocation was completed during the fourth quarter of 2013.

Recognized amounts of identifiable assets acquired and liabilities assumed	
<i>(in millions of Canadian dollars)</i>	
Cash and cash equivalents	0.7
Technology	10.1
Customer relationships	1.3
Other intangibles	0.9
Other identifiable assets	0.9
Deferred income taxes	(4.8)
Other identifiable liabilities	(1.1)
<b>Total identifiable net assets (liabilities)</b>	<b>8.0</b>
Goodwill	7.6
<b>Total</b>	<b>15.6</b>

### EQUITY-ACCOUNTED INVESTMENTS

As at	September 30,	December 31,
<i>(in millions of Canadian dollars)</i>	2014	2013
Investment in PLM Premier, S.A.P.I. de C.V. <sup>(a)</sup>	95.8	97.2
Other equity-accounted investments in joint ventures <sup>(b)</sup>	19.2	4.1
Equity-accounted investments in associates <sup>(c)</sup>	8.0	4.1
<b>Total</b>	<b>123.0</b>	<b>105.4</b>

- (a) During the three and nine months ended September 30, 2014, Aimia received distributions from PLM of \$3.8 million (US \$3.4 million) and \$11.2 million (US\$10.2 million), respectively, compared to distributions of \$3.5 million (US\$3.4 million) and \$10.4 million (US\$10.2 million) during the three and nine months ended September 30, 2013, respectively.

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

- (b) On February 6, 2014, Aimia invested \$17.1 million (RM\$51.1 million) in Think Big, the owner and operator of BIG, AirAsia and Tune Group's loyalty program, with up to an additional \$7.4 million (RM\$21.9 million) to be invested if certain milestones are achieved by December 31, 2015.

On April 3, 2013, Aimia invested an additional amount of \$5.5 million (US\$5.5 million) in Prismah.

- (c) On April 10, 2014, Aimia acquired a 25% stake in Travel Club, a coalition loyalty program in Spain, for a total cash consideration of \$3.9 million (€2.6 million).

On May 29, 2014 and April 8, 2013, Aimia made investments of \$1.6 million (US\$1.5 million) and \$3.3 million (US\$3.2 million), respectively, in China Rewards, a Chinese based retail coalition loyalty program start-up.

Share of net earnings (loss) of equity-accounted investments <i>(in millions of Canadian dollars)</i>	Three Months Ended September 30,		Nine Months Ended September 30,	
	2014	2013	2014	2013
Investment in PLM Premier, S.A.P.I. de C.V.	1.7	(4.1)	5.8	(6.4)
Other equity-accounted investments in joint ventures	(0.7)	(0.2)	(2.5)	(1.5)
Equity-accounted investments in associates	(1.8)	(0.2)	(2.4)	(0.2)
<b>Total</b>	<b>(0.8)</b>	<b>(4.5)</b>	<b>0.9</b>	<b>(8.1)</b>

PLM reported Gross Billings of \$46.1 million and \$128.6 million for the three and nine months ended September 30, 2014, respectively, compared to \$38.8 million and \$116.2 million for the three and nine months ended September 30, 2013, respectively.

### MEASUREMENT UNCERTAINTY

Aimia may be required to provide rewards to members for unexpired Loyalty Units accounted for as Breakage on the Loyalty Units issued to date for which the revenue has been recognized or deferred and for which no liability has been recorded. The potential redemption cost for such Loyalty Units is estimated to be \$815.9 million at September 30, 2014.

The potential redemption costs, noted above, have been calculated on the basis of the current average redemption cost, reflecting actual prices with Redemption Partners, including Air Canada, and the experienced mix of the various types of rewards that members have selected, based on past experience.

Management has calculated that the cumulative effect of a 1% change in Breakage in each individual program would have a consolidated impact on revenue and earnings before income taxes of \$157.4 million for the period in which the change occurred, with \$143.9 million relating to prior years and \$13.5 million relating to the current nine month period.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## PROVISIONS, CONTINGENT LIABILITIES AND GUARANTEES

### PROVISIONS

#### *A) Asset Purchase Agreement*

In relation to the asset purchase and migration agreements with TD and CIBC and the net migration of Aeroplan-branded credit card accounts between CIBC and TD, a provision totaling \$50.0 million was recorded in general and administrative expenses during the fourth quarter of 2013. At this time, the provision represents management's best estimate. Please refer to the [NEW FINANCIAL CARD AGREEMENTS](#) section for more information.

#### *B) VAT Litigation*

Aimia EMEA Limited (formerly Loyalty Management Group Limited) was in litigation with Her Majesty's Revenue & Customs ("HMRC") since 2003 relating to the VAT treatment of the Nectar Program as it applies to the deductibility of input tax credits in the remittance of VAT owed.

