



chorus
aviation inc.



Investor Presentation

March 2017



CAUTION REGARDING FORWARD-LOOKING INFORMATION

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Certain information in this presentation may contain 'forward-looking information' as defined under applicable Canadian securities legislation. Forward-looking information typically contains words such as "anticipate", "believe", "could", "should", "estimate", "expect", "intend", "may", "plan", "predict", "project", "will", "would", and similar words and phrases, including references to assumptions. Such information may involve but is not limited to comments with respect to strategies, expectations, planned operations or future actions.

Forward-looking information relates to analyses and other information that are based on forecasts of future results, estimates of amounts not yet determinable and other uncertain events. Forward-looking information, by its nature, is based on assumptions, including those described in this presentation, and is subject to important risks and uncertainties. Any forecasts or forward-looking predictions or statements cannot be relied upon due to, amongst other things, external events, changing market conditions and general uncertainties of the business. Such statements involve known and unknown risks, uncertainties and other factors that may cause the actual results, performance or achievements to differ materially from those expressed in forward-looking statements. Factors that may cause results to differ materially from expectations in this presentation include, without limitation: risks relating to Chorus' economic dependence on and relationship with Air Canada; risks relating to the airline industry (including the international operation of aircraft in developing countries and areas of unrest); aircraft leasing (including the financial condition of lessees, availability of aircraft, access to capital, fluctuations in aircraft market values, competition and political risks); energy prices, general industry, market, credit, and economic conditions (including a severe and prolonged economic downturn which could result in reduced payments under the Capacity Purchase Agreement ('CPA') with Air Canada); competition affecting Chorus and/or Air Canada; insurance issues and costs; supply issues and costs; the risk of war, terrorist attacks, aircraft incidents and accidents; epidemic diseases, environmental factors or acts of God; changes in demand due to the seasonal nature of Chorus' business or general economic conditions; the ability of Chorus to reduce operating costs and employee counts; the ability of Chorus to secure financing; the ability of Chorus to attract and retain the talent required for its existing operations and future growth; the ability of Chorus to remain in good standing under and to renew and/or replace the CPA and other important contracts; employee relations, labour negotiations or disputes; pension issues, currency exchange and interest rates; leverage and restrictive covenants contained in debt facilities; uncertainty of dividend payments; managing growth; changes in laws, adverse regulatory developments or proceedings in countries in which Chorus and its subsidiaries operate or will operate; pending and future litigation and actions by third parties. For a further discussion of risks, please refer to Section 9 – Risk Factors in the fourth quarter and year-end 2016 MD&A. The statements containing forward-looking information in this presentation represent Chorus' expectations as of March 20, 2017, and are subject to change after such date. However, Chorus disclaims any intention or obligation to update or revise any forward-looking information whether as a result of new information, future events or otherwise, except as required under applicable securities laws.

Examples of forward-looking information in this presentation include: the outlook discussion on slide 10 "Revenue Generation under the CPA – Outlook"; the financing of and expectations for the aircraft leasing business on slide 19 "Chorus Aviation Capital Corp"; the expected aircraft deliveries on slide 20 "Launch Customer – Air Nostrum"; the market opportunity in aircraft leasing on slide 25 "Our Regional Aircraft Leasing Strategic Vision"; the projected growth of the air travel industry on slide 26 "Aviation Leasing is an Attractive Segment"; the statement regarding fleet growth on slide 30 "Regional Aircraft are a Highly Attractive Leased Asset"; and the discussion of the private placement on slide 31 "The Fairfax Investment"; and the fleet plan on slide 36 "Jazz Fleet Modernization Plan".

CHORUS AT A GLANCE



TSX: CHR
Ticker symbol

~ 122 million
Outstanding shares ⁽¹⁾

~ \$913 million
Market capitalization ⁽²⁾

~ \$1.3 billion
Operating revenue - 2016

~ \$248 million
Adjusted EBITDA, excluding
other items - 2016

Consistently profitable
since becoming
publicly traded in 2006

Focused on building
additional shareholder
value

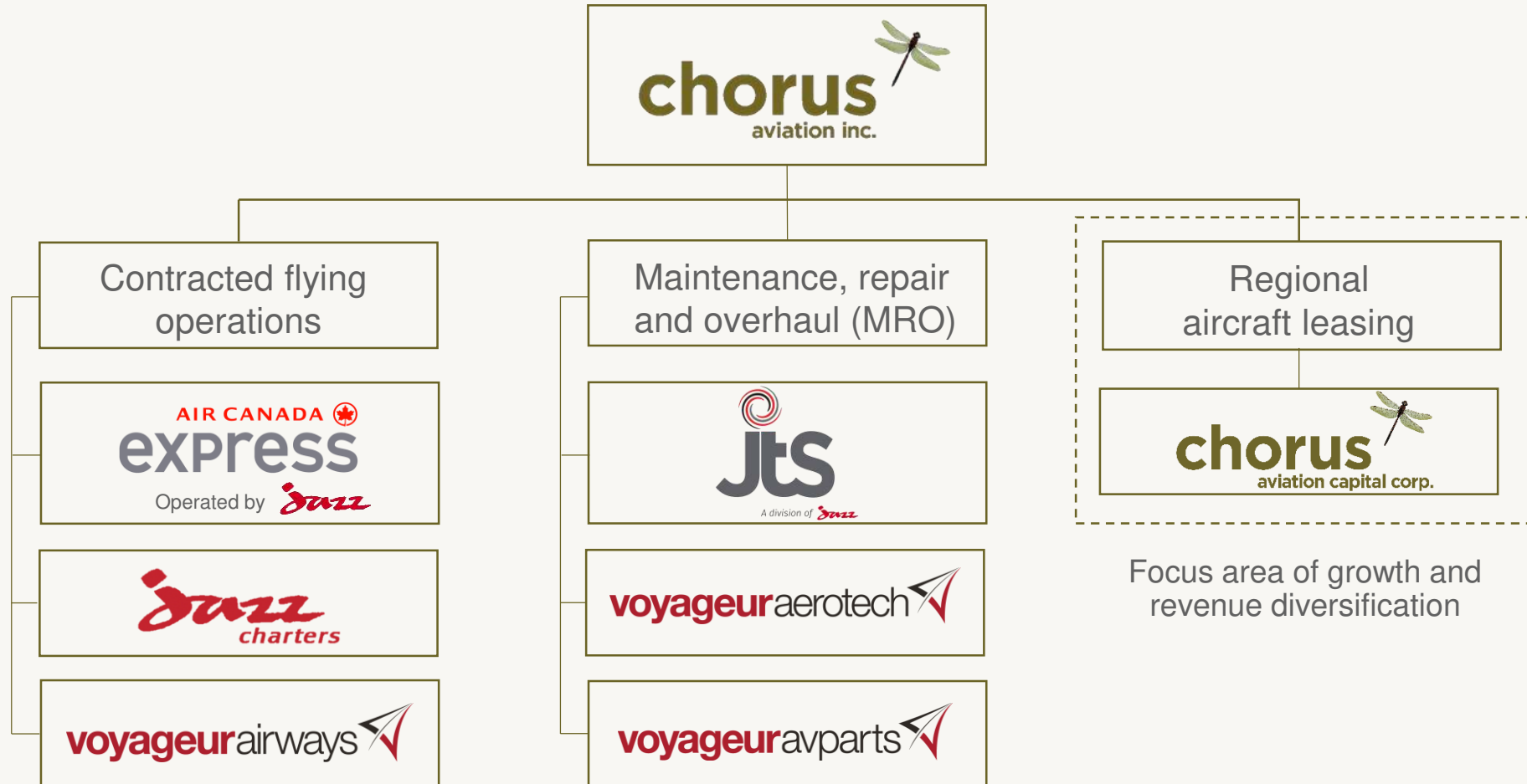
Current monthly
dividend of
\$0.04 per share

(1) Outstanding Chorus shares as of January 31, 2017 was 122,182,168.







(2) Calculated using closing price of Chorus shares of \$7.47 on the TSX on March 13, 2017.

GROWTH STRATEGY – CHORUS LINES OF BUSINESS

- Focused on providing a full suite of regional airline services to customers around the world



CONTRACTED FLYING OPERATIONS

	<ul style="list-style-type: none"> ■ CPA – foundation of our business ■ Operates fleet of 113 regional aircraft on behalf of Air Canada ■ CPA in place until 2025 ■ ~ 94% of Chorus' total revenue¹ 	
	<ul style="list-style-type: none"> ■ Ad hoc flying ■ Various customers <ul style="list-style-type: none"> • sport teams • corporate clients ■ Stand alone fleet of three aircraft 	
	<ul style="list-style-type: none"> ■ Based in North Bay, ON ■ Specialized contract flying operations with 18 aircraft for international customers ■ Air ambulance service for Ambulance New Brunswick 	

¹ For the 12-month period ended December 31, 2016

AIR CANADA EXPRESS - Responsibilities

Air Canada

- Purchases capacity
- Manages routes
- Sets flight schedules
- Sets ticket pricing
- Conducts marketing
- Assumes commercial risk
- Retains revenue from passenger and cargo sales
- Pays Jazz for aircraft capacity

Air Canada Express – operated by Jazz

- Provides crews, airframe maintenance, flight operations, some airport operations, and general administration
- Scope of operation
 - Over 690 daily flights
 - 72 destinations in North America
 - Fleet of 113 aircraft
- ~ 65% of Air Canada's regional seat capacity
- Three types of missions
 - Smaller markets with less demand
 - High density markets at off-peak times
 - Point-to-point services on lower density routes
- Safe, reliable and customer-friendly operation

COST MANAGEMENT UNDER THE CPA

Controllable Revenue (controllable costs)

Type of costs

- General overhead, salaries, wages and benefits
- Depreciation and amortization on aircraft and parts
- Aircraft maintenance
- Materials and supplies

Rate setting


- Majority of costs, excluding crew rates, set annually, based on projected annual block hours, flying hours, cycles, passengers carried
- Associated costs determined by Chorus and resulting rates mutually agreed upon with Air Canada
- Annual rate setting decreases Chorus' risk profile and increases accuracy of rates

Crew rates

- Set for the term of the CPA and reflect projected crew unit costs
- Underpinned by collective agreements set for same term as CPA
- Can be adjusted based on certain criteria

COST MANAGEMENT UNDER THE CPA

Pass-through costs – 100% reimbursed

Pass-through costs	<ul style="list-style-type: none">▪ Incurred by Chorus under the CPA▪ Passed through to Air Canada and 100% reimbursed	
Type of costs	<ul style="list-style-type: none">▪ Airport fees▪ Navigational fees▪ Terminal handling fees	
Exclusions	Services provided by Air Canada at no cost to Chorus include: <ul style="list-style-type: none">▪ Aircraft fuel▪ Air Canada ground handling	

REVENUE GENERATION UNDER THE CPA

Fixed Fees

- Minimum fleet established for term of CPA
- Fixed margin per covered aircraft
- Fixed infrastructure fee per covered aircraft
- Combined fixed fees minimum of \$111.6 million¹ until 2020



Performance Incentives

- Achieving established targets:
 - Controllable on-time performance
 - Controllable flight completion
 - Passengers arriving with luggage
 - Customer service
- Maximum available annually until 2020: \$23.4 million¹



Aircraft Leasing

- Chorus-owned Q400 aircraft leased into Jazz's Air Canada Express operation (5 CRJ900s in Q2 2017)
- FY 2016 earned \$99.0 million in CPA leasing revenue on 34 Q400 aircraft and 5 Q400 engines

¹ Refer to next slide for outlook through 2025

REVENUE GENERATION UNDER THE CPA - OUTLOOK

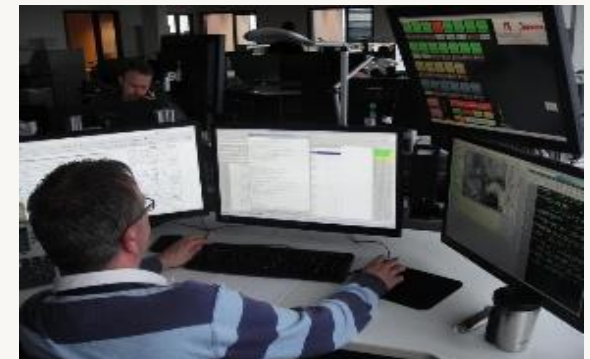
Revenue generation under the CPA (unaudited) (expressed in millions of Canadian dollars)	For the calendar year ended December 31, 2015	For the twelve months ended December 31, 2016	Average for calendar years 2017-2020	Average for calendar years 2021-2025	
CPA Fixed Fee ⁽¹⁾	109.7	110.3	111.6	64.9	(1) CPA revenue for 2016-2020 is not contingent upon fleet size while 2021-2025 has a portion adjusted downward as the remaining Dash 8 100 aircraft reach their retirement dates. The revenue amounts shown for 2015-2025 are not impacted by block hours flown and assume no material events of default or force majeure by either party to the CPA.
CPA Performance Incentives – Earned ⁽²⁾	21.7	21.7	TBD	TBD	
CPA Performance Incentives – Maximum available	23.3	23.6	23.4	12.2	
Total CPA Revenue Earned	131.4	132.0	TBD	TBD	(2) There can be no assurance given that the 90% historical level of performance under the CPA Performance Incentives Earned will be achieved in the future.
Total CPA Revenue Available	133.0	133.8	135.0	77.1	
Aircraft Leasing Revenue Under CPA ⁽³⁾	68.8	99.0	121.8	120.4	
Total CPA & Aircraft Leasing Revenue Earned under CPA	200.2	231.0	TBD	TBD	(3) Aircraft Leasing contains forward-looking information based on certain assumptions and estimates including market lease rates post retirement of current 21 Q400 debt financing based on the fleet plan. These projections may differ from actuals numbers if there are material changes in any and all of these assumptions or estimates. Foreign exchange rates used in the calculation of aircraft leasing revenue under CPA were US\$:CAD\$ 1.31 and US\$:CAD\$ 1.25 for the years 2016 and 2017-2025, respectively.
Total CPA & Aircraft Leasing revenue available under CPA	201.8	232.8	256.7	197.5	
# Aircraft Under Lease in CPA					
- Bombardier Q400	26	34	34	34	
- De Havilland Dash 8-300	—	—	13	19	
- CRJ 900	—	—	5	5	
- Engines	4	5	5	5	

The information above includes forward-looking information (refer to slide 2 – “Caution regarding forward-looking information”)

JAZZ'S COMPETITIVENESS UNDER THE CPA

Focused on increasing market competitiveness and growing services provided to Air Canada through a differentiated fleet and service offering

- Industry-leading collective agreements expire end of 2025
 - Pilots, Flight Attendants, Maintenance, Dispatchers
 - Pilots' DB pension replaced by DC pension (new hires)
 - Agreements expire in 2025 providing strong labour stability and cost visibility
- Ongoing Pilot Mobility Program with Air Canada
 - Enables senior pilots to flow to Air Canada with replacement pilots hired at industry competitive rates
 - Over 300 pilots exited Jazz since January 2015
- Modernization of Jazz fleet
 - Focused on larger, newer technology regional aircraft
 - Majority of fleet changes to be completed by 2020
 - Lower cost per available seat mile
 - Increased network flexibility and competitiveness
 - Investing in Dash 8-300 Extended Service Program



VOYAGEUR AIRWAYS

- ~ 70% of revenue generated through specialized flight operations
- Fleet of 18 owned aircraft (16 Bombardier manufactured)
- Contract flying services
 - Flight and cabin crew
 - Maintenance personnel
 - On-site manager
- Missions
 - Medical, logistical and humanitarian
 - Canada and Africa
- Flight operations
 - Voyageur's operating certificate
 - Transport Canada approved licences and personnel



CONTRACTED FLYING OPERATIONS - SUMMARY

Long history in flying operations with strong industry relationships – competitive advantage



Jazz Aviation

- Jazz is Air Canada's primary regional supplier, providing 65% of their regional capacity
- Minimum of 96 aircraft under the CPA in 2025 with the objective to grow
- Larger Q400s and CRJ-900s decrease per-seat costs
- Air Canada's Q400 fleet consolidated into Jazz by early 2017
- Chorus owns majority of CPA aircraft – unique in Canadian regional industry
- Provides Air Canada with flexibility to respond quickly and efficiently to change
- Solidify Air Canada's brand presence at 36 airports across Canada



Voyageur Airways

- Voyageur provides specialized contracted flying services
- Flying ACMI missions around the world for over 12 years
- Blue-chip customers such as United Nations
- World-renowned reputation for superior safety standards and operational integrity
- Contracted services done with Canadian licenses, certification and designations

MAINTENANCE REPAIR AND OVERHAUL (MRO) AND PARTS



- New division under Jazz
- Separate profit centre
- Focused on traditional heavy maintenance on Bombardier aircraft



- Operating in North Bay, ON
- 200,000 square foot facility
- Highly specialized and custom MRO
- International clients



- Newly created business
- Regional aircraft part sales and service
- Synergies with services provided by Chorus



JAZZ TECHNICAL SERVICES

- Traditional heavy maintenance on Bombardier regional aircraft
- Five-year contract with another Air Canada Express partner
 - Heavy maintenance checks on 14 regional jets
- Contract to refurbish cabin interior of Dash 8-300 aircraft
- Two-year contract with CommutAir, a United Express® carrier
- Efficiencies gained through economies of scale

United Express® is a registered trade-mark of United Airlines, Inc.



VOYAGEUR AEROTECH

- Transport Canada Design Approved Organization
 - Dedicated engineering team developing Supplemental Type Certificates
- Aircraft modifications
- Maintenance, repair and overhaul (MRO)
 - All models of Bombardier regional aircraft
 - Worldwide customer base
 - Highly specialized MRO work
- ~ 30% of revenue generated from Aerotech with opportunities to grow (includes Avparts)



VOYAGEUR AVPARTS



- Newly created business
- Part sales and service in support of future growth
- Services
 - Consignment inventories
 - Aircraft part-outs
 - Purchase and sale of bulk/surplus inventories from third parties
 - Inventory leasing programs
- Synergies with services provided by the Chorus group of companies

MAINTENANCE REPAIR AND OVERHAUL (MRO) AND PARTS – SUMMARY

Jazz Technical Services

- Jazz Technical Services provides opportunity to grow as separate profit centre
- New, industry-leading maintenance collective agreement
- 24/7 operation enabling quick aircraft turnaround times
- Facility has capacity for additional work
- Air Georgian, CommutAir and D8-300 contracts reduce unit costs and improves cost competitiveness
- Opportunity to generate incremental revenue and strengthen bottom line



Voyageur Aerotech and Avparts

- Transport Canada, FAA and European Aviation Safety Agency approved
- Transport Canada certified Canadian Design Approval Organization
- Operating from a 200,000 square foot facility in North Bay, ON
- Supplemental Type Certificates for Dash 8-100/200/300s and Dash 7s
- Capability to conduct MRO work on all Bombardier regional aircraft
- Avparts division provides organic growth and synergies with Chorus companies
- Avparts complements MRO divisions at Voyageur and Jazz



Chorus Aviation Capital Corp



- Regional aircraft leasing is an emerging business
 - ~20% to 25% regional aircraft manufactured are leased vs. ~40% to 50% for narrow-body aircraft
 - Solid opportunity for growth
- Fairfax Financial investing \$200 million in Chorus through a private placement of convertible debt units
- New subsidiary will build a global, regional aircraft leasing platform and further advance Chorus' growth and diversification strategy
- Chorus Aviation Capital led by Steven Ridolfi
- Capable of delivering a full suite of support services to customers worldwide by leveraging the expertise within Chorus' group of companies

The information above includes forward-looking information (refer to slide 2 – 'Caution regarding forward-looking information').

The \$200 million private placement of convertible debt units remains subject to satisfaction of certain closing conditions.

LAUNCH CUSTOMER - AIR NOSTRUM

Chorus to purchase and lease four new CRJ1000 regional jets to Air Nostrum

- Secured letter of offer from Export Development Canada (EDC) for debt financing
- Two aircraft delivered in November/December 2016; two deliveries expected in June/September 2017
- Air Nostrum is a leading European regional carrier
 - Headquartered in Valencia, Spain
 - Operates fleet of 42 – CRJ1000s, CRJ900s, CRJ200s and ATR 72-600s
 - Network of 54 domestic and international destinations
 - Carried 4 million passengers in 2015 through its franchise with Iberia®
 - Affiliate of the oneworld® airline alliance



Iberia® is a registered trade-mark of Iberia Lineas Aereas De Espana Sociedad Anonima Operadora.

oneworld® is a registered trade-mark of oneworld Alliance LLC.

The information above includes forward-looking information (refer to slide 2 – ‘Caution regarding forward-looking information’).

The expected aircraft deliveries remain subject to the execution of lease agreements and the satisfaction of certain conditions under the EDC financing.

CREATING VALUE THROUGH GROWTH AND DIVERSIFICATION

Strengthening
Jazz competitiveness



Growing aircraft
leasing revenues
inside/outside CPA



Pursuing growth
opportunities for
Voyageur in MRO and parts



Advancing business
diversification leveraging
our regional aviation expertise



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APPENDICES

- Regional aircraft leasing growth opportunity
- Private placement with Fairfax Financial
- Q4 2016 Income Statement
- Q4 2016 Balance Sheet
- CPA fleet modernization plan by type and year
- Jazz fact sheet
- Jazz's network
- 2016 Jazz industry recognition
- Voyageur fleet

Regional Aircraft Leasing Growth Opportunity

OUR REGIONAL AIRCRAFT LEASING STRATEGIC VISION

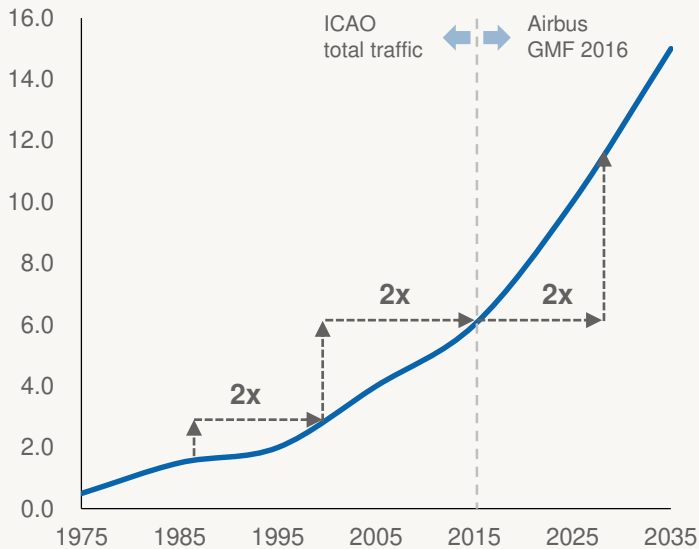
Chorus believes there is a significant opportunity to develop a large and profitable leasing platform by capitalizing on its unique expertise in the regional aircraft and airline market. Chorus is targeting the regional segment because:

- 1 Accelerating global passenger growth and positive airline fundamentals have created strong regional aircraft market demand
- 2 The regional leasing segment is currently underserved with limited competition and great potential for further penetration
- 3 The regional aircraft leasing segment enjoys premium yields and sector margins with favourable access to capital
- 4 The regional aircraft market is characterized by historically stable aircraft deliveries with limited technical obsolescence risk

AVIATION LEASING IS AN ATTRACTIVE SEGMENT

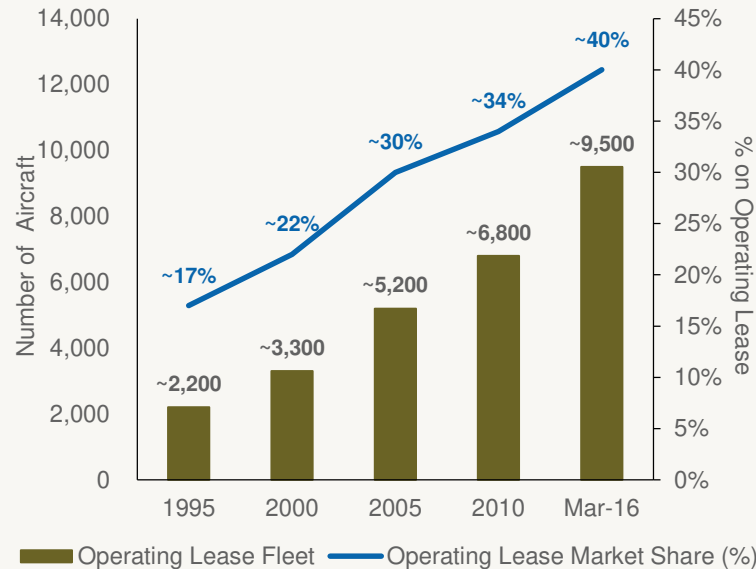
Air Travel to Double in the Next 15 Years⁽¹⁾

World annual traffic (trillion RPK)



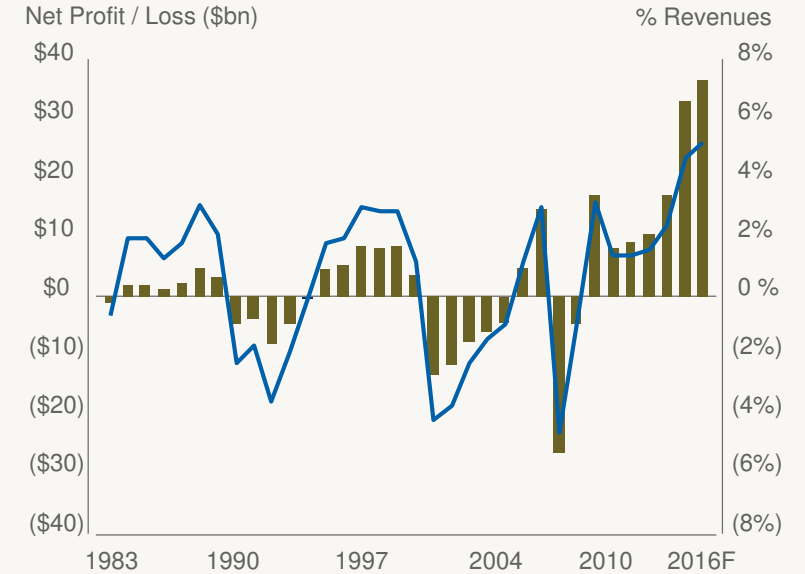
- Strong and resilient passenger traffic growth, with air volume growth having outperformed GDP growth by ~2.0x over the past 10 years⁽²⁾
- 20-year world annual traffic growth forecast of 4.5%⁽¹⁾
- Supports strong growth in aircraft deliveries over the forecast horizon

Increased Use of Operating Leases⁽³⁾



- Positive dynamics in aircraft leasing, driven by increase in global fleet and proportion of leased aircraft

End Market / Airline Profitability has Recovered⁽⁴⁾

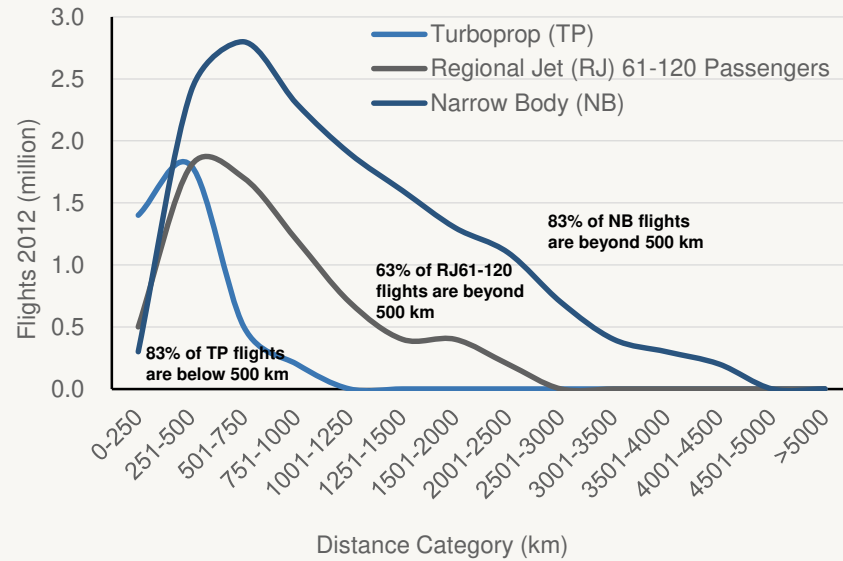


- Airlines have demonstrated increased profitability over recent years

Sources: (1) Airbus Global Market Forecast (2016), (2) IATA, Oxford Economics, (3) CAPA Fleets, AVITAS Estimates, (4) ICAO (1983 – 2013) and IATA December 2015 (2014-15)
The information above includes forward-looking information (refer to Slide 2 - "Caution regarding forward-looking information")

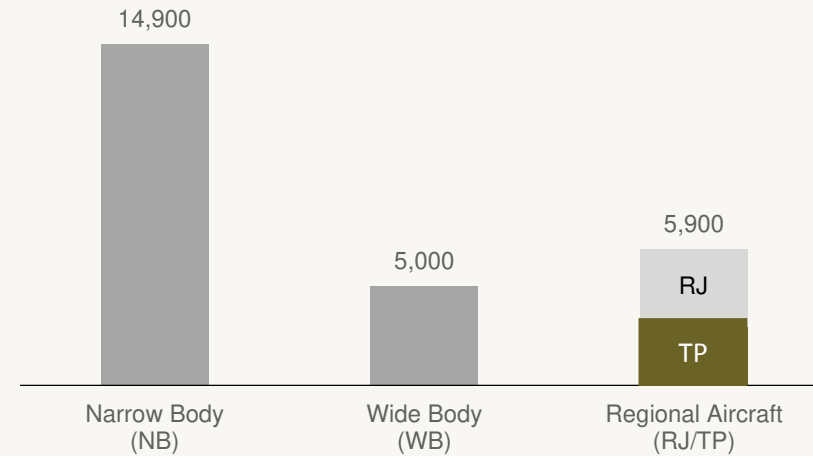
REGIONAL AIRCRAFT ARE FUNDAMENTAL TO EFFICIENT AIR TRANSPORT NETWORKS

Worldwide Flight Distribution By Aircraft Type⁽¹⁾



- 50% of world passengers fly less than 500 miles
- 60% of the world's communities linked with regional aircraft

Worldwide Distribution of Aircraft by Type⁽²⁾



- Regional aircraft fleet is ~23% of total commercial fleet

REGIONAL AIRCRAFT LEASING IS NOT CORE FOR MANY COMMERCIAL AIRCRAFT LESSORS

Commercial Aircraft Leasing Focus

- Focus on larger aircraft allows for faster deployment of capital
- Core OEM relationships with Airbus and Boeing
- Core customer relationship with mainline airlines
- Regional aircraft portfolios are non-core and were often established to build scale during growth stages

35+ Competitors

Note: This is not a complete list of regional aircraft lessors (for illustrative purposes only).

Non-Core Regional Presence

Transactions / Year: **Approximately 1,500 aircraft; \$100bn**
Percent Leases: **Approximately 40+%**
Comments: **NB – Narrow body / WB – Wide body / Passenger Cargo**

Regional Aircraft Leasing Focus

- Smaller ticket size per aircraft
- Core OEM relationships with ATR, Bombardier and Embraer
- Core customer relationships with regional airlines
- Trading is less prevalent as leases / loans have been historically of longer tenure

Few Competitors

Note: This is not a complete list of regional aircraft lessors (for illustrative purposes only).

Transactions / Year: **Approximately 300 aircraft; \$10bn**
Percent Leases: **Approximately 20% – 25%**
Comments: **TP – Turboprops / RJ – Regional Jets / 61 – 120 seats**

ABILITY TO SOURCE ASSETS FROM MULTIPLE CHANNELS

Chorus is building its funnel through several sourcing channels

Direct OEM Orders

- Leveraging OEM relationships to source customers in conjunction with OEM order books

Sale-Leaseback

- Leveraging trusted peer-operator status to acquire aircraft from airlines

3rd Party Leasing Companies

- Taking advantage of regional aircraft's "non-core" status within commercial leasing players' portfolios

REGIONAL AIRCRAFT ARE A HIGHLY ATTRACTIVE LEASED ASSET

1 Resilient Demand Expectations with a Broad User Base

- The 70-130 seat fleet is expected to grow ~4-5% per year over the next 20 years⁽¹⁾
- Operational efficiencies from regional aircraft play a key role in hub-and-spoke networks

2 Attractive Aircraft Type for Shorter Routes

- Regional aircraft allow airlines to optimize aircraft size and reduce per-seat cost
- ~50% of global passengers fly on trips below 500 miles and ~30% of global passengers fly on trips below 300 miles

3 Geographically Diverse Demand Dynamics

- Economic growth in emerging markets is expected to significantly outpace those in advanced economies
- The emergent urban middle classes in these areas present a real opportunity to expand air travel capabilities which will require the use of turboprop and regional jet aircraft

4 Stable Supply

- Historical deliveries of regional aircraft have been relatively consistent
- Regional aircraft projected deliveries are stable

5 Ability to Hold Values Over Time Due to No Significant Changes to Regional Aircraft Technology

- Values of regional jets and turboprops have proved less volatile relative to most narrow body aircraft

(1) Embraer Market Outlook 2016-2035

The information above includes forward-looking information (refer to Slide 2 – "Caution regarding forward-looking information")

THE FAIRFAX INVESTMENT

- \$200 million investment in Chorus (200,000 convertible debt units at \$1,000/unit)
 - \$1,000 secured debenture
 - 121.21212121 warrants
- Debentures
 - Interest rate of 6.00% per annum
 - Secured by Dash 8-100 and Dash 8-300 aircraft, plus real estate; security released if Fairfax disposes of any of its debentures
 - Mature on December 31, 2024; redeemable at par any time after December 31, 2021
 - Customary repurchase obligations upon a change of control
- Warrants
 - Exercise price equal to \$8.25 per share
 - Exercisable after December 31, 2019 and in the event of a Chorus change of control
 - Subject to adjustment pursuant to anti-dilution provisions
- Chorus to issue convertible debt units between January 1 and March 31, 2017
- Fairfax ownership on a post-exercise basis expected to be ~16.5% based on current Chorus shares issued and outstanding
- Fairfax commits not to dispose of convertible debt units until after December 31, 2019
- Chorus to use proceeds of Fairfax investment primarily to fund its regional aircraft leasing business

The information above includes forward-looking information (refer to slide 2 – ‘Caution regarding forward-looking information’).

The investment remains subject to satisfaction of certain closing conditions, including receipt of certain conditional listing approvals from the TSX. For more information, refer to Chorus’ Material Change Report dated December 22, 2016 and the documents filed in connection therewith available on SEDAR at www.sedar.com.

INCOME STATEMENT – Q4 2016

(expressed in thousands of Canadian dollars, except earnings per share)	As at December 31,	
	2016	2015
	\$	\$
Operating revenue		
Passenger	1,251,856	1,517,365
Other	24,998	27,316
	1,276,854	1,544,681
Operating expenses		
Salaries, wages and benefits	432,921	435,521
Aircraft fuel	3,122	228,557
Depreciation and amortization	81,334	59,745
Food, beverage and supplies	13,075	12,082
Aircraft maintenance materials, supplies and services	167,547	197,258
Airport and navigation fees	160,612	174,371
Aircraft rent	91,047	103,308
Terminal handling services	39,319	57,018
Other	136,399	127,324

INCOME STATEMENT – Q4 2016 (cont'd)

	As at December 31,	
	2016	2015
(expressed in thousands of Canadian dollars, except earnings per share)	\$	\$
Operating income	151,478	149,497
Non-operating income (expenses)		
Interest revenue	578	2,443
Interest expense	(22,667)	(17,457)
Gain on disposal of property and equipment	394	186
Foreign exchange gain (loss)	14,331	(74,336)
Other	313	758
	(7,051)	(88,406)
Income before income taxes	144,427	61,091
Income tax expense		
Current income tax	50	(8,509)
Deferred income tax	(32,711)	(27,095)
	(32,661)	(35,604)
Net income	111,766	25,487
Earnings per share, basic	0.91	0.21
Earnings per share, diluted	0.89	0.20

BALANCE SHEET – Q4 2016

	As at	
	31-Dec-16	31-Dec-15
	\$	\$
Assets		
Current assets		
Cash	23,491	32,677
Restricted cash	5,671	1,829
Accounts receivable – trade and other	75,058	81,357
Inventories	49,657	45,942
Prepaid expenses and deposits	10,591	15,718
Income tax receivable	4,602	---
Total current assets	169,070	177,523
Property and equipment	1,221,487	863,992
Intangibles	2,698	3,004
Goodwill	7,150	7,150
Deferred income tax asset	19,844	19,644
Other long-term assets	42,113	36,026
	1,462,362	1,107,339

BALANCE SHEET – Q4 2016 (cont'd)

	As at	
	31-Dec-16	31-Dec-15
	\$	\$
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	173,656	177,313
Current portion of obligations under finance leases	5,099	5,432
Current portion of long-term incentive plan	6,567	5,159
Current portion of long-term debt (note 6)	84,543	54,867
Current portion of consideration payable	12,626	11,319
Dividends payable	4,889	4,889
Income tax payable	2,743	7,270
Total current liabilities	290,123	266,249
Obligations under finance leases	8,534	14,052
Long-term debt	803,954	530,390
Consideration payable	5,907	18,849
Deferred income tax liability	126,099	103,202
Other long-term liabilities	88,782	63,801
	1,323,399	996,543
Equity	138,963	110,796
	1,462,362	1,107,339

JAZZ FLEET MODERNIZATION PLAN

The Chorus fleet will transition to more efficient, larger aircraft with significant fleet simplification

- Jazz will transition to a mix of larger, newer technology regional jets (CRJ900s) and turboprops (Q400s)

Aircraft Type	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Q400	27	39	44	44	44	49	49	49	49	49	49
CRJ-200	16	13	10	10	10	0	0	0	0	0	0
CRJ-900	16	16	21	21	21	21	21	21	21	21	21
Total	59	68	75	75	75	70	70	70	70	70	70






- The addition of Q400s will replace older, less efficient Dash 8-100s that have a higher value in alternative uses

Aircraft Type	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Dash 8-100	28	19	16	15	15	15	12	12	4	1	0
Dash 8-300	26	26	26	26	26	26	26	26	26	26	26
Total	54	45	42	41	41	41	38	38	30	27	26

The information above includes forward-looking information (refer to slide 2 – ‘Caution regarding forward-looking information’).

JAZZ FACT SHEET

Corporate Fact Sheet	
Head office:	Halifax
Regional offices:	Vancouver Calgary Toronto Montreal Halifax (Operations Centre)
Destinations served	72 destinations across Canada and the U.S.
Number of employees	4,200 total employees
Daily flights operated	660 (approx., based on weekday operation)
Daily passengers carried	30,000 (based on weekday operation)
Annual passengers carried	10.5 million (based on 2016 figures)

Aircraft type	Number	Capacity
 Bombardier Q400 NextGen	40	74
 Bombardier CRJ-705	16	75
 Bombardier CRJ-200	13	50
 Bombardier Dash 8-300	26	50
 Bombardier Dash 8-100	16	37

JAZZ – CANADA’S REGIONAL AIRLINE



2016 JAZZ INDUSTRY RECOGNITION

- Jazz received top Airline Reliability Performance Awards for dispatch reliability:
 - Q400 Aircraft Programs for North America
 - CRJ100/200 Aircraft Programs for North America
 - CRJ700/900/1000 Aircraft Programs for North America
- Recognized in 2016 as one of North America’s top five on-time performing regional airlines
- Canada’s Top Employers for Young People 2016
- Canada’s Best Diversity Employers 2016
- Atlantic Canada’s Top 25 Employers 2016
- Nova Scotia’s Top 15 Employers 2016
- APEX award for “Excellence in Publication” recognizing “Focus on Safety”



VOYAGEUR FLEET

Aircraft	Number	Aircraft Type
 Bombardier CRJ-200LR	7	Passenger charter
 Bombardier Dash 8-300	6	Passenger charter
 Bombardier Dash 8-100	2	Passenger charter
 De Havilland Dash 7	1	Passenger charter
 Beechcraft King Air 200	2	Air ambulance