



Long Term Transformation And Growth Plan

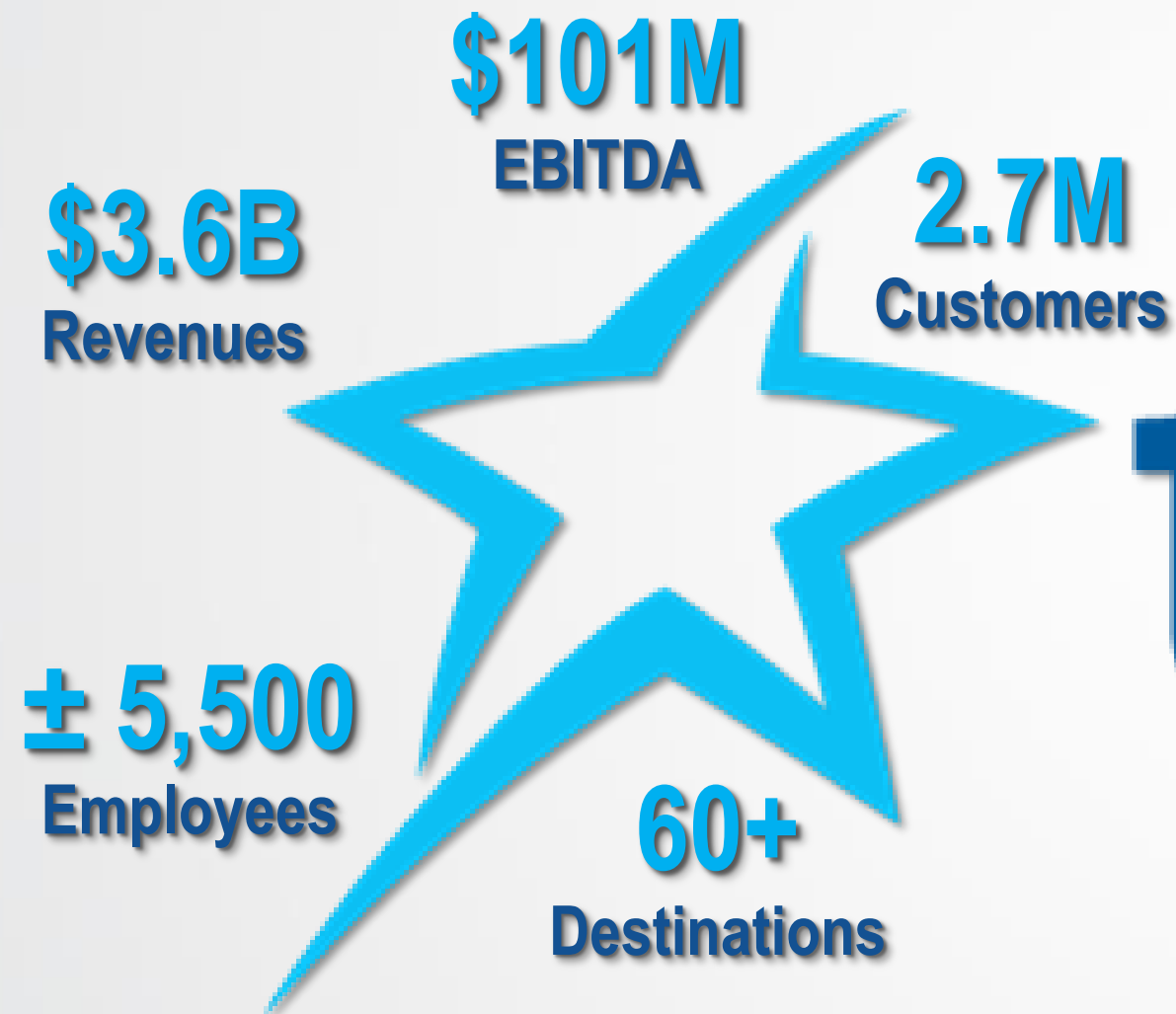
INVESTORS PRESENTATION

SEPTEMBER 2016

THIS PRESENTATION CONTAINS CERTAIN FORWARD-LOOKING STATEMENTS WITH RESPECT TO THE CORPORATION. THESE FORWARD-LOOKING STATEMENTS, BY THEIR NATURE, NECESSARILY INVOLVE RISKS AND UNCERTAINTIES THAT COULD CAUSE ACTUAL RESULTS TO DIFFER MATERIALLY FROM THOSE CONTEMPLATED BY THESE FORWARD-LOOKING STATEMENTS. WE CONSIDER THE ASSUMPTIONS ON WHICH THESE FORWARD-LOOKING STATEMENTS ARE BASED TO BE REASONABLE, BUT CAUTION THE READER THAT THESE ASSUMPTIONS REGARDING FUTURE EVENTS, MANY OF WHICH ARE BEYOND OUR CONTROL, MAY ULTIMATELY PROVE TO BE INCORRECT SINCE THEY ARE SUBJECT TO RISKS AND UNCERTAINTIES THAT AFFECT US. THE CORPORATION DISCLAIMS ANY INTENTION OR OBLIGATION TO UPDATE OR REVISE ANY FORWARD-LOOKING STATEMENTS, WHETHER AS A RESULT OF NEW INFORMATION, FUTURE EVENTS OR OTHERWISE, OTHER THAN AS REQUIRED BY LAW.

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FY 2015



transat

FY 2015

(From continuing operations)



transat

True Vertically-integrated Travel Provider



Outbound Tour Operator

- Develops holiday travel packages for sun destinations and Europe
- Served 1.5M travelers from Canada and 0.6M from Europe in 2015



Distributor

- Largest retail holiday travel distributor in Canada with 485 outlets
- Comprehensive online distribution platform



Airline

- Operates flights to 35 sun and 31 European destinations with departures from 19 Canadian airports
- Served 2.1M passengers in 2015



Hotels

- 35% interest in Ocean Hotels (65% held by H10)
- 3,225 rooms currently under management (1,618 owned & 1,607 managed-only) in Mexico, Dominican Republic and Cuba
- 5,000 rooms expected by 2017



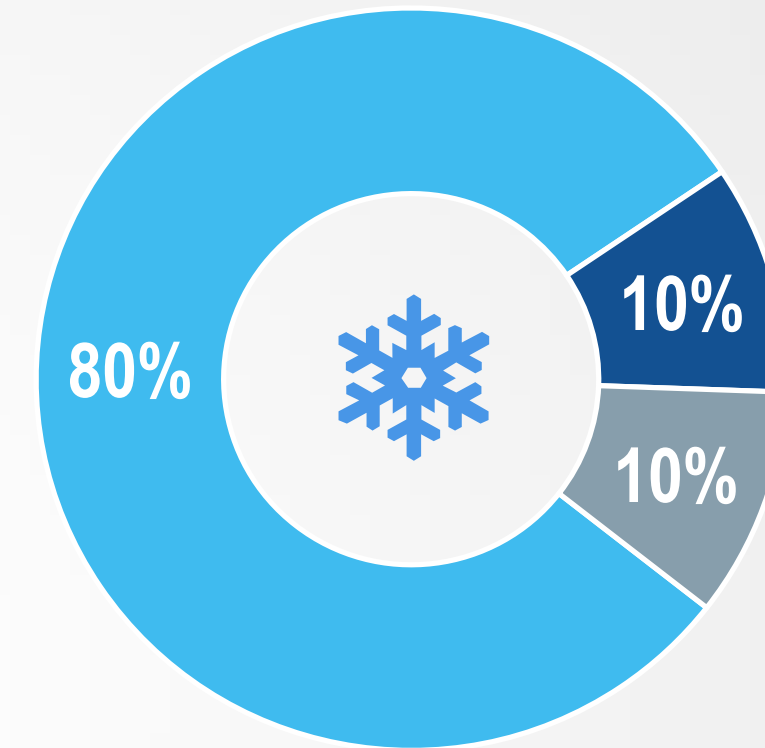
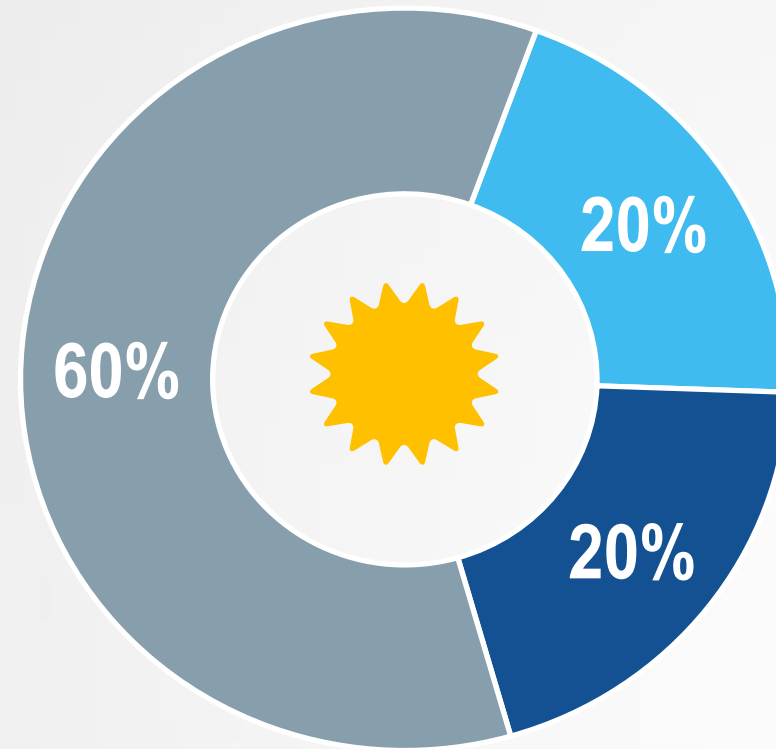
Inbound Tour Operator

- Provides onsite services, such as excursions, sightseeing tours and logistical support services



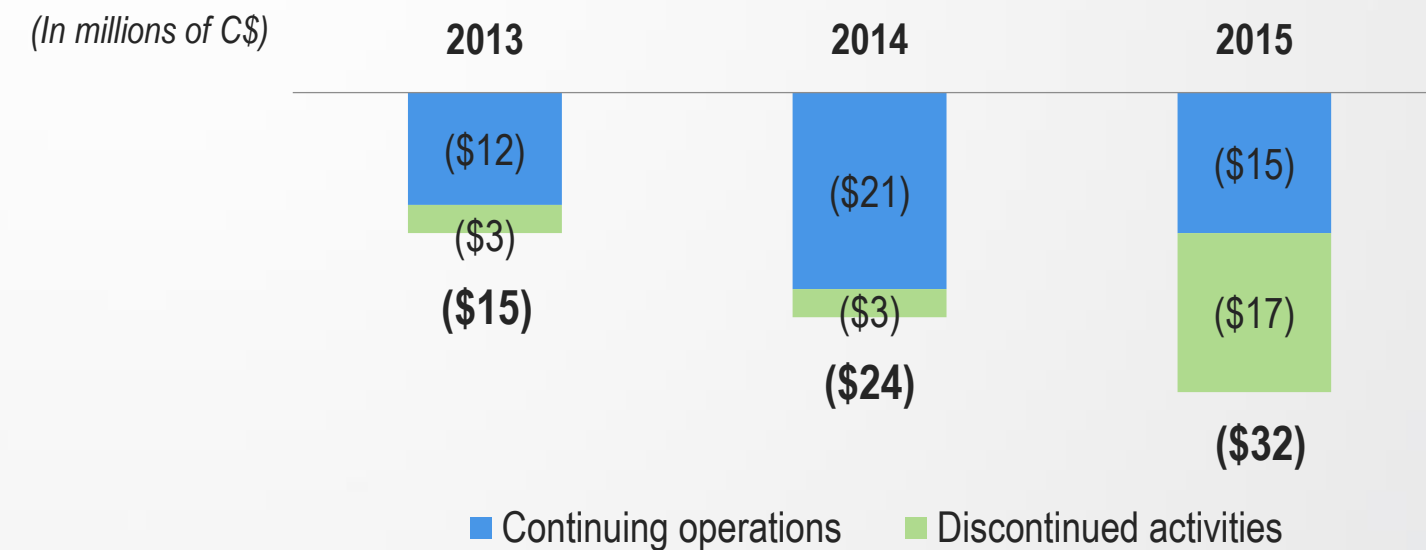
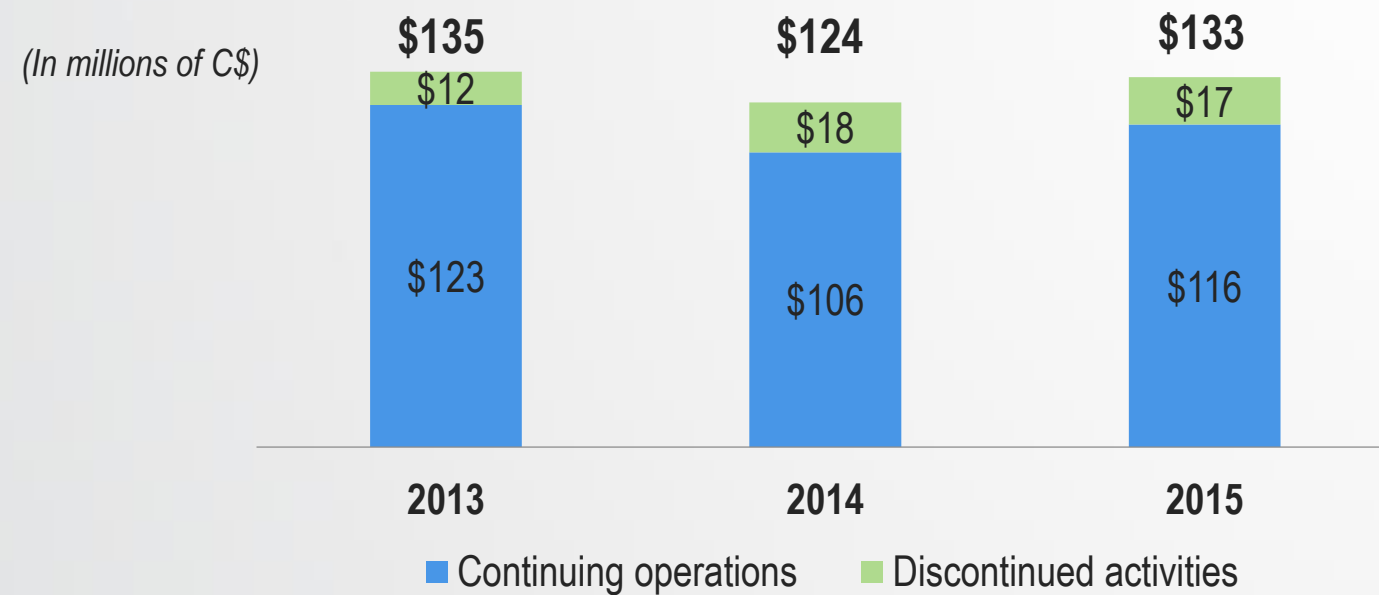
Distinct Summer And Winter Markets