On October 7, 2010, the European Court of Justice ("ECJ") ruled against Aimia EMEA Limited and in favour of HMRC. The case was referred back to the UK Supreme Court for judgment based on the guidance of the ECJ. The hearing took place on October 24 and October 25, 2012. On March 13, 2013, the UK Supreme Court issued its judgment. While the ruling was in favour of Aimia EMEA Limited, the UK Supreme Court asked for further written submissions from both Aimia EMEA Limited and HMRC to fully determine the case.

For the three months ended March 31, 2013, \$2.1 million (£1.4 million) had been recorded in cost of rewards and \$1.1 million (£0.7 million) had been recorded in interest expense.

On June 20, 2013, the UK Supreme Court issued its final judgment in favour of Aimia. As a result, an amount of \$161.3 million (£101.1 million) was reversed from the provision to net earnings during the second quarter of 2013. Of this amount, \$142.4 million (£89.3 million) related to cost of rewards and represented input tax credits relating to the supply of goods claimed historically and to date, \$17.3 million (£10.8 million) related to interest expense and \$1.6 million (£1.0 million) to operating expenses as it represented legal fees. At the same time, the accounts receivable of \$67.5 million (£42.3 million) which would have been due from certain Redemption Partners in the event of Aimia EMEA Limited losing the case was also released to cost of rewards.

Additionally, as set out in the agreement at the time of acquisition, an amount of \$7.2 million (£4.5 million) relating to a provision payable to certain employees in the event of a favourable judgment as well as an amount of \$43.2 million (£27.1 million) relating to the contingent consideration payable to the former shareholders of Aimia EMEA Limited were recorded in accounts payable and general and administrative expenses for the period ending June 30, 2013. The contingent consideration payable was settled on July 19, 2013 upon the release of the funds held in escrow to the former shareholders of Aimia EMEA Limited.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## CONTINGENT LIABILITIES AND GUARANTEES

Aimia has agreed to indemnify its directors and officers, and the directors and officers of its subsidiaries, to the extent permitted under corporate law, against costs and damages incurred as a result of lawsuits or any other judicial, administrative or investigative proceeding in which said directors or officers are sued as a result of their services. The directors and officers are covered by directors' and officers' liability insurance.

In limited circumstances, Aimia may provide guarantees and/or indemnifications to third parties to support the performance obligations of its subsidiaries under commercial contracts. At September 30, 2014, Aimia's maximum exposure under such guarantees was estimated to amount to \$216.4 million. No amount has been recorded in these financial statements with respect to the indemnification and guarantee agreements.

On July 2, 2009, Aimia was served with a motion for authorization to institute a class action and to obtain the status of representative in the Superior Court of Quebec. The motion was heard on May 9 and 10, 2011 and Aeroplan was added as a potential defendant. In a judgment dated March 6, 2012, the Superior Court of Quebec authorized the motion for the petitioner to bring a class action. That motion was the first procedural step before any class action could be instituted. A notice of the judgment authorizing the class action was published on April 6, 2013.

On October 1, 2013, the petitioner served and filed its class action proceeding seeking to nullify the changes made to the mileage expiry and accumulation rules of the Aeroplan Program announced on October 16, 2006, reimbursement of any amounts expended by Aeroplan members to reinstate their expired miles, \$50 in compensatory damages and an undetermined amount in exemplary damages on behalf of each class member. The parties have agreed upon a timetable for procedural matters leading up to readiness for trial. Management does not expect a ruling on the merits for at least 2 years.

Management has filed a strong defence to this class action lawsuit and believes that it is more likely than not that its position will be sustained, consequently, no liability has been recognized in these financial statements. If the ultimate resolution of this class action lawsuit differs from this assessment and assumptions, a material adjustment to the financial position and results of operations could result.

From time to time, Aimia becomes involved in various claims and litigation as part of its normal course of business. While the final outcome thereof cannot be predicted, based on the information currently available, management believes the resolution of current pending claims and litigation will not have a material impact on Aimia's financial position and results of operations.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## INCOME TAXES

### CANADA REVENUE AGENCY NOTICE OF REASSESSMENT

On August 30, 2013, Aimia received a notice of reassessment from the CRA with respect to the taxation year ended December 31, 2008. The reassessment relates to the timing of recognition for tax purposes of deferred revenues from Breakage. Aimia recognizes the deferred revenue from Breakage for tax purposes in the same manner as for accounting purposes. The CRA is of the view that Aimia should recognize for tax purposes all of its deferred revenue from Breakage in the year that it is billed. The impact of this reassessment is to increase taxable income at December 31, 2008 by \$222.5 million, representing the deferred Breakage revenue balance reflected in the accounts at December 31, 2008, with a corresponding increase in current income tax liability of \$54.0 million. Interest and penalties of \$24.0 million were also assessed.

This difference in income inclusion for tax purposes versus the method adopted for accounting purposes represents a temporary difference which would give rise to a deferred income tax recovery asset of \$43.0 million.

