



CITIZENS OF THE WORLD

2022 CORPORATE SUSTAINABILITY REPORT
EXECUTIVE SUMMARY



AIR CANADA

A STAR ALLIANCE MEMBER



Message from **Michael Rousseau**
PRESIDENT AND CEO, AIR CANADA

I am proud to share Air Canada's 2022 Corporate Sustainability Report with you, which details our approach, commitments and progress as they relate to Environment, Social and Governance (ESG) practices. 2022 was a pivotal year for our business. We celebrated our 85th anniversary and made significant advances in our recovery from the pandemic's effects on our industry, all while advancing our ESG priorities.

As Canada's flagship carrier, we connect Canada to the world, and we are acutely aware of the responsibility we have toward people and our planet. We have developed corporate priorities to improve our operations while caring for our customers, our employees and our communities as well as preserving the planet we help people explore. We believe in the importance of taking care of one another. We lift each other up by creating a safe, healthy and inclusive environment, where our colleagues can grow and thrive, and our customers always feel welcome.

Our next chapters may be challenging, but we are as determined as ever to deliver the care and class that Air Canada is known for, in a more sustainable way. We aim to tackle challenges together as a team and with our industry partners and our stakeholders strategically and collaboratively. The future looks bright.

You can access the full report by using the QR code on this page or by visiting www.aircanada.com/citizensoftheworld. For updates on Air Canada's sustainability progress, announcements and stories, we invite you to follow us on social media — Facebook, X (formerly Twitter), LinkedIn and Instagram. We also encourage you to share your thoughts and perspectives with us on these channels or via email at sustainability.developpement_durable@aircanada.ca.

Michael Rousseau
President and Chief Executive Officer

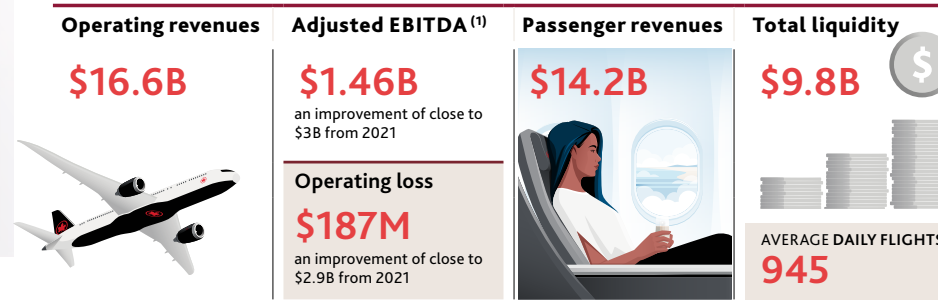


aircanada.com



Achievements and initiatives

THE NUMBERS