PAX Distribution (FY2015)



■ Transatlantic ■ South & Ocean Hotels ■ France ⁽¹⁾

Historical EBITDA



Good and consistent performance in summer

Focus on returning to profitability in winter

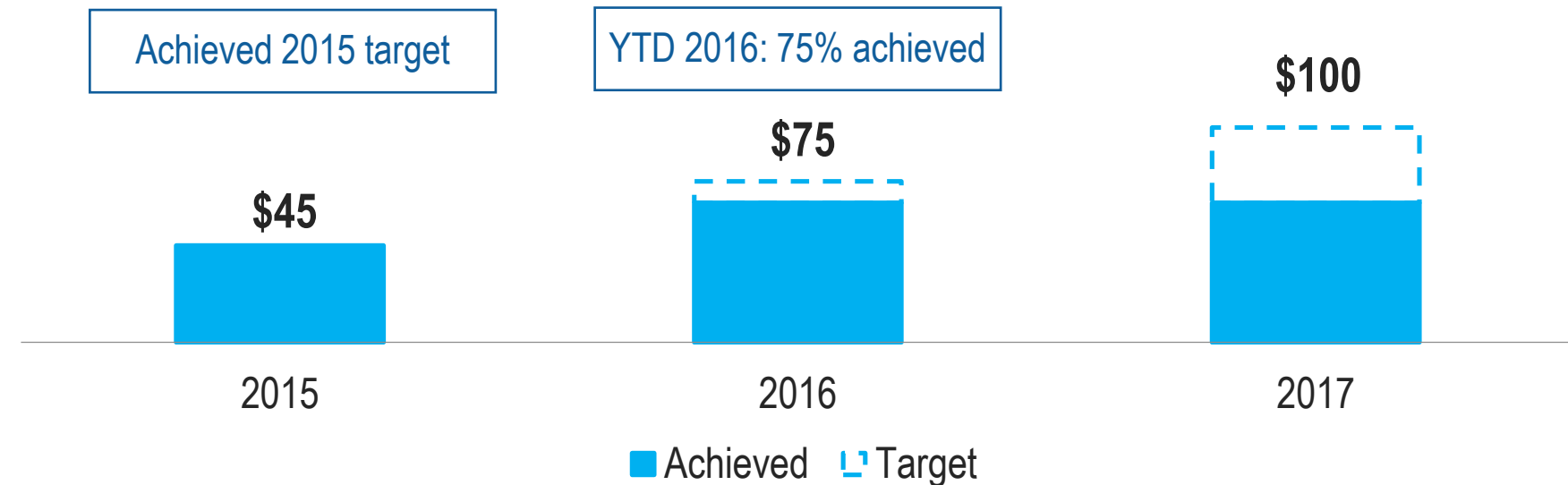
⁽¹⁾ France to other destinations than Canada – Discontinued Activities

2015-2017 Strategic Plan (Key Initiatives)



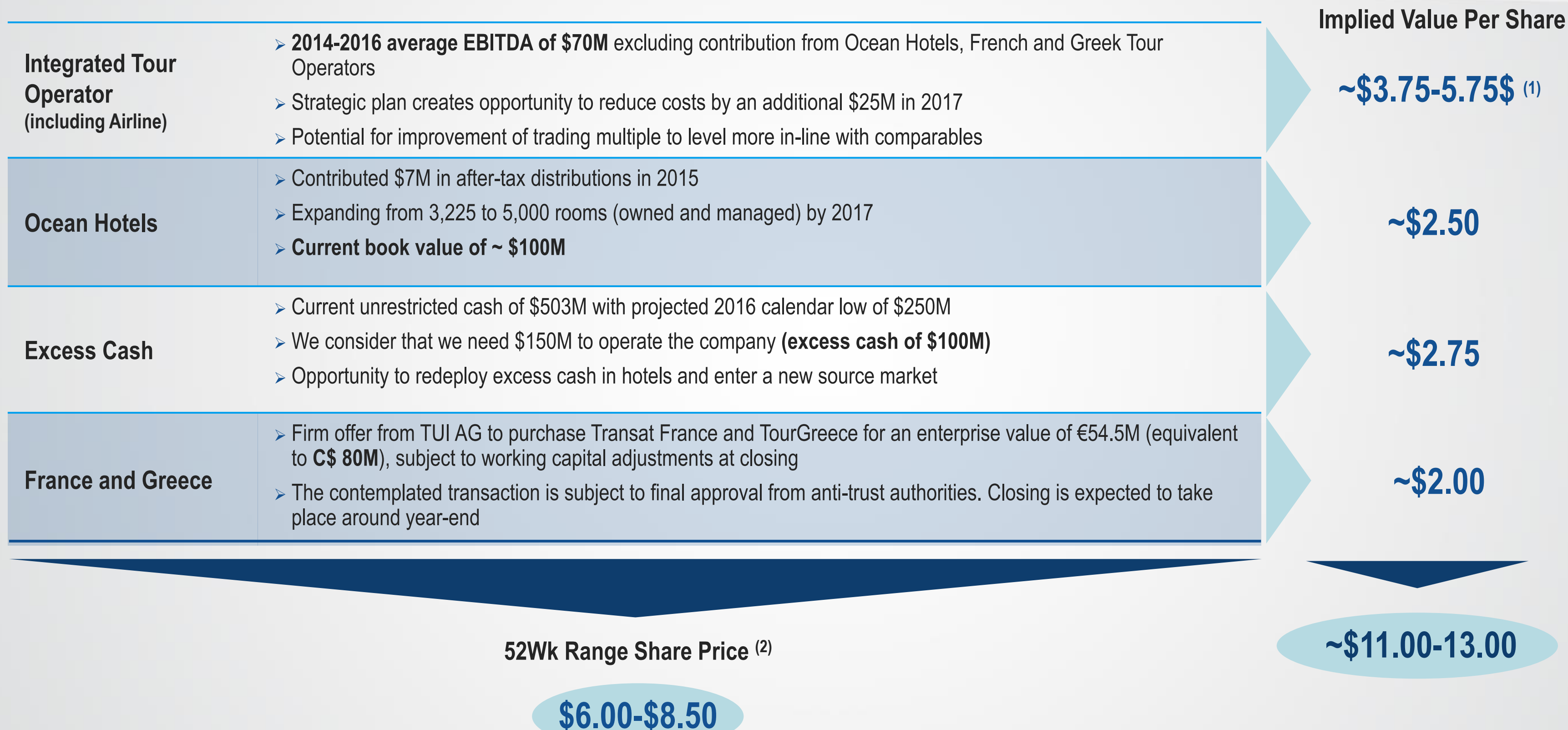
- ✓ **\$100M Cost Reduction and Margin Improvement Program**
- ✓ **Improve Product Offering**
 - Introduce new European destinations
 - Optimize sun destinations offering
- ✓ **Transform Distribution Strategy**
 - Develop Transat Travel brand
 - Improve new distribution website
- ✓ **Market Development and Integration**
 - Develop and grow Hotels
 - Expand in the United States
 - Enhance incoming tour operator presence

Update on \$100M Cost Reduction and Margin Improvement Program (C\$ M)



Cost Reductions and Margin Improvements (C\$ M)	2015	2016	2017
Cost Reductions			
Narrow-body flexible fleet	18	20	20
Reduction in the number of flight attendants	2	5	6
Buy-on-Board (sun destinations)	3	3	3
Optimization of hotel costs (sun destinations)	2	9	12
Optimization of distribution costs	11	13	16
Other projects and initiatives	4	8	11
Sub-total (Costs)	40	58	68
Margin Improvement			
Ancillary revenues and cargo	5	11	20
Densification of three A330-300s	2	5	5
Online sales of third-party products	(2)	1	7
Sub-total (Margin)	5	17	32
Total	45	75	100

Multiple Value Drivers



⁽¹⁾ Based on a multiple of 2.0-3.0x LTM EBITDA of C\$ 70M (2014, 2015 and LTM 2016 result)

⁽²⁾ Based on 52-week range price at the close of 26-Aug-16



- ✓ Since 2012, Transat did a turnaround to become more agile including a unique flexible aircraft fleet
- ✓ 2016 is an unusual year due to various external factors that had a direct impact on bottom line

1

Truly vertically-integrated travel producer with flexible cost structure

2

Very strong position in sun destinations and transatlantic markets with exceptional brand recognition