Management is of the view that there is a strong case to support its filed position and has contested the reassessment through the CRA administrative appeals procedures. On February 11, 2014, as required under the relevant tax laws, the Corporation issued a letter of credit to the CRA in the amount of \$41.3 million. This letter of credit acts as security for the reassessment and it will be released back to the Corporation upon the successful defence of its filing position.

Since management believes that it is more likely than not that its position will be sustained, no amounts related to this issue have been recorded in the financial statements as of September 30, 2014.

### REVENUE QUEBEC NOTICE OF ASSESSMENT

On August 28, 2014, Aimia received a notice of assessment from Revenue Quebec ("RQ") with respect to the taxation year ended December 31, 2008. This assessment follows the same tax treatment for deferred breakage as assessed by the CRA resulting in an increase in taxable income at December 31, 2008 for Quebec tax purposes of \$222.5 million with a corresponding increase in current income tax liability of \$13.6 million. Interest and penalties of \$7.1 million were also assessed.

The difference in income inclusion for tax purposes versus the method adopted for accounting purposes represents a temporary difference which would give rise to a deferred income tax recovery asset of \$15.6 million.

The appeal filed by management contesting the similar reassessment issued by CRA has been recorded by RQ. On September 16, 2014, as required under tax laws, the Corporation deposited \$20.7 million with RQ to act as security for the assessment. This deposit will be repaid to the Corporation upon the successful defence of its filing position and is included in income taxes receivable.

Management believes that it is more likely than not that its position will be sustained.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## NEW FINANCIAL CARD AGREEMENTS

On September 16, 2013, Aimia entered into ten-year financial credit card agreements with each of TD Bank Group ("TD") and Canadian Imperial Bank of Commerce ("CIBC"), effective from January 1, 2014. Under these agreements TD has become Aeroplan's primary financial services partner and credit card issuer, while CIBC continues to be an issuer of Aeroplan credit cards. The financial credit card agreement with TD includes a \$100.0 million upfront contribution payable by TD to Aimia to help fund program enhancements effective as of January 1, 2014. The contribution was received in full on January 2, 2014, and consequently recorded in deferred revenue. The contribution will be recognized as revenue over the term of the agreement in accordance with Aimia's accounting policy for the sale of Loyalty Units.

On September 16, 2013, Aimia also entered into an asset purchase agreement with TD and CIBC. These agreements were subject to certain regulatory approvals and other closing conditions, all of which were fulfilled on December 27, 2013. Pursuant to this agreement, TD acquired on December 27, 2013 approximately half of the Aeroplan credit card portfolio from CIBC and CIBC retained the balance, comprised of Aeroplan cardholders who have broader banking relationships with CIBC. As a result, a payment of \$150.0 million in relation to the sale of approximately half of the Aeroplan card portfolio to TD, was made by Aimia to CIBC and recorded in general and administrative expenses during the fourth quarter of 2013. Concurrent with the asset purchase agreement, the parties entered into a migration agreement. Depending on the net migration of Aeroplan-branded credit card accounts between CIBC and TD over the first five years of the agreement (meaning the net amount of cardholders retained by CIBC who choose to move to TD and the cardholders purchased by TD who choose to move to CIBC), TD, Aimia and CIBC have agreed to make payments of up to \$400.0 million. Aimia will be responsible for, or entitled to receive, up to \$100.0 million of these payments over five years. During the fourth quarter of 2013, a provision totaling \$50.0 million was recorded, representing management's best estimate of the anticipated net migration of Aeroplan-branded credit card accounts between CIBC and TD over five years. There was no change to this provision for the nine months ended September 30, 2014. Please refer to the [Provisions](#) section for more information. In accordance with the migration agreement, the payments relating to the net migration of the Aeroplan-branded credit card accounts are to be made within the first 45 days of each year, with the first payment being due in 2015.

## TRANSACTIONS WITH AIR CANADA

Aeroplan has entered into various agreements with Air Canada governing the commercial relationship between Aeroplan and Air Canada, which are described in Aimia's Annual Information Form dated March 20, 2014.

Air Canada is one of Aimia's largest Accumulation Partners, representing 10% of Gross Billings for the three months ended September 30, 2014 and 9% of Gross Billings for the nine months ended September 30, 2014, or 10% of Gross Billings excluding the \$100.0 million upfront contribution received from TD in the first quarter of 2014, compared to 10% and 11% of Gross Billings for the three and nine months ended September 30, 2013, respectively. Under the CPSA, Air Canada's annual commitment, which is based on 85% of the average total Aeroplan Miles

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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issued in respect of Air Canada flights or Air Canada airline affiliate products and services in the three preceding calendar years, is estimated to be \$218.0 million for 2014. Air Canada, including other Star Alliance partners, is Aimia's largest Redemption Partner. For the three and nine months ended September 30, 2014, 45% of total reported cost of rewards and direct costs was paid to Air Canada, in connection with rewards purchased from Air Canada and other airlines (Star Alliance Partners) compared to 38% and 43% for the three and nine months ended September 30, 2013, respectively. Excluding the impact of the final judgment of the VAT litigation in the second quarter of 2013, the cost of rewards and direct costs provided by Air Canada (and other Star Alliance Partners) as a percentage of total cost of rewards and direct costs is 40% for the nine months ended September 30, 2013.

### CONTACT CENTRE EMPLOYEES AND PENSION TRANSFER AGREEMENT

As a result of the termination of the General Services Agreement dated May 13, 2005, effective January 1, 2005 between Air Canada and Aeroplan (the "GSA"), all obligations under the GSA, including the special payments in respect of pension plans in which the assigned employees under the GSA participated have ceased.

In June 2009, the Corporation implemented a defined benefit pension plan as a result of the termination of the GSA and the transfer of the contact centre agents. As part of the transfer of the employees, Aeroplan agreed to recognize the transferred employees' seniority and assume any excess pension obligation arising from the accumulation of service years post termination with Air Canada until retirement from Aeroplan.

On June 8, 2012, Aeroplan entered into an agreement with Air Canada through which Air Canada would transfer to the Aeroplan defined benefit pension plan all the pension plan assets and obligations related to pension benefits accrued by employees who were Air Canada customer sales and service agents prior to 2009 and who were transferred to Aeroplan in 2009. The transfer was subject to regulatory approval from the Office of the Superintendent of Financial Institutions ("OSFI") and as such, as of December 31, 2013, the financial statements did not reflect assets and obligations in relation to this plan.

Pursuant to the agreement, Air Canada agreed to pay Aeroplan a compensation amount of \$5.5 million in exchange for the transfer of the pension plan assets and obligations relating to the transferred employees. On June 18, 2012, the compensation amount was received and recorded in deferred revenue. A letter of credit in the corresponding amount was issued by Aeroplan in favour of Air Canada as security for the compensation amount. On November 23, 2012, the amount was contributed to Aeroplan's defined benefit pension plan.

On May 29, 2014, the regulatory approval from OSFI was received and as a result the compensation amount of \$5.5 million was recognized in other revenue. Additionally, during the second quarter of 2014, a net defined benefit asset of \$1.1 million was recorded, with a corresponding offset recorded in other comprehensive income.

On July 31, 2014, pursuant to the pension asset transfer agreement, the Aeroplan defined benefit pension plan received a total of \$68.2 million from Air Canada, representing 95% of the estimated plan asset value at the transfer date. The balance of the transfer, representing the difference between the final value of the assets on the transfer date and the funds received on July 31, 2014, was received on August 26, 2014 and amounted to \$2.9 million. The

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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letter of credit issued as security for the compensation amount expired upon the completion of the transfer of the plan assets to Aeroplan.

On December 13, 2012, Aeroplan reached a three-year agreement with CAW Local 2002 that represents Aeroplan contact centre employees, retroactively effective on November 15, 2012. The collective agreement was ratified by 72% of voters after union meetings held in Montreal and Vancouver on December 18, 2012.

### CPSA

On March 14, 2014, as provided for in the existing CPSA, Aeroplan and Air Canada executed an agreement relating to fixed capacity redemption rates to be paid by Aeroplan in connection with airline seat redemptions for the period beginning January 1, 2014 through to December 31, 2016. The outcome falls within the pre-established contractual parameters and is in line with Aeroplan's business expectations.

### AIR CANADA WARRANTS AND CLASS B SHARES

In connection with the July 29, 2009 Air Canada club loan, which was repaid on August 3, 2010, Air Canada issued warrants to the lenders to purchase Air Canada Class A or Class B variable voting shares. Aeroplan received 1,250,000 warrants with an exercise price of \$1.51 each on July 29, 2009 and 1,250,000 warrants with an exercise price of \$1.44 each on October 19, 2009, exercisable at any time and expiring four years from the date of grant.

The warrants were presented with accounts receivable and any changes in fair value were recorded in financial income in the statement of operations.

On July 24, 2013, Aimia exercised 1,250,000 warrants at a price of \$1.51 each and acquired a corresponding number of Air Canada Class B shares for cash consideration of \$1.9 million. The fair value of these warrants amounted to \$0.9 million on July 24, 2013. On October 16, 2013, Aimia exercised the remaining 1,250,000 warrants at a price of \$1.44 each and acquired a corresponding number of Air Canada Class B shares for cash consideration of \$1.8 million. The fair value of these warrants amounted to \$4.4 million on October 16, 2013.

The investment in Air Canada Class B shares is presented in long-term investments and is accounted for as an available-for-sale investment, measured at fair value with changes recognized in other comprehensive income. At September 30, 2014, the fair value of Air Canada Class B shares amounted to \$21.4 million (December 31, 2013: \$18.5 million).

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

## SUMMARY OF CONTRACTUAL OBLIGATIONS AND COMMITMENTS

As at September 30, 2014, estimated future minimum payments under Aimia's contractual obligations and commitments are as follows:

<i>(in millions of Canadian dollars)</i>	Total	2014	2015	2016	2017	2018	Thereafter
<b>Contractual Obligations</b>							
Operating leases	106.7	6.3	20.6	13.4	10.3	9.3	46.8
Technology infrastructure and other	31.1	5.4	13.1	6.6	4.5	1.5	—
Marketing support and other	294.3	11.8	43.3	42.1	47.1	44.1	105.9
Long-term debt <sup>(a)</sup>	788.1	7.2	37.4	37.4	230.5	218.6	257.0
Purchase obligation under the CPSA	2,333.1	—	424.2	424.2	424.2	424.2	636.3
<b>Contractual Obligations</b>	<b>3,553.3</b>	<b>30.7</b>	<b>538.6</b>	<b>523.7</b>	<b>716.6</b>	<b>697.7</b>	<b>1,046.0</b>
<b>Commitments</b>							
Letters of Credit and Surety Bonds	59.3	0.7	52.1	6.5	—	—	—
<b>Commitments</b>	<b>59.3</b>	<b>0.7</b>	<b>52.1</b>	<b>6.5</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Contractual Obligations and Commitments</b>	<b>3,612.6</b>	<b>31.4</b>	<b>590.7</b>	<b>530.2</b>	<b>716.6</b>	<b>697.7</b>	<b>1,046.0</b>

(a) Includes interest on the Revolving Facility, and Senior Secured Notes Series 3, 4 and 5 described under [Credit Facilities and Long-Term Debt](#).

Under the terms of certain contractual obligations with a major Accumulation Partner, Aimia is required to maintain certain minimum working capital amounts in accordance with pre-established formulae. At September 30, 2014, Aimia complied with all such covenants.

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

## DIVIDENDS

Quarterly dividends declared to common shareholders of Aimia during the nine months ended September 30, 2014 and 2013 were as follows:

<i>(in millions of Canadian dollars, except per-share amounts)</i>	2014 <sup>(a)</sup>		2013 <sup>(b)</sup>	
	Amount	Per common share	Amount	Per common share
March	29.5	0.17	27.6	0.16
June	31.3	0.18	29.3	0.17
September	31.3	0.18	29.4	0.17
<b>Total</b>	<b>92.1</b>	<b>0.53</b>	86.3	0.50

(a) On May 13, 2014, the Board of Directors of Aimia approved an increase to the common share dividend from \$0.17 to \$0.18 per share per quarter.

(b) On May 13, 2013, the Board of Directors of Aimia approved an increase to the common share dividend from \$0.16 to \$0.17 per share per quarter.

Quarterly dividends declared to preferred shareholders of Aimia during the nine months ended September 30, 2014 and 2013 were as follows:

<i>(in millions of Canadian dollars, except per-share amounts)</i>	2014		2013	
	Amount	Per preferred share	Amount	Per preferred share
<b>Series 1</b>				
March	2.8	0.40625	2.8	0.40625
June	2.8	0.40625	2.8	0.40625
September	2.8	0.40625	2.8	0.40625
<b>Total</b>	<b>8.4</b>	<b>1.21875</b>	8.4	1.21875
<b>Series 3</b>				
March	1.9	0.321100	N/A	N/A
June	2.4	0.390625	N/A	N/A
September	2.3	0.390625	N/A	N/A
<b>Total</b>	<b>6.6</b>	<b>1.102350</b>	N/A	N/A

The dividend policy is subject to the discretion of the Board of Directors of Aimia and may vary depending on, among other things, Aimia's earnings, financial requirements, debt covenants, the satisfaction of solvency tests imposed by the Canada Business Corporations Act (the "CBCA") for the declaration of dividends and other conditions existing at such future time. The Preferred Shares, Series 1, outstanding at September 30, 2014 bear a 6.5% annual cumulative dividend or \$0.40625 per preferred share per quarter. The Preferred Shares, Series 3, issued on January 15, 2014 bear a 6.25% annual cumulative dividend or \$0.390625 per preferred share per quarter.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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On November 12, 2014, the Board of Directors of Aimia declared quarterly dividends of \$0.18 per common share, \$0.40625 per Series 1 Preferred Share and \$0.390625 per Series 3 Preferred Share, in each case payable on December 31, 2014.

## CAPITAL STOCK

At September 30, 2014, Aimia had 174,026,383 common shares, 6,900,000 Series 1 Preferred Shares and 6,000,000 Series 3 Preferred Shares issued and outstanding for an aggregate amount of \$1,855.5 million. In addition, there were 8,516,987 stock options issued and outstanding under the Aimia Long-Term Incentive Plan.

## **PREFERRED SHARES, SERIES 3**

On January 15, 2014, pursuant to a prospectus supplement dated January 8, 2014, Aimia issued 6,000,000 Cumulative Rate Reset Preferred Shares, Series 3 (the "Series 3 Preferred Shares"), including 1,000,000 Series 3 Preferred Shares that were issued upon the exercise in full of the underwriters' option to purchase additional shares, for total cash consideration of \$146.0 million, net of issue costs of \$4.0 million. Additionally, a related income tax recovery of \$1.0 million was recorded. Holders of the Series 3 Preferred Shares will be entitled to receive, as and when declared, a cumulative quarterly fixed dividend yielding 6.25% annually for the initial five-year period, subject to a rate reset on March 31, 2019 and every five years thereafter at a rate equal to the 5-year Government of Canada bond yield plus 4.20%. The net proceeds of the issue were used by Aimia to supplement its financial resources and for general corporate purposes.

Holders of Series 3 Preferred Shares will have the right, at their option, to convert their shares into cumulative floating rate preferred shares, series 4 (the "Series 4 Preferred Shares"), subject to certain conditions, on March 31, 2019 and on March 31 every five years thereafter. Holders of the Series 4 Preferred Shares will be entitled to receive cumulative quarterly floating dividends at a rate equal to the three-month Government of Canada Treasury Bill yield plus 4.20%.

## **NORMAL COURSE ISSUER BID**

On May 13, 2013, Aimia received approval from the Toronto Stock Exchange and announced the renewal of its NCIB to purchase up to 17,212,126 of its issued and outstanding common shares during the period from May 16, 2013 to no later than May 15, 2014.

On May 13, 2014, Aimia received approval from the Toronto Stock Exchange for the renewal of its NCIB to purchase up to 15,530,762 of its issued and outstanding common shares during the period from May 16, 2014 to no later than May 15, 2015.

No shares were repurchased during the period from May 16, 2013 to September 30, 2014.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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## LOSS PER COMMON SHARE

Aimia's loss per share attributable to the equity holders of the Corporation amounted \$0.17 and \$0.00 for the three months ended September 30, 2014 and September 30, 2013, respectively, and \$0.44 and \$2.21 for the nine months ended September 30, 2014 and September 30, 2013, respectively. Loss per share are calculated after deducting dividends declared on preferred shares.

## CHANGES IN ACCOUNTING POLICIES

The Corporation has adopted the following revised standard, effective January 1, 2014.

### *IAS 32 Amendment, Clarification of Offsetting Requirements*

IAS 32 - *Financial Instruments: Presentation* was amended to clarify certain requirements for offsetting financial assets and liabilities. The Corporation determined that the adoption of the amended standard had no impact on its consolidated financial statements.

## FUTURE ACCOUNTING CHANGES

The following standards and amendments have been published and their adoption is mandatory for future accounting periods.

- A. In May 2014, the IASB issued IFRS 15 - *Revenue from Contracts with Customers*. IFRS 15 replaces all previous revenue recognition standards, including IAS 18 - *Revenue*, and related interpretations such as IFRIC 13 - *Customer Loyalty Programmes*. The standard sets out the requirements for recognizing revenue. Specifically, the new standard introduces a comprehensive framework with the general principle being that an entity recognizes revenue to depict the transfer of promised goods and services in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The standard introduces more prescriptive guidance than was included in previous standards and may result in changes in classification and disclosure in addition to changes in the timing of recognition for certain types of revenues. The new standard is effective for annual periods beginning on or after January 1, 2017 with early adoption permitted. At this time, management is reviewing the impact that this standard will have on its consolidated financial statements.
  
- B. In July 2014, the IASB issued the final version of IFRS 9 - *Financial Instruments*. The new standard will replace IAS 39 - *Financial Instruments: Recognition and Measurement*. The final amendments made in the new version include guidance for the classification and measurement of financial assets and a third measurement category for financial assets, fair value through other comprehensive income. The standard also contains a new expected loss impairment model for debt instruments measured at amortized cost or fair

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

value through other comprehensive income, lease receivables, contract assets and certain written loan commitments and financial guarantee contracts. The standard is effective for annual periods beginning on or after January 1, 2018 and must be applied retrospectively with some exception. Early application is permitted. Restatement of prior periods in relation to the classification and measurement, including impairment, is not required. At this time, the Corporation is still evaluating the impact of these changes but does not anticipate that they will have a significant impact, if any, on its consolidated financial statements.

C. In September 2014, the IASB issued Annual Improvements to IFRSs 2012-2014 Cycle . The following is a summary of the relevant and key clarifications and amendments:

- IFRS 5 - *Non-Current Assets Held for Sale and Discontinued Operations* was amended to clarify that a change in disposal method should not be considered to be a new plan of disposal but a continuation of the original plan. There is therefore no interruption of the application of the requirements in this standard. The amendment also clarifies that changing the disposal method does not change the date of classification.
- IAS 19 - *Employee Benefits* was amended to clarify that market depth of high quality corporate bonds is assessed based on the currency in which the obligation is denominated rather than where the obligation is located. When there is no deep market for high quality corporate bonds in that currency, government bond rates must be used.

These amendments must be applied in annual periods beginning on or after January 1, 2016, with earlier application permitted.

This publication also includes the following amendments which are to be applied retrospectively for annual periods beginning on or after January 1, 2016 with early application permitted:

- IFRS 7 - *Financial Instrument: Disclosures* was amended to clarify that offsetting disclosures are not required in the condensed interim financial statements.
- IAS 34 - *Interim Financial Reporting* was amended to clarify the meaning of 'elsewhere in the interim financial report' and states that the required interim disclosures must be either in the interim financial statements or incorporated by cross-reference between the interim financial statements and wherever they are included within the greater interim financial report.

At this time, the Corporation does not anticipate that these changes will have a significant impact, if any, on its consolidated financial statements.

D. In September 2014, the IASB issued amendments to IFRS 10 - *Consolidated Financial Statements* and IAS 28 - *Investments in Associates and Joint Ventures* to address inconsistencies between the standards. Specifically, the amendment clarifies that a full gain or loss is recognized when the transaction involves a business combination and a partial gain is recognized when the transaction involves assets that do not

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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constitute a business. The amendment is effective for annual periods beginning on or after January 1, 2016 with early adoption permitted. At this time, the Corporation does not anticipate that these changes will have a significant impact, if any, on its consolidated financial statements.

## CRITICAL ACCOUNTING ESTIMATES

Please refer to *Note 2* of the December 31, 2013 audited consolidated financial statements of Aimia and the corresponding section of the 2013 MD&A to review Aimia's critical accounting estimates.

The preparation of financial statements in accordance with the International Financial Reporting Standards ("IFRS") requires management to make estimates, judgments and assumptions that management believes are reasonable based upon the information available. These estimates, judgments and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results can differ from those estimates (refer to [Caution regarding forward-looking information](#)). Significant estimates made in the preparation of the consolidated financial statements include those used in accounting for breakage, income taxes, the determination of amortization period for long-lived assets, the impairment considerations on long-lived assets and goodwill, particularly future cash flows and cost of capital, the carrying value of financial instruments recorded at fair value and contingencies.

## CONTROLS AND PROCEDURES

### **DISCLOSURE CONTROLS AND PROCEDURES AND INTERNAL CONTROLS OVER FINANCIAL REPORTING**

The Corporation has adopted disclosure controls and procedures that were designed by the Group Chief Executive ("GCE"), in the capacity of Chief Executive Officer, and CFO, with management's assistance, in order to provide reasonable assurance that they are made aware of material information. The Corporation has also adopted internal controls over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with IFRS. During the interim period ended on September 30, 2014, there were no changes in the Corporation's internal controls over financial reporting that have significantly affected, or are reasonably likely to significantly affect, Aimia's internal controls over financial reporting.

Because of inherent limitations, internal controls over financial reporting and disclosure controls can provide only reasonable assurances and may not prevent or detect misstatements. Furthermore, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

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# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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The Audit, Finance and Risk Committee reviewed this MD&A, and the consolidated financial statements, and the Board of Directors of Aimia approved these documents prior to their release.

## RISKS AND UNCERTAINTIES

The results of operations and financial condition of Aimia are subject to a number of risks and uncertainties and are affected by a number of factors outside of the control of Management.

For more information, and for a complete description of the risk factors that could materially affect the business, please refer to the corresponding sections in the [2013 MD&A](#) and [Aimia's Annual Information Form](#) dated March 20, 2014.

The risks described therein, as updated or supplemented in the MD&A of the Corporation for the period ended June 30, 2014 and further updated and supplemented herein, may not be the only risks faced by Aimia. Other risks which currently do not exist or which are deemed immaterial may surface and have a material adverse impact on Aimia's results of operations and financial condition.

The following paragraphs provide an update and supersede the risk factor under [Regulatory Matters](#) entitled [Payments in Canada](#) included as part of the 2013 MD&A and Aimia's Annual Information Form dated March 20, 2014 and as supplemented in the MD&A of the Corporation for the period ended June 30, 2014:

### [Payments in Canada](#)

The voluntary Code of Conduct for the Credit and Debit Industry in Canada was introduced by the Federal Minister of Finance in 2010 in response to calls for greater transparency in respect of the fees associated with accepting electronic payments at the point of sale, specifically the costs incurred by merchants when accepting "premium" card products vs "standard" card products. At the same time, a Task Force for the Payments Systems Review was established to review the safety, soundness and efficiency of the Canadian payments system and to submit its final report with recommendations to the Minister of Finance by the end of 2011. In 2012, the Canadian Government announced the creation of the FinPay advisory committee, a forum of public and private sector representatives, to further review and provide recommendations to the Department of Finance on the Canadian payments eco-system. Aimia continues to work with the FinPay advisory committee and the Department of Finance to provide feedback and information on the evolution of the payments system into the future. Changes to various aspects of the current payments system, including changes to the system for setting interchange rates of credit cards could affect revenue for credit card companies and, as a result, could have an adverse effect on our Gross Billings.

On December 15, 2010 the Canadian Competition Bureau filed an application with the Competition Tribunal to strike down what it considers to be restrictive and anti-competitive rules imposed by Visa and MasterCard on merchants who accept their credit cards. The claim specifically targeted rules prohibiting merchants from applying a surcharge to

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## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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payments made by a credit card, as well as rules requiring merchants to accept all types of credit cards from a given credit card network, regardless of fee structure and interchange rate.

On July 23, 2013, the Competition Tribunal dismissed the application filed by the Canadian Competition Bureau and shortly thereafter, the Competition Commissioner announced that it would not appeal the tribunal's decision. In dismissing the application, the Competition Tribunal noted that the proper solution to the concerns raised in the submission could be a regulatory framework that should be reviewed by the Department of Finance. As a result of the Competition Tribunal's comments, the Minister of Finance referred the matter to the FinPay advisory committee. FinPay has held consultations with its members to develop potential options and solutions to address the concerns raised. In parallel, the Department of Finance met with various industry participants on a bi-lateral basis to encourage the implementation of voluntary measures to address concerns rather than regulatory intervention. On February 11, 2014, as part of the 2014/2015 federal budget, the Minister of Finance announced that the Government would continue to work with stakeholders to promote fair and transparent practices and to help lower credit card acceptance costs, while encouraging merchants to lower prices to consumers. In order to attain these objectives, the Government stated that it intends to strengthen the voluntary Code of Conduct for the credit and debit card industry, in consultation with stakeholders.

With the appointment of a new Minister of Finance in March 2014, Aimia actively participated in numerous stakeholder discussions and meetings, including with the Minister and his staff. Consistent with past consultations and throughout discussions held in the second and third quarters of 2014, Aimia provided information and our views, to ensure that the impacts on Aimia that could arise due to changes in the Canadian payments eco-system were thoroughly understood and considered by the Canadian Government.

On November 4, 2014, Visa and MasterCard submitted separate and individual voluntary undertakings to reduce their credit card fees to an average effective rate of 1.50% for the next five years. As stated by the Canadian Minister of Finance, the two commitments represent a reduction in credit card fees of approximately 10%. Aimia will be working with our key financial partners, TD and CIBC, between now and April 30, 2015, the date by which the fee reductions must start to be implemented, to develop the optimal outcome, and communicate the implications for our Aeroplan members and our business. For Aimia and our Aeroplan Program, our focus is on preserving our market leading value proposition and the rewards valued by our more than five million active members in Canada.

Should the fee reductions resulting from the voluntary proposals be implemented by industry participants, including Aeroplan's financial partners, in a manner that provides for an adequate sharing of the reduction among the parties, the impact on the Aeroplan Program and Aimia's business is expected to be minor. If, however, Aeroplan absorbs all or a significant portion of the reduction, this would have a material adverse effect on our Gross Billings and could lead to a reduction in value and benefits for Aeroplan members.

The following paragraph provides an update and supersedes the risk factor relating to Nectar Italia and Air Miles Middle East described under [RISKS RELATED TO THE BUSINESS AND THE INDUSTRY](#) and entitled [Dependency on Top Accumulation Partners and Clients](#):

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The Nectar Italia Program derives a significant portion of its Gross Billings from its agreements with Simply Sma Stores and Auchan Hypermarkets and the Air Miles Middle East program derives a significant portion of its Gross Billings from its founding coalition partner, HSBC. The commercial agreements relating to the participation of these anchor partners in the respective coalition loyalty programs are long-term in nature (i.e. at least two years in length), with early exit rights in the case of HSBC. Over the past several months, Aimia has been pursuing renewal discussions with Simply Sma Stores ("Sma") and Auchan Hypermarkets ("Auchan") in relation to their participation in Nectar Italia program, as their existing commercial agreements expire in the first quarter of 2015. At this time, Aimia does not expect to reach agreement with respect to a renewal with Sma and Auchan and is actively exploring a number of alternative options to best ensure that we can continue to put a compelling offering to the more than six million members active in the program today. There can be no assurance that a replacement grocer(s) or alternative anchor accumulation partner(s), if any, will provide a financial contribution to Aimia similar to the historical contribution of the existing relationships with Sma and Auchan and/or at the levels Aimia anticipates and, in the event any replacement partner(s) provide a lesser financial contribution to Aimia as compared to the historical contribution of the existing partners, there would be an adverse effect on our Gross Billings, revenue, redemption costs and profitability.

### ADDITIONAL INFORMATION

Additional information relating to Aimia and its operating businesses, including Aimia's Management Information Circular and Annual Information Form, respectively dated March 14 and March 20, 2014, is available on SEDAR at [www.sedar.com](http://www.sedar.com) or on Aimia's website at [www.aimia.com](http://www.aimia.com) under "Investors".