3

Significant unrecognized asset value at current trading level

4

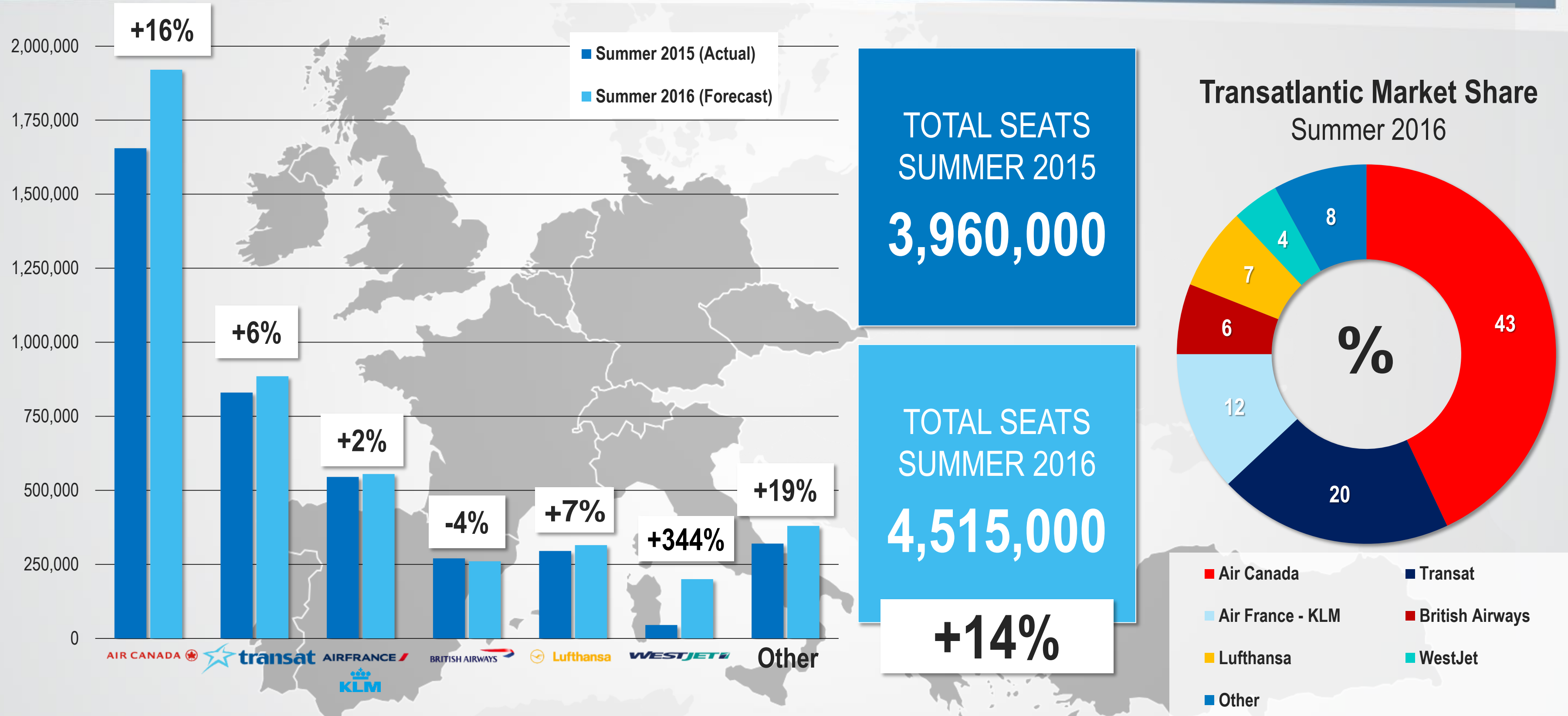
Long-term strategic and transformation plan driving profitability expansion

5

Strong balance sheet providing financial capacity to execute on strategic opportunities

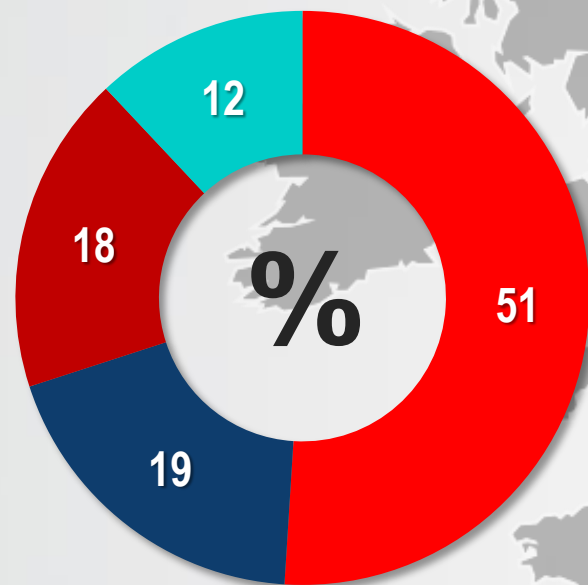
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Transatlantic Capacity And Market Share (1)



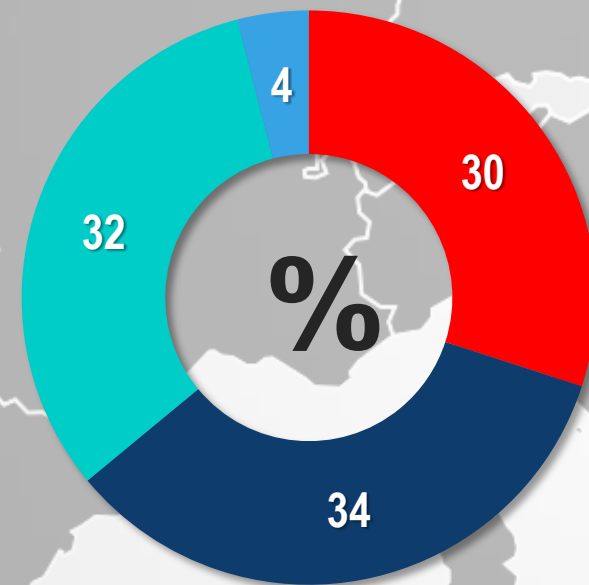
(1) Capacity between Canada and European countries as : France, United Kingdom, Italy, Spain, Portugal, Greece, Netherlands, Germany, Belgium, Ireland, Switzerland, Austria, Czech Republic, Hungary and Croatia

Market share
United Kingdom



■ Air Canada ■ Transat
■ British Airways ■ WestJet

Market share
France



■ Air Canada ■ Transat
■ Air France - KLM ■ Corsair

GLOBAL MARKET OVERVIEW

- ▣ Europe: largest tourism market in the world (more than 50% of travellers inbound & outbound)
- ▣ 4.5M seats in summer 2016 between Canada and Europe

TRANSAT STRATEGY AND MARKET POSITION

- ▣ Lowest-cost producer
- ▣ Wide portfolio of direct destinations
- ▣ Strong airline brand and enhanced customer experience
- ▣ Solid distribution networks on both sides of the Atlantic
- ▣ 40% of European passengers = sales in foreign currency
- ▣ Attractive offering of packages including accommodations, transfers, cruises, tours, rental cars and excursions

Q3 HIGHLIGHTS (vs. 2015)

▲ Various factors have impacted our bottom line :

- Global capacity increased
- Terrorism attack
- Brexit (Pound Sterling Devaluation)
- Possibility of flight attendant strike (avoided)
- Engine damage (at the end of Q3)

▲ Transatlantic market

- Capacity up by 5.0%
- Load factor down by 4.7%
- Price down by 5.7%
- Net impact (FX & Fuel) on costs of 4.6%

▲ Other markets

- Sun destinations: Results deterioration compared to previous year due to challenging market conditions

▲ Discontinued activities

- France : Better results than previous year

	3 rd quarter results ended July 31 (from continuing operations)			
	2016	2015	2016 vs. 2015	
			\$	%
<i>(in thousands of C\$)</i>				
REVENUES	663,591	704,844	(41,253)	(5.9%)
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	47,910	69,500	(21,590)	(31.1%)
Adjusted EBITDA (incl. hotels JV) ⁽¹⁾	15,964	44,798	(28,834)	(64.4%)
<i>As % of revenues</i>	2.4%	6.4%	(4.0%)	(62.5%)
Adjusted net income (loss) ⁽¹⁾	2,523	26,886	(24,363)	(90.6%)
<i>As % of revenues</i>	0.4%	3.8%	(3.4%)	(89.5%)
<i>Per share</i>	\$0.07	\$0.70	(\$0.63)	(90.0%)
Net income (loss) attributable to shareholders	9,439	13,067	(3,628)	(27.8%)

(1) Refer to Non-IFRS Financial Measures in the Appendix

Q4 HIGHLIGHTS (vs. 2015)

▲ Difficult Market Conditions

- Global capacity up by 14%
- Terrorism attack
- Olympic Games (travelers habit changed)

▲ Transatlantic Market

- 83% of inventory sold
- Capacity up by 8.0%
- Load factor down by 3.5%
- Price down by 9.0%
- Cost down by 4.6% ⁽¹⁾

▲ Sun destinations

- Expecting lower results than previous year

▲ Discontinued Activities (High Season)

- France : Similar results than previous year

	Results from continuing operations		
	Q3	Q4	Summer
Adj. EBITDA 2015 (incl. hotels) ⁽¹⁾	45M	71M	116M
Δ FX / Fuel on costs on transatlantic flight	18M	14M	34M
Adj. EBITDA incl. FX / Fuel impact ⁽¹⁾	63M	85M	150M
Transatlantic Yield Management ⁽²⁾	(39M)		
Others (sun destinations, engine failure,...)	(8M)		
Adj. EBITDA 2016 (incl. hotels) ⁽¹⁾	16M		

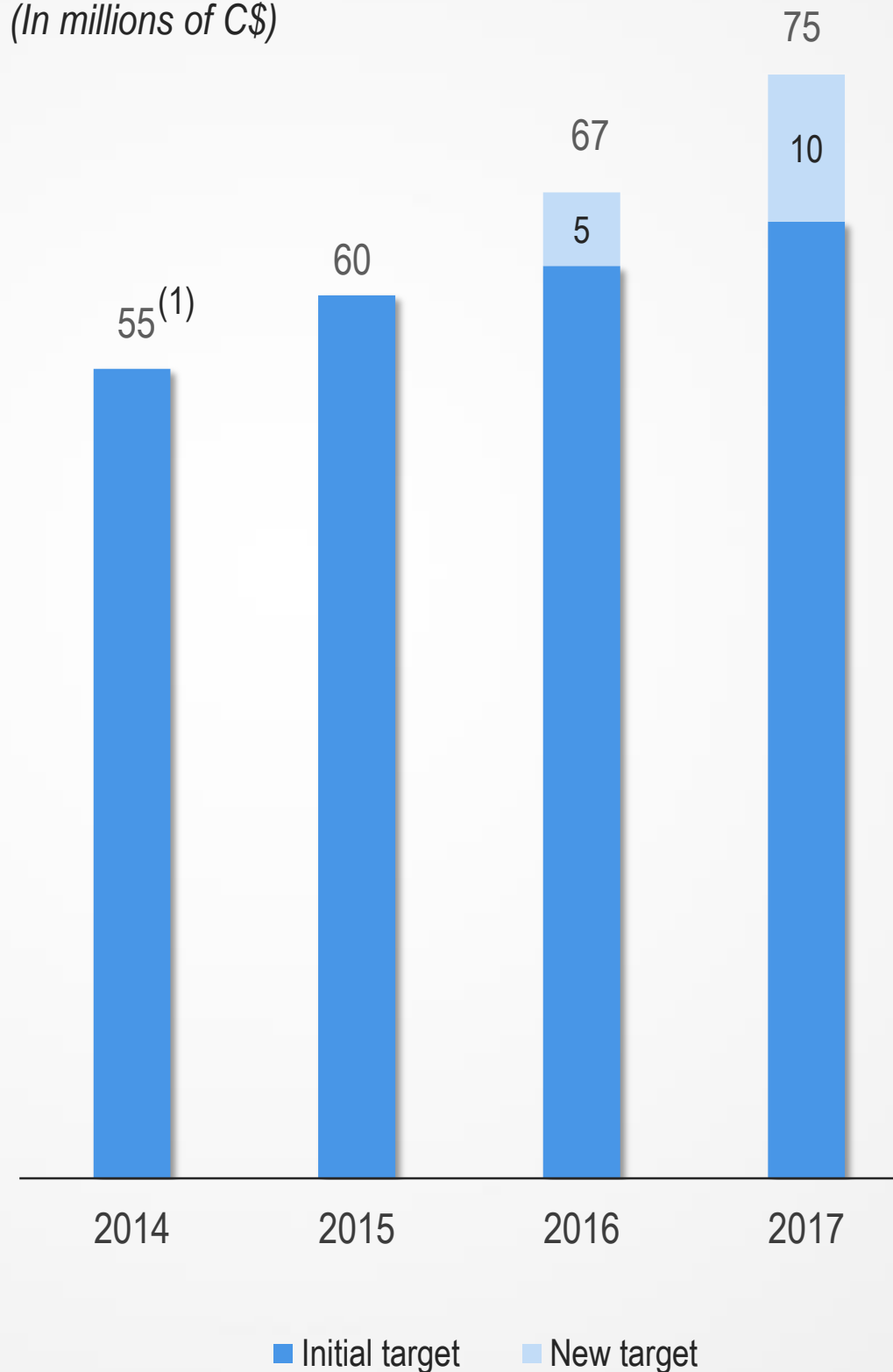
⁽¹⁾ Refer to Non-IFRS Financial Measures in the Appendix

⁽²⁾ Price, Load Factor and Volume Impact on Operating Margin

⁽¹⁾ Not fully benefiting from the drop of fuel price in C\$ compared to last summer



(In millions of C\$)



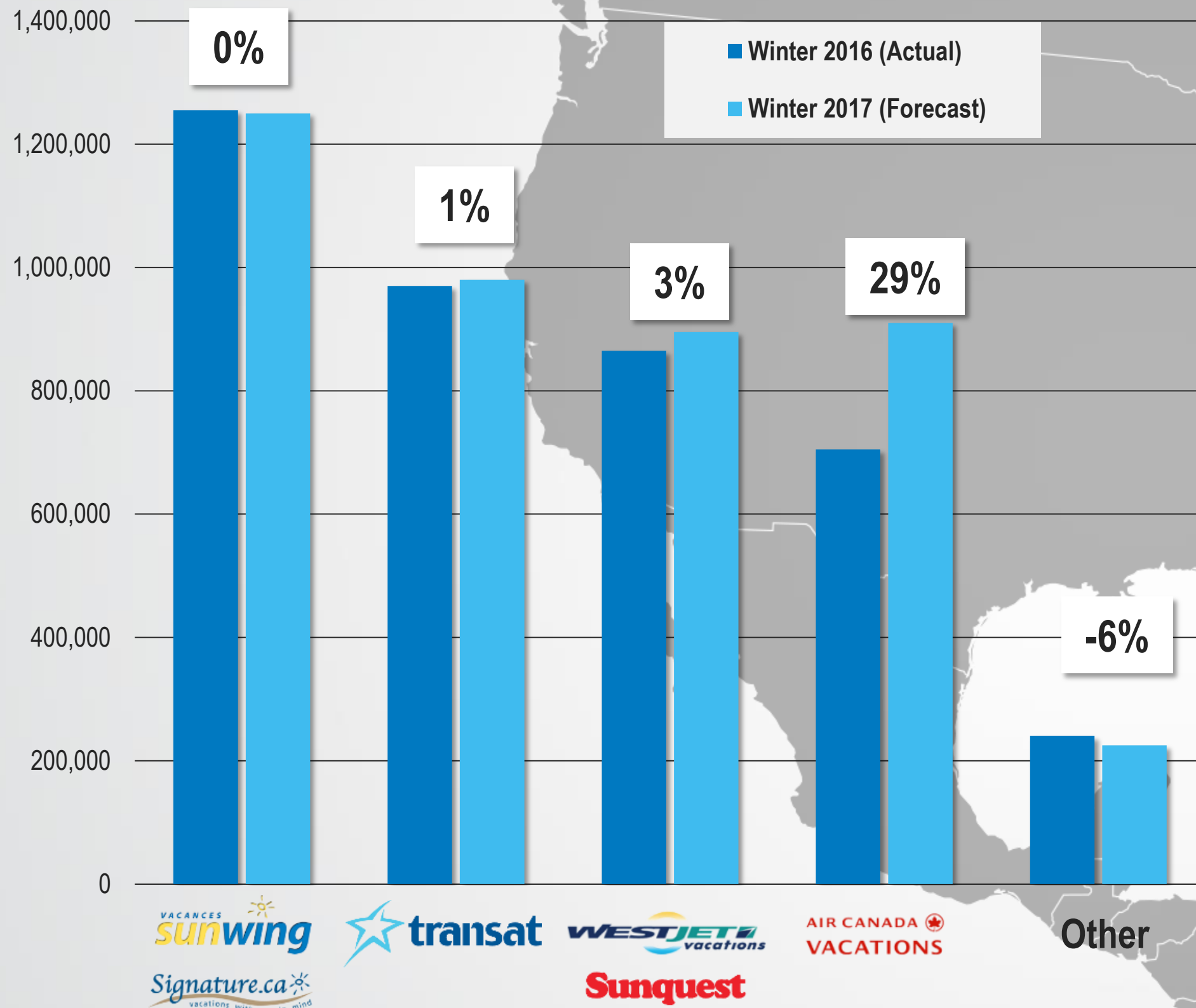
⁽¹⁾ Including third party contribution

HIGHLIGHTS

- ▲ Grow ancillary revenues to C\$ 75M by 2017
- ▲ Introduction of Datalex software to facilitate the sale of optional services
- ▲ New cargo agreement

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Sun Destinations Capacity And Market Share (1)

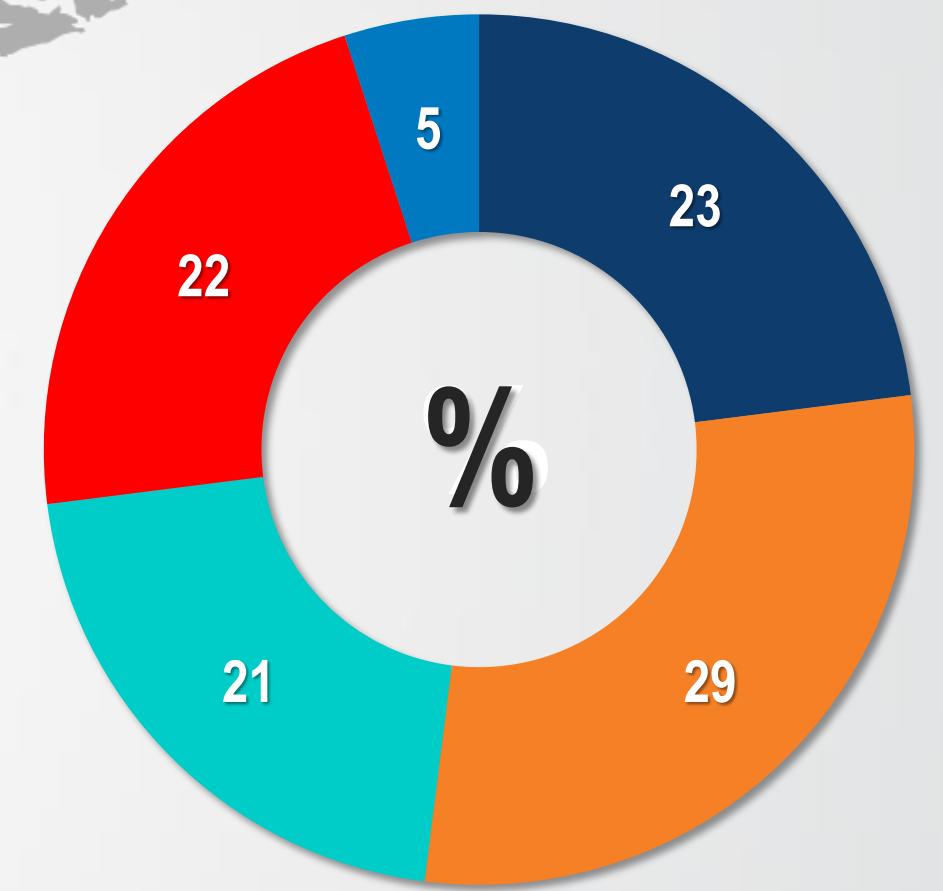


TOTAL SEATS WINTER 2016
4,035,000

TOTAL SEATS WINTER 2017
4,260,000

+6%

Sun Destinations Market Share Winter 2017



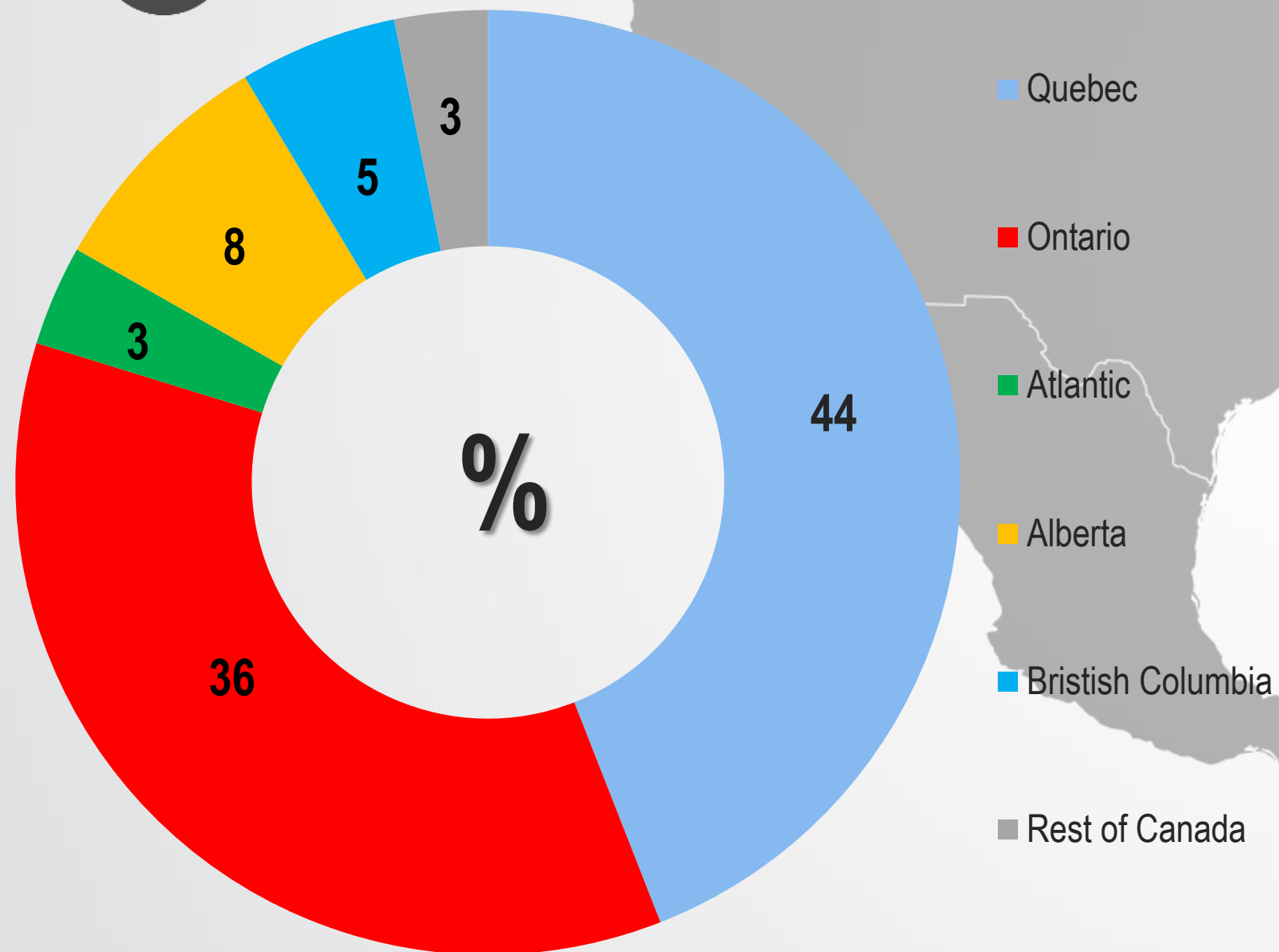
- Transat
- Sunwing-Signature
- WestJet Vacations
- Air Canada Vacations
- Other

(1) Capacity between Canada and sun destinations as : Mexico, Dominican Republic, Cuba, Caribbean, Jamaica and Central America

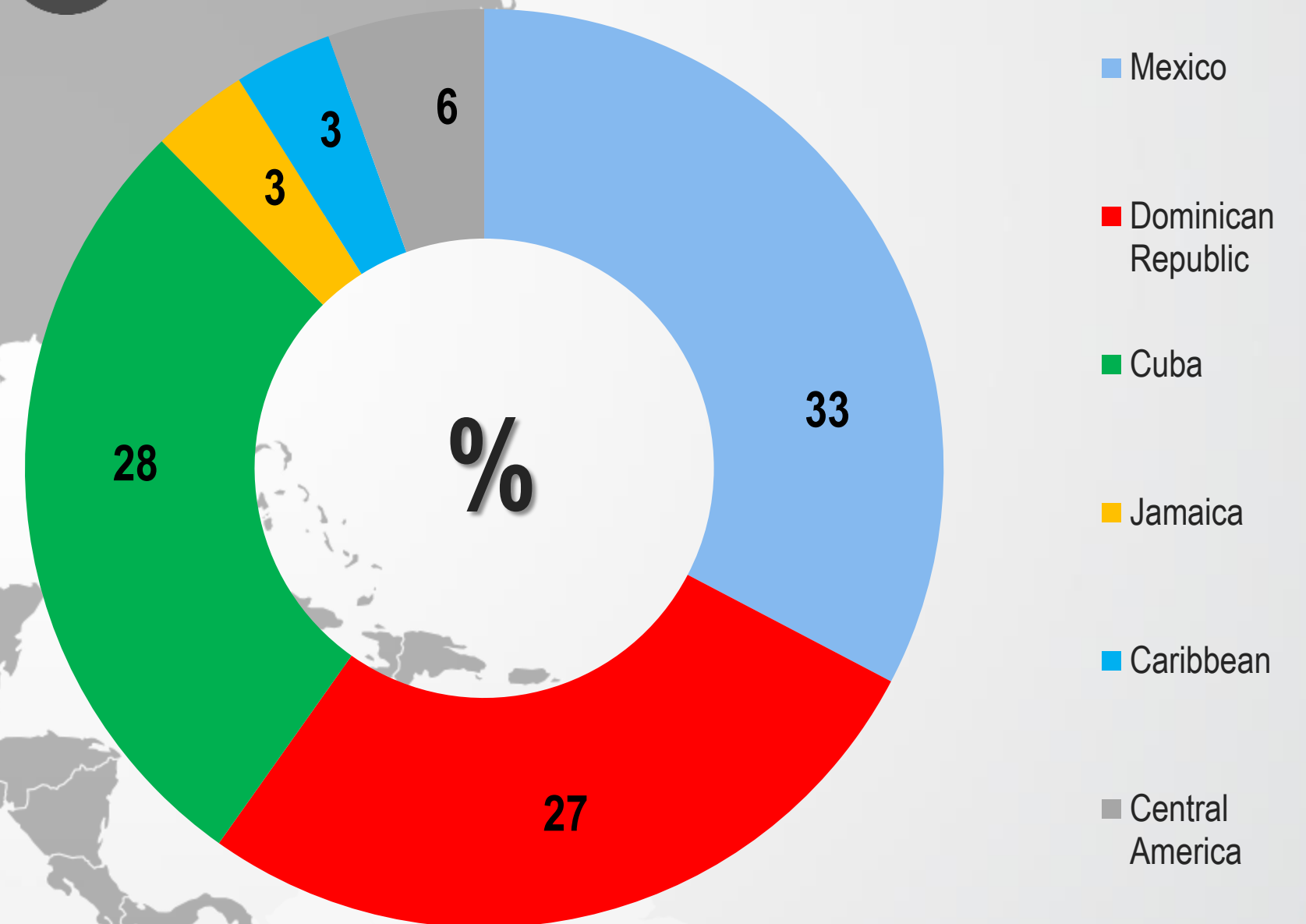
Winter 2017 : 980,000 Travellers (Excluding USA)



Origin of Travelers



Destinations of Travelers



HIGHLIGHTS (vs. 2016)

▲ Transat

- Unusual year in 2016 due to various external factors that affected directly our margin.
- French and Greek operations sales should be finalized around year-end
- Continue our cost-and-margin initiatives program and transformation plan in progress
- Target: Selling more flight only on sun destinations (higher margin)

▲ Global Market

- Capacity up by 6%
- Majority of the increase done by Air Canada from Quebec and Ontario to Mexico and Caribbean

	Results from continuing operations		
	Q1	Q2	Winter
Adj. EBITDA 2016 (incl. hotels) ⁽¹⁾	(32M)	(5M)	(37M)
Δ FX / Fuel on costs on sun destinations packages	(10M)	(12M)	(22M)
Adj. EBITDA incl. FX / Fuel impact ⁽¹⁾	(42M)	(17M)	(59M)
Sun Destinations Yield Management ⁽²⁾ Others			
Adj. EBITDA 2017 (incl. hotels) ⁽¹⁾			

(1) Refer to Non-IFRS Financial Measures in the Appendix

(2) Price, Load Factor and Volume Impact on Operating Margin

Transat Aircraft Fleet



A330/A310

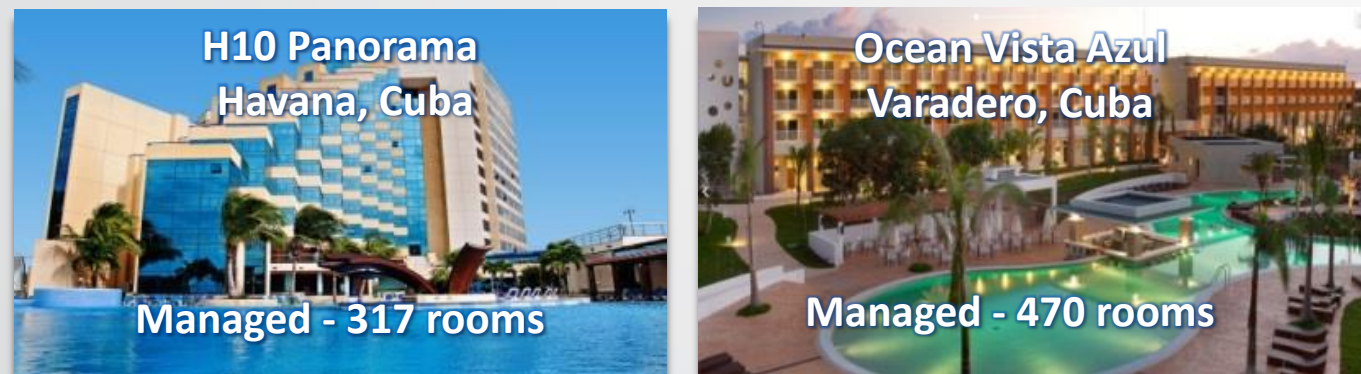
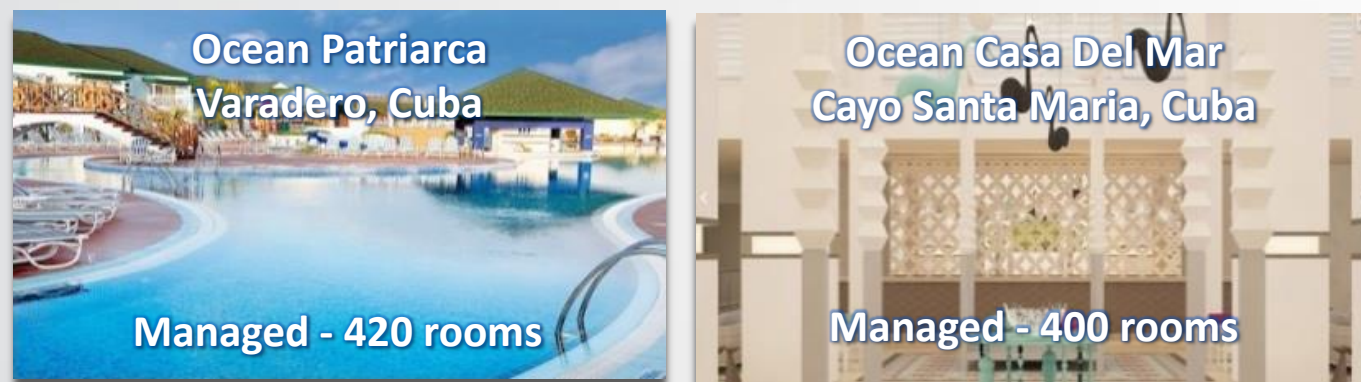
	2013		2014		2015		2016		2017	
Wide-Body Base Fleet	21	21	21	21	21	21	21	23	23	23
- Seasonally withdrawn ⁽¹⁾	-	-	(4)	-	(6)	-	(6)	-	(8)	-
- Sublease	(1)	-	(1)	-	(1)	-	(3)	-	(3)	-
Total	20	21	16	21	14	21	12	23	12	23

⁽¹⁾ As a result to improved leasing terms, three A330s are withdrawn from the fleet in winter. In addition, Transat has flexibility on the A310s it owns.



B737

	2013		2014		2015		2016		2017	
Narrow-Body Base Fleet	-	-	-	4	4	4	4	7	7	7
+ CanJet	11	5	11	1	2	1	-	-	-	-
+ Seasonal Lease	-	-	1	-	8	-	15	-	12	-
Total	11	5	12	5	14	5	19	7	19	7
% passengers	30%		39%		42%		50%		50%	



OWNED

Now
1,618 rooms

Projected
2,500 by 2018

MANAGED

Now
1,607 rooms

Projected
2,500 by 2018

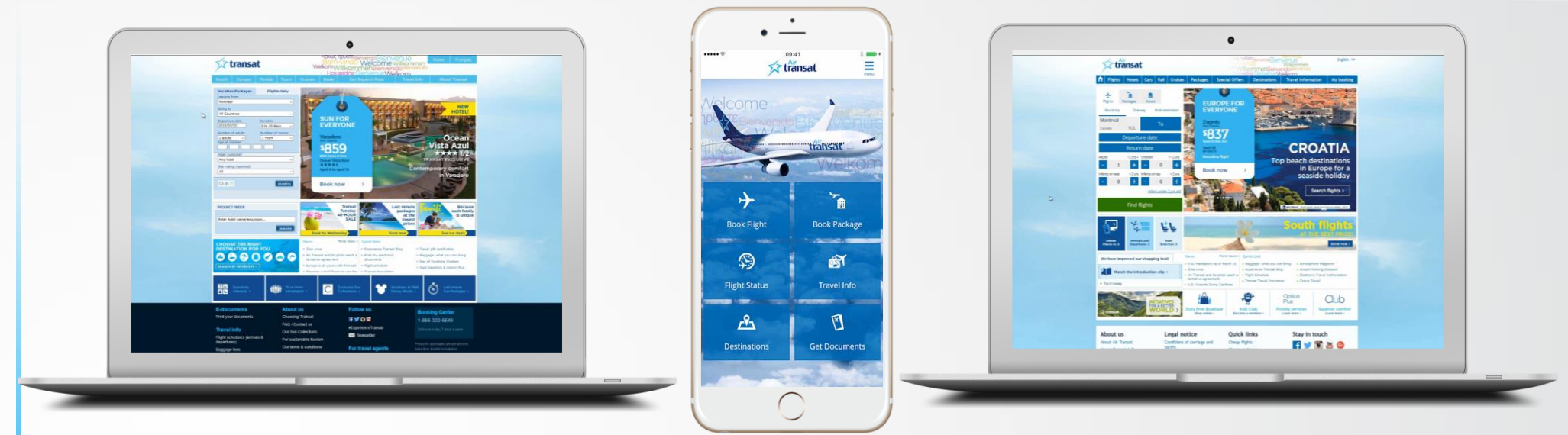
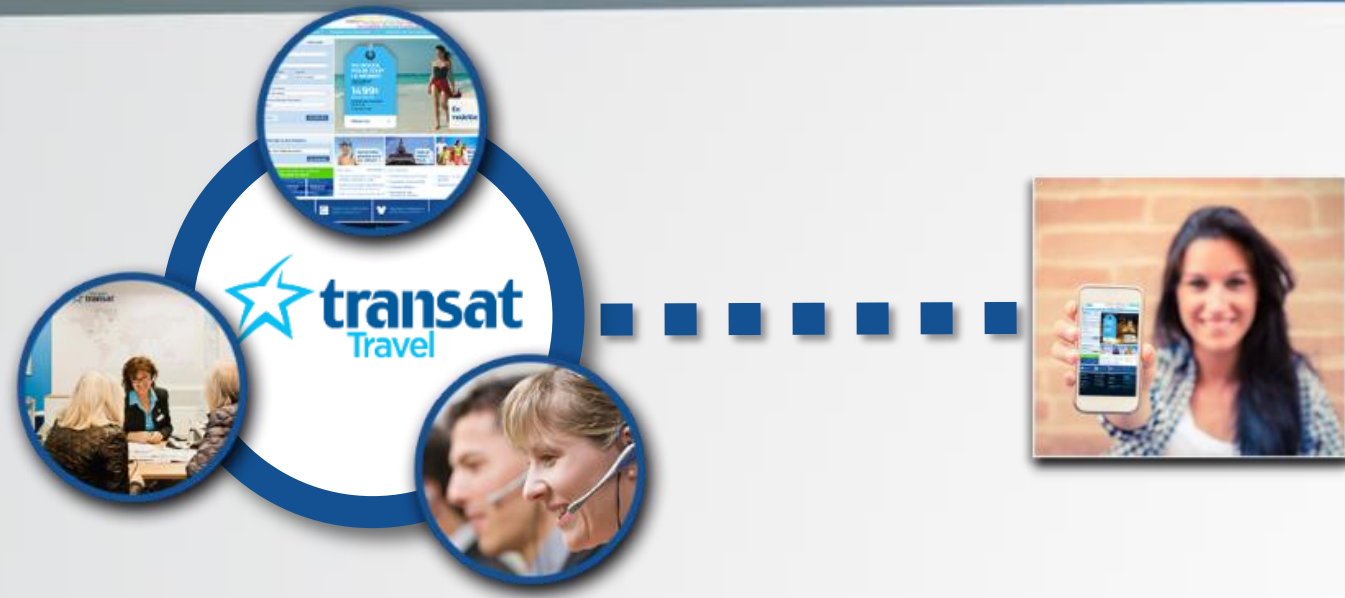
HIGHLIGHTS





- ▲ **35% Interest (65% held by H10 Hotels)**
 - C\$ 99.2M on balance sheet as of July 31
- ▲ **Grow Ocean Hotels from 3,225 as of today over 5,000 rooms by 2018**
 - Through a combination of owned and managed hotels
 - 2 new managed hotels opened Winter 2015-16 in Cuba
 - 3 projects underway (Mexico, Dominican Republic, Jamaica)
- ▲ **Continuous growth in terms of operational contribution since 2010**
 - Positive free cash flow⁽¹⁾ used to reimburse debt
 - Debt to value lower than 10%
 - Dividends of C\$ 6.7M and C\$ 9.1M received respectively in 2015 and 2016

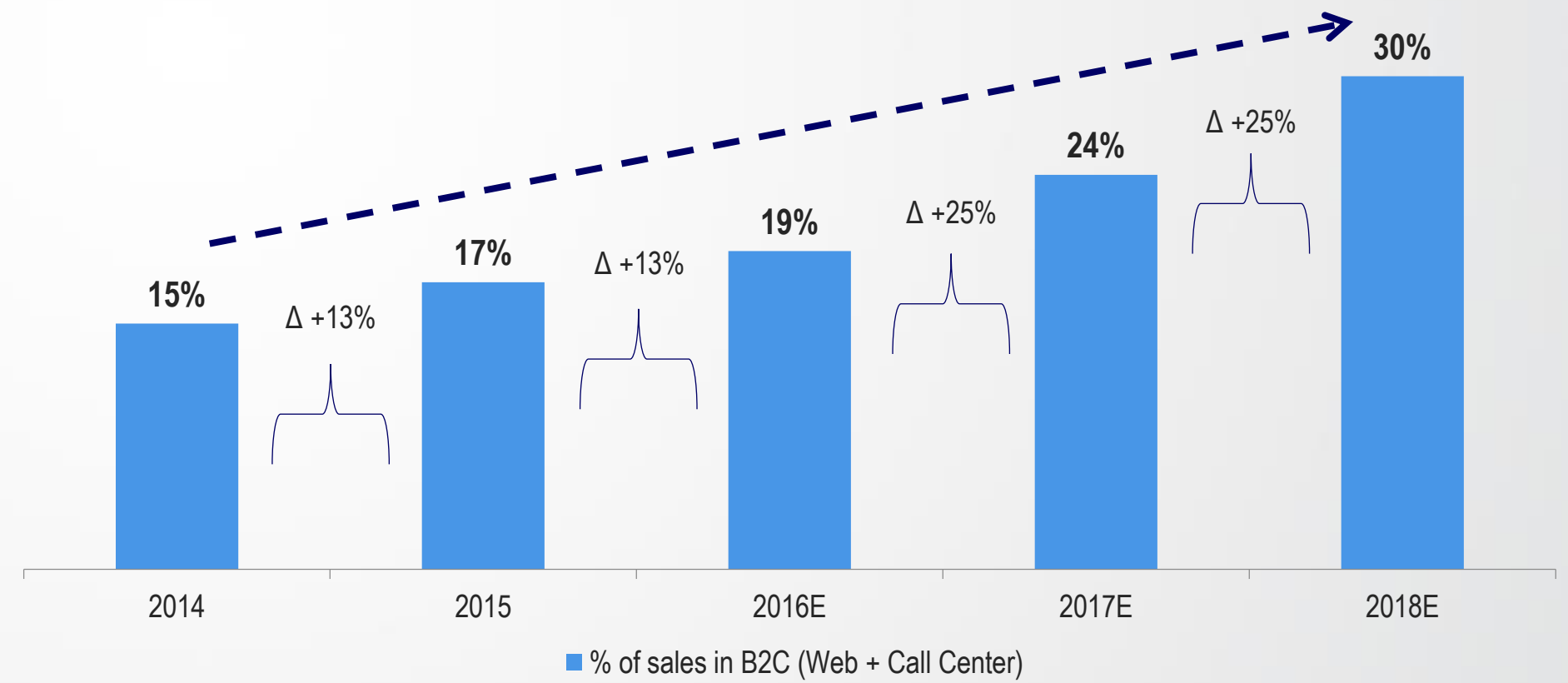
⁽¹⁾ Refer to Non-IFRS Financial Measures in the Appendix

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Transat Distribution Strategy



-  Create a fully-integrated distribution ecosystem comprised of a new Transat Travel website, connected to our call centers and travel agencies
-  Make online tools fully responsive to mobile devices
-  Enhance offering with third-party products so as to nurture repeat business and customer loyalty
-  Improved CRM (customer relationship management)



Launched new website platform to improve our customers online experience and increase our direct sales



Advances transformation from travel distributor to vertically-integrated travel producer

- Enhanced value proposition through owning the end product



Improves financial stability from reduced seasonality and increased exposure to stable, high-margin hotel business

- Complementary seasonal profile
- Greater financing capacity to pursue growth opportunities



Proven and established platform providing lower-risk entry into new vertical

- New avenue for long-term development and growth
- Existing pipeline of development projects



Natural fit to increase presence in hotel business

- Present in all of Transat's major sun destinations
- Good knowledge of the business through existing JV partnership



Financially sound transaction

- Material, yet manageable size
- Can be structured to be accretive
- Preserve financing capacity to pursue future growth opportunities
- Potential for a multiple re-rating due to improved capital markets profile

 **Become a North American leader from complementary outbound market profiles to similar destinations**

 **Substantial value creation potential**

- Unleash significant synergy potential by reducing seasonality of number of rooms taken from hoteliers in sun destinations
 - Now : 80% of our inventory sold in Winter and 20% in Summer
 - Projected : 65% of our inventory will be sold in Winter and 35% in Summer
 - Improve our negotiation power (*better cost per room*)
- Significant upside in growth plan

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HIGHLIGHTS (additional details in Appendix)

▲ Free Cash: \$504M vs \$516M (2015)

- Variation of (\$12M) explained by :
 - Positive results in the last 12 months
 - Negative working capital
 - Negative net of Capex
 - Share buyback (\$10M)
 - Dividend received from Ocean Hotel (\$9M)
 - Positive cash flow from discontinued activities

▲ Excess cash

- FY2016E : Excess cash expected to be greater than C\$150M which it could be deploy towards an acquisition

▲ NCIB

- Postponed our decision regarding implementation of a new NCIB program considering the environment and our plans to make acquisitions

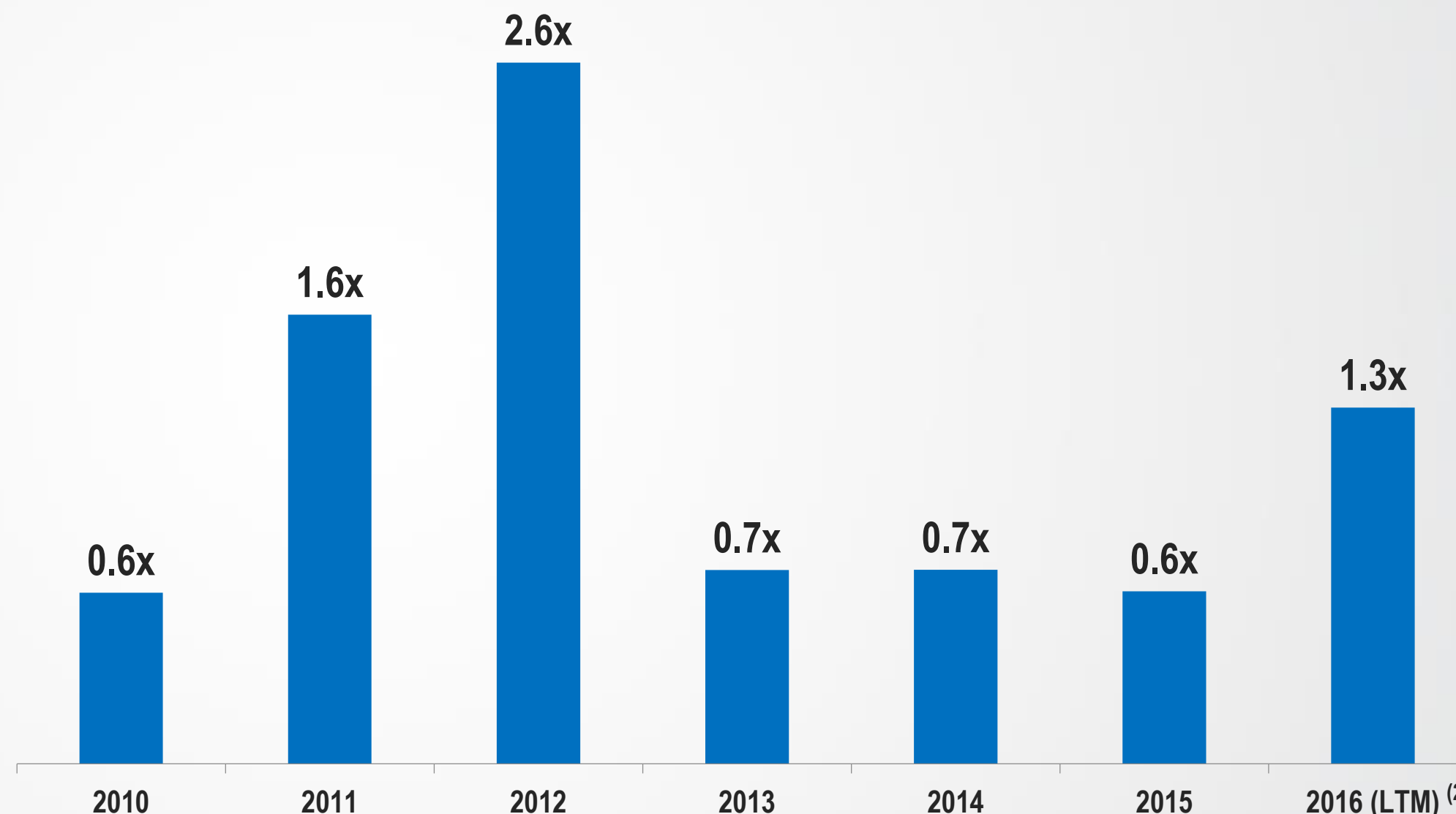
▲ Capital expenditures

- FY2016E : \$55-60M net of deferred credit
- Expected to return between \$50-55M in 2017

▲ Hotels Investment : \$99M vs \$96M (2015)

- Variation of +\$3M explained by :
 - Profitability net of dividend received of C\$ 9M during the quarter

LEVERAGE RATIO ⁽¹⁾



(1) Refer to Non-IFRS Financial Measures in the Appendix

(2) Cash seasonally adjusted

Maintained a reasonable leverage ratio providing us financial capacity to execute transformation

HIGHLIGHTS

2016 YTD Results

- Unusual year due to various external factors
- Firm offer from TUI AG for our French and Greek assets at €54.5M (C\$ 80M)

Historical (2013-2015)

- Profitability maintained between 100-120M adjusted EBITDA
- 2 record summers in last 3 years despite capacity increased

Vision for Coming Years

- Ready for growth
- Improve profitability in winter
- Protect profitability in summer
- Continue cost-and-margin initiatives

	Consolidated Results 12-month period ended October 31				
	2015	2014	2013	2012	2011
<i>(in millions of C\$, except per share amounts)</i>					
REVENUES	3,566.4	3,752.2	3,648.2	3,714.2	3,654.2
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	199.7	187.1	201.6	108.8	102.7
Adjusted EBITDA (incl. hotels JV) ⁽¹⁾	100.8	99.9	120.3	20.5	33.9
<i>As % of revenues</i>	2.6%	2.4%	3.2%	0.6%	0.9%
Adjusted net income (loss) ⁽¹⁾	42.9	45.2	62.6	(15.3)	(9.2)
<i>As % of revenues</i>	1.2%	1.2%	1.7%	(0.4%)	(0.3%)
<i>Per share</i>	\$1.11	\$1.16	\$1.63	(\$0.40)	(\$0.19)

(1) Refer to Non-IFRS Financial Measures in the Appendix

Trading Comparables

(Valuation Metrics)



(in millions of C\$, except ratios)	Share price	Latest Quarter	Equity Value	Adj. Enterprise Value	Adj. EV / EBITDAR ⁽¹⁾		P/E		Margins (LTM)	
	26/08/2016				CY2016E ⁽²⁾	CY2017E ⁽²⁾	CY2016E ⁽²⁾	CY2017E ⁽²⁾	EBITDAR	EBITDA
Direct comparables										
TUI AG	€12.23	Jun-16	\$10,431	\$19,841	5.7x	5.3x	12.3x	10.8x	10.9%	6.0%
Thomas Cook	£0.70	Jun-16	\$2,696	\$5,311	4.5x	4.2x	7.9x	6.3x	9.0%	6.4%
Flight Centre	AUD 37.34	Jun-16	\$3,718	\$4,427	7.7x	7.5x	15.1x	14.6x	21.8%	15.9%
Group Average					6.0x	5.7x	11.8x	10.6x	13.9%	9.4%
Canadian airlines										
Air Canada	\$8.90	Jun-16	\$2,527	\$9,391	3.5x	3.4x	2.4x	2.6x	18.3%	15.4%
WestJet Airlines	\$23.91	Jun-16	\$3,082	\$4,491	4.6x	4.5x	9.6x	9.5x	23.7%	19.3%
Group Average					4.0x	4.0x	6.0x	6.1x	21.0%	17.4%
Transat	\$6.37	Jul-16	\$234	\$663	3.5x	3.1x	27.1x	7.9x	6.2%	1.7%

Source: Bloomberg, Factset, Company filings

Note: All values updated as of 26-Aug-2016.

(1) Adjusted Debt and EV include aircraft and ship leases capitalized at 7.5x LTM rent expenses

(2) Estimates from Factset and calendarized

Trading Comparables (Capital Structure)



(in millions of C\$, unless otherwise noted)	Cash	Adj. Net Debt ⁽¹⁾	Capital Structure						Capital Structure (%)					
			Market Cap	Total debt	Leases	Cash Adj.	Other	Adj. EV ⁽¹⁾	Market Cap	Total debt	Leases	Cash	Other	Adj. EV ⁽¹⁾
Direct comparables														
TUI AG	\$2,417	\$10,671	\$10,431	\$3,083	\$10,004	(\$2,417)	(\$1,260)	\$19,841	53%	16%	50%	(12%)	(6%)	100%
Thomas Cook	\$865	\$3,492	\$1,816	\$1,741	\$2,616	(\$865)	\$3	\$5,311	34%	33%	49%	(16%)	0%	100%
Flight Centre	\$499	\$724	\$3,718	\$76	\$1,147	(\$499)	(\$15)	\$4,427	84%	2%	26%	(11%)	0%	100%
Group Average									57%	17%	42%	(13%)	(2%)	100%
Canadian airlines														
Air Canada	\$3,148	\$6,885	\$2,527	\$6,950	\$3,083	(\$3,148)	\$0	\$9,412	27%	74%	33%	(33%)	0%	100%
WestJet Airlines	\$1,698	\$1,617	\$3,082	\$2,012	\$1,303	(\$1,698)	\$0	\$4,699	66%	43%	28%	(36%)	0%	100%
Group Average									46%	58%	30%	(35%)	0%	100%
Transat	\$470	\$498	\$234	\$0	\$968	(\$470)	(\$69)	\$663	35%	0%	146%	(71%)	(10%)	100%

Source: Bloomberg, Factset, Company filings

Note: All values updated as of 28-Aug-2016.

(1) Adjusted Debt and EV include aircraft and ship leases capitalized at 7.5x LTM rent expenses

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First Quarter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



3-month period ended January 31

(in millions of C\$, except per share amounts and % of revenues)

	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
REVENUES	725.7	121.2	846.9	684.0	104.6	788.6	41.7	16.6	58.3
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	0.6	(8.9)	(8.3)	0.4	(13.0)	(12.6)	0.2	4.1	4.3
Adjusted EBITDA (incl. hotels JV) ⁽¹⁾	(31.7)	(8.9)	(40.6)	(22.7)	(13.0)	(35.7)	(9.0)	4.1	(4.9)
<i>As % of revenues</i>	<i>(4.4%)</i>	<i>(7.3%)</i>	<i>(4.8%)</i>	<i>(3.3%)</i>	<i>(12.4%)</i>	<i>(4.5%)</i>	<i>- 105 bps</i>	<i>+ 509 bps</i>	<i>- 27 bps</i>
Adjusted net income (loss) ⁽¹⁾	(30.4)	(6.9)	(37.3)	(22.9)	(9.6)	(32.5)	(7.5)	2.7	(4.8)
<i>As % of revenues</i>	<i>(4.2%)</i>	<i>(5.7%)</i>	<i>(4.4%)</i>	<i>(3.3%)</i>	<i>(9.2%)</i>	<i>(4.1%)</i>	<i>- 84 bps</i>	<i>+ 348 bps</i>	<i>- 28 bps</i>
<i>Per share</i>	<i>(\$0.82)</i>	<i>(\$0.18)</i>	<i>(\$1.00)</i>	<i>(\$0.59)</i>	<i>(\$0.25)</i>	<i>(\$0.84)</i>	<i>(\$0.23)</i>	<i>\$0.07</i>	<i>(\$0.16)</i>

(1) Refer to Non-IFRS Financial Measures in the Appendix

Second Quarter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



3-month period ended April 30

(in millions of C\$, except per share amounts and % of revenues)

	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
REVENUES	888.2	163.6	1,051.8	875.2	143.3	1,018.5	13.0	20.3	33.3
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	33.7	1.5	35.2	32.4	(4.4)	28.0	1.3	5.9	7.2
Adjusted EBITDA (incl. hotels JV) ⁽¹⁾	(5.0)	1.5	(3.5)	7.8	(4.4)	3.4	(12.8)	5.9	(6.9)
<i>As % of revenues</i>	<i>(0.6%)</i>	<i>0.9%</i>	<i>(0.3%)</i>	<i>0.9%</i>	<i>(3.1%)</i>	<i>0.3%</i>	<i>- 145 bps</i>	<i>+ 399 bps</i>	<i>- 67 bps</i>
Adjusted net income (loss) ⁽¹⁾	(11.9)	(0.3)	(12.2)	(2.7)	(3.9)	(6.6)	(9.2)	3.6	(5.6)
<i>As % of revenues</i>	<i>(1.3%)</i>	<i>(0.2%)</i>	<i>(1.2%)</i>	<i>(0.3%)</i>	<i>(2.7%)</i>	<i>(0.6%)</i>	<i>- 103 bps</i>	<i>+ 254 bps</i>	<i>- 51 bps</i>
<i>Per share</i>	<i>(\$0.32)</i>	<i>(\$0.01)</i>	<i>(\$0.33)</i>	<i>(\$0.07)</i>	<i>(\$0.10)</i>	<i>(\$0.17)</i>	<i>(\$0.25)</i>	<i>\$0.09</i>	<i>(\$0.16)</i>

(1) Refer to Non-IFRS Financial Measures in the Appendix

Winter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



6-month period ended April 30

(in millions of C\$, except per share amounts and % of revenues)

	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
REVENUES	1,613.9	284.8	1,898.7	1,559.2	247.9	1,807.1	54.7	36.9	91.6
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	34.3	(7.4)	26.9	32.8	(17.4)	15.4	1.5	10.0	11.5
Adjusted EBITDA (incl. hotels JV) ⁽¹⁾	(36.7)	(7.4)	(44.1)	(14.9)	(17.4)	(32.3)	(21.8)	10.0	(11.8)
<i>As % of revenues</i>	(2.3%)	(2.6%)	(2.3%)	(1.0%)	(7.0%)	(1.8%)	- 132 bps	+ 442 bps	- 54 bps
Adjusted net income (loss) ⁽¹⁾	(42.3)	(7.2)	(49.5)	(25.6)	(13.5)	(39.1)	(16.7)	6.3	(10.4)
<i>As % of revenues</i>	(2.6%)	(2.5%)	(2.6%)	(1.6%)	(5.4%)	(2.2%)	- 98 bps	+ 292 bps	- 44 bps
<i>Per share</i>	(\$1.14)	(\$0.19)	(\$1.33)	(\$0.66)	(\$0.35)	(\$1.01)	(\$0.48)	\$0.16	(\$0.32)

(1) Refer to Non-IFRS Financial Measures in the Appendix

Third Quarter Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



	3-month period ended July 31								
	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
<i>(in millions of C\$, except per share amounts and % of revenues)</i>									
REVENUES	663.6	213.6	877.2	704.8	215.3	920.1	(41.2)	(1.7)	(42.9)
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	47.9	7.0	54.9	69.5	1.7	71.2	(21.6)	5.3	(16.3)
Adjusted EBITDA (incl. hotels JV) ⁽¹⁾	16.0	7.0	23.0	44.8	1.7	46.5	(28.8)	5.3	(23.5)
<i>As % of revenues</i>	2.4%	3.3%	2.6%	6.4%	0.8%	5.1%	- 395 bps	+ 249 bps	- 243 bps
Adjusted net income (loss) ⁽¹⁾	2.5	3.0	5.5	26.9	0.3	27.2	(24.3)	2.7	(21.7)
<i>As % of revenues</i>	0.4%	1.4%	0.6%	3.8%	0.1%	3.0%	- 344 bps	+ 127 bps	- 233 bps
<i>Per share</i>	\$0.07	\$0.08	\$0.15	\$0.70	\$0.01	\$0.71	(\$0.63)	\$0.07	(\$0.56)

(1) Refer to Non-IFRS Financial Measures in the Appendix

Year-To-Date Financial Results Breakdown

(Continuing operations vs. Discontinued activities)



9-month period ended July 31

(in millions of C\$, except per share amounts and % of revenues)

	2016			2015			Change		
	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated	Continuing operations	Discontinued activities	Consolidated
REVENUES	2,277.5	498.4	2,775.9	2,264.0	463.2	2,727.2	13.5	35.2	48.7
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	82.2	(0.4)	81.8	102.3	(15.7)	86.6	(20.1)	15.3	(4.8)
Adjusted EBITDA (incl. hotels JV) ⁽¹⁾	(20.7)	(0.4)	(21.1)	29.9	(15.7)	14.2	(50.6)	15.3	(35.3)
<i>As % of revenues</i>	<i>(0.9%)</i>	<i>(0.1%)</i>	<i>(0.8%)</i>	<i>1.3%</i>	<i>(3.4%)</i>	<i>0.5%</i>	<i>- 223 bps</i>	<i>+ 331 bps</i>	<i>- 128 bps</i>
Adjusted net income (loss) ⁽¹⁾	(39.8)	(4.2)	(44.0)	1.3	(13.2)	(11.9)	(41.1)	9.0	(32.1)
<i>As % of revenues</i>	<i>(1.7%)</i>	<i>(0.8%)</i>	<i>(1.6%)</i>	<i>0.1%</i>	<i>(2.8%)</i>	<i>(0.4%)</i>	<i>- 180 bps</i>	<i>+ 201 bps</i>	<i>- 115 bps</i>
<i>Per share</i>	<i>(\$1.07)</i>	<i>(\$0.11)</i>	<i>(\$1.18)</i>	<i>\$0.04</i>	<i>(\$0.34)</i>	<i>(\$0.30)</i>	<i>(\$1.11)</i>	<i>\$0.23</i>	<i>(\$0.88)</i>

(1) Refer to Non-IFRS Financial Measures in the Appendix

5-Year Historical Winter Financial Results (Consolidated Results)



	6-month period ended on April 30				
	2016	2015	2014	2013	2012
<i>(in thousands of C\$)</i>					
REVENUES	1,898,713	1,807,079	1,965,842	1,912,538	2,041,722
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	26,869	15,493	15,135	26,312	(14,255)
Adjusted EBITDA (incl. hotels JV)⁽¹⁾	(44,155)	(32,358)	(23,888)	(14,663)	(55,726)
<i>As % of revenues</i>	<i>(2.3%)</i>	<i>(1.8%)</i>	<i>(1.2%)</i>	<i>(0.8%)</i>	<i>(2.7%)</i>
Adjusted net income (loss)⁽¹⁾	(49,443)	(39,070)	(30,841)	(22,996)	(54,477)
<i>As % of revenues</i>	<i>(2.6%)</i>	<i>(2.2%)</i>	<i>(1.6%)</i>	<i>(1.2%)</i>	<i>(2.7%)</i>
Net income (loss) attributable to shareholders	(86,107)	(39,610)	(33,552)	(37,897)	(42,688)
Adjustments net of tax :	(36,664)	(540)	(2,711)	(14,901)	11,789
Change in fair value of derivative financial instruments	(37,756)	(665)	(1,480)	(16,440)	6,025
Non-monetary gain on investments in ABCP	-	-	-	-	8,032
Gain (loss) on disposal of a subsidiary	(843)	-	-	-	-
Asset impairment	(15,809)	-	-	-	-
Premium related to fuel-related derivatives and other derivatives matured during the period	5,931	-	-	-	-
Restructuring (Charge) / Gain	(655)	-	(2,226)	(3,915)	-
Lump-sum payments related to collective agreements	-	-	-	-	-
Tax Impact	12,468	125	995	5,454	(2,268)

⁽¹⁾ Refer to Non-IFRS Financial Measures in the Appendix

5-Year Historical Summer Financial Results (Consolidated Results)



	6-month period ended on October 31				
	2015	2014	2013	2012	2011
<i>(in thousands of C\$)</i>					
REVENUES	1,759,289	1,786,357	1,735,620	1,672,497	1,742,904
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	184,187	172,023	175,280	123,066	81,465
Adjusted EBITDA (incl. hotels JV)⁽¹⁾	133,179	123,817	134,985	76,176	38,012
<i>As % of revenues</i>	7.6%	6.9%	7.8%	4.6%	2.2%
Adjusted net income (loss)⁽¹⁾	82,013	76,083	85,563	39,205	10,192
<i>As % of revenues</i>	4.7%	4.3%	4.9%	2.3%	0.6%
Net income (loss) attributable to shareholders	82,175	56,427	95,852	26,019	(10,048)
Adjustments net of tax :	162	(19,656)	10,289	(13,186)	(20,240)
Change in fair value of derivative financial instruments	137	(22,342)	15,947	(5,324)	(13,271)
Non-monetary gain on investments in ABCP	-	-	-	(96)	1,476
Gain (loss) on disposal of a subsidiary	-	-	-	5,655	-
Asset impairment	-	(369)	-	(15,000)	-
Premium related to fuel-related derivatives and other derivatives matured during the period	-	-	-	-	-
Restructuring (Charge) / Gain	-	(4,161)	(1,825)	-	(16,543)
Lump-sum payments related to collective agreements	-	-	-	-	-
Tax Impact	25	7,216	(3,833)	1,579	8,098

⁽¹⁾ Refer to Non-IFRS Financial Measures in the Appendix

5-Year Historical Annual Financial Results (Consolidated Results)



	12-month period ended on October 31				
	2015	2014	2013	2012	2011
<i>(in thousands of C\$)</i>					
REVENUES	3,566,368	3,752,198	3,648,158	3,714,219	3,654,167
Adjusted EBITDAR (incl. hotels JV) ⁽¹⁾	199,680	187,158	201,592	108,811	102,703
Adjusted EBITDA (incl. hotels JV)⁽¹⁾	100,821	99,929	120,322	20,450	33,853
<i>As % of revenues</i>	2.8%	2.7%	3.3%	0.6%	0.9%
Adjusted net income (loss)⁽¹⁾	42,943	45,242	62,567	(15,272)	(9,702)
<i>As % of revenues</i>	1.2%	1.2%	1.7%	(0.4%)	(0.3%)
Net income (loss) attributable to shareholders	42,565	22,875	57,955	(16,669)	(14,711)
Adjustments net of tax :	(378)	(22,367)	(4,612)	(1,397)	(5,009)
Change in fair value of derivative financial instruments	(528)	(23,822)	(493)	701	(1,278)
Non-monetary gain on investments in ABCP	-	-	-	7,936	8,113
Gain (loss) on disposal of a subsidiary	-	-	-	5,655	-
Asset impairment	-	(369)	-	(15,000)	-
Premium related to fuel-related derivatives and other derivatives matured during the period	-	-	-	-	-
Restructuring (Charge) / Gain	-	(6,387)	(5,740)	-	(16,543)
Tax Impact	150	8,211	1,621	(689)	4,699

⁽¹⁾ Refer to Non-IFRS Financial Measures in the Appendix

5-Year Historical Winter Financial Position (Consolidated Results)



	As at January 31					As at April 30				
	2016	2015	2014	2013	2012	2016	2015	2014	2013	2012
<i>(in thousands of C\$)</i>										
Free cash	431,411	393,631	359,596	247,877	291,234	454,881	441,536	404,554	336,148	349,457
Cash in trust or otherwise reserved	395,623	394,896	418,504	407,153	426,671	251,125	291,300	300,848	296,747	289,806
Trade and other payables	459,162	402,516	421,172	351,866	352,040	407,834	380,712	373,840	372,094	366,742
Customer deposits	658,197	636,303	621,618	591,969	598,424	542,128	578,449	540,293	514,674	464,722
Working capital ratio	1.01	1.05	1.07	1.02	0.99	0.95	1.01	1.04	0.98	0.93
Balance sheet debt	0	0	0	0	0	0	0	0	0	0
Obligations under operating leases	672,066	684,551	633,475	504,374	612,374	713,606	624,156	626,816	480,199	576,346
Net investment (Ocean hotels)	107,317	85,322	74,579	64,011	60,689	101,909	94,532	77,510	68,300	62,651
LTM capital expenditures (net of deferred credit)	61,001	68,406	54,463	62,203	56,089	53,897	62,822	63,239	61,561	57,265
LTM free cash flow ⁽¹⁾	61,629	37,588	104,940	(42,695)	37,745	38,560	52,527	54,745	(5,778)	3,261

⁽¹⁾ Refer to Non-IFRS Financial Measures in the Appendix

5-Year Historical Summer Financial Position (Consolidated Results)



(in thousands of C\$)

	As at July 31					As at October 31				
	2016	2015	2014	2013	2012	2015	2014	2013	2012	2011
Free cash	504,261	515,552	497,072	389,337	318,692	336,423	308,887	265,818	198,525	260,327
Cash in trust or otherwise reserved	203,454	266,700	262,803	290,558	268,287	367,199	340,704	361,743	331,172	323,314
Trade and other payables	482,008	466,644	463,785	443,189	383,557	355,656	338,633	326,687	307,219	381,748
Customer deposits	494,731	527,868	485,867	456,215	395,862	489,622	424,468	410,340	382,823	347,957
Working capital ratio	0.97	1.04	1.06	1.02	0.99	1.09	1.12	1.10	1.00	0.97
Balance sheet debt	0	0	0	0	0	0	0	0	0	0
Obligations under operating leases	693,309	624,047	562,821	658,885	552,287	675,385	657,639	632,804	530,907	636,618
Net investment (Ocean hotels)	99,216	96,453	78,026	69,281	65,356	97,897	83,949	70,041	64,189	60,612
Capital expenditures (TTM)	55,791	61,460	58,436	62,029	62,565	59,295	64,976	55,457	64,639	54,194
Free cash flow (TTM) ⁽¹⁾	(13,821)	28,829	100,580	71,220	(59,984)	39,658	41,264	67,582	(55,767)	36,479

⁽¹⁾ Refer to Non-IFRS Financial Measures in the Appendix

Experienced Management Team



Jean-Marc Eustache
Chairman of the Board
President and Chief Executive Officer
Transat A.T. Inc

Jean-Marc Eustache was the principal architect of the 1987 creation of Transat A.T. Inc. His forward-thinking business vision — focused on vertical integration — combined with outstanding leadership skills have helped elevate Transat A.T. Inc. to the rank of Canada's tourism industry leader. With its subsidiaries and affiliates, the Company has also become international in scope and one of the world tourism industry's largest players.

He holds a Bachelor of Science degree in Economics (1974) from l'Université du Québec à Montréal. He began his career in the tourism industry in 1977 at Tourbec, a travel agency specializing in youth and student tourism, before founding Trafic Voyages — the foundation for the creation of Transat A.T. — in 1982.



Denis Pétrin
Vice-President, Finance & Administration
and Chief Financial Officer
Transat A.T. Inc.

Denis Petrin, CPA has held the position of Vice-President, Finance and Administration and Chief Financial Officer for Transat A.T. inc. since 2009.

He began his career with Ernst & Young before joining Air Transat in 1990. In 1997, he was appointed Vice-President, Finance and Administration for Air Transat to which was added the equivalent position for Transat Tours Canada in 2003.

Mr. Petrin holds a bachelor's degree in Business Administration from Université du Québec à Trois-Rivières.



André De Montigny
President, Transat International .

Vice-President, Corporate Development,
Transat A.T. Inc

André De Montigny is President of Transat International and Vice-President, Business Development of Transat. He joined the Transat team in 2000 as Vice-President, Business Development. He served previously as Vice-President, Telecommunications for Capital Communications CDPQ, a subsidiary of the Caisse de dépôt et placement du Québec. He also worked for Videotron Ltd and Teleglobe Canada as, respectively, Vice-President, Business Development and Director, Business Development. He also holds a Bachelor and Master degree in Economics from Université de Montréal. He also holds an MBA from HEC Montréal.

As President of Transat International, he is responsible for the strategy and financial results of Transat's entities at destination, namely the incoming operators in Greece, Mexico and Dominican Republic, as well as the hotel management joint venture with Ocean in the Caribbean. As Vice-President, Business Development, he is responsible for the development of Transat's Strategic Plan and for the identification of external growth opportunities and ensuing acquisition transactions.



Jean-François Lemay
General Manager
Air Transat

Jean-François Lemay joined Transat's senior management team in October 2011. He has some 30 years of experience in the practise of law, including with the firms Desjardins Ducharme, then Bélanger Sauvé and finally Dunton Rainville, where he was a partner and member of the executive committee. A specialist in labour law, he has advised many clients on issues related to labour relations, human rights and freedoms, and occupational health and safety. He is invited regularly to speak to professional associations and is the author of numerous articles on labour relations. He has also served as a lecturer in labour law with the Law Faculty of Université de Montréal, where he obtained his law degree, and as a professor in labour law with the École du Barreau of the Quebec Bar.



Annick Guérard
General Manager
Transat Tours Canada

Annick Guérard began her professional career in the transportation industry as a Project Manager in engineering consulting, and then worked as a Senior Consultant in organizational management for the Deloitte management consulting firm.

Since 2002, Ms. Guérard has held a variety of management positions within different Transat A.T. Inc. business units, including working four years as Senior Director, Customer Service, for Air Transat. In 2006, she joined Transat Tours Canada's team as Director, Brands, then served as its Interim Director, Marketing. A year later, she took over the leadership of Jonview Canada in Toronto. In 2009, she was appointed Vice-President, Marketing and Web Commercialization, for Transat Tours Canada. Since October 2011, Annick has acted as Vice-President, South Market, and was then appointed to the position of General Manager of Transat Tours Canada, on the 3rd of December 2012.

Ms. Guérard holds an MBA from HEC Montréal and a Bachelor's degree in Engineering from l'école Polytechnique de Montréal.



Joseph Adamo
General Manager
Transat Distribution Canada

Joseph Adamo joined Transat in 2011, first as Senior Director, then Vice-President, Marketing and e-commerce, for Transat Tours Canada (TTC). In June 2013, he was appointed General Manager of Transat Distribution Canada (TDC). Mr. Adamo has over 25 years of sales, marketing and customer service experience. Prior to joining Transat he held key positions in several large corporations, among them the Marketel/McCann-Erickson Ltd. advertising agency, TELUS Mobility, Bell Canada and the Yellow Pages Group. He holds a Bachelor of Commerce degree and an MBA from McGill University.

Adjusted net income (loss):

Net income (loss) attributable to shareholders before net income (loss) from discontinued operations, change in fair value of fuel-related derivatives and other derivatives, gain on disposal of a subsidiary, restructuring charge, impairment of assets, lump-sum payments related to collective agreements and other significant unusual items, including premium related to fuel-related derivatives and other derivatives matured during the period, net of related taxes.

Adjusted EBITDA (Adjusted operating income (loss)) :

Operating income (loss) before depreciation and amortization expense, restructuring charge, lump-sum payments related to collective agreements and other significant unusual items, including premium related to fuel-related derivatives and other derivatives matured during the period.

Adjusted EBITDAR:

Operating income (loss) before aircraft rent, depreciation and amortization expense, restructuring charge, lump-sum payments related to collective agreements and other significant unusual items, including premium related to fuel-related derivatives and other derivatives matured during the period.

Free cash flow:

Cash flows related to operating activities, net of capital expenditures.

Leverage ratio (Adjusted net debt to EBITDAR):

Measures used by Transat may not be comparable to measures presented by other public companies. Transat adjusted net debt includes annualized permanent and seasonal aircraft rent expenses multiply by 5 and 1 respectively plus balance sheet debt less cash and cash equivalents (*unrestricted cash*)



Welcome
Γειά σου
Bienvenido
Bem-vindo
Willkommen
Benvenuto
Welkom
Bienvenue
Willkommen
Benvenuto
Welkom
Benvenuto



Long Term Transformation And Growth Plan

THANK YOU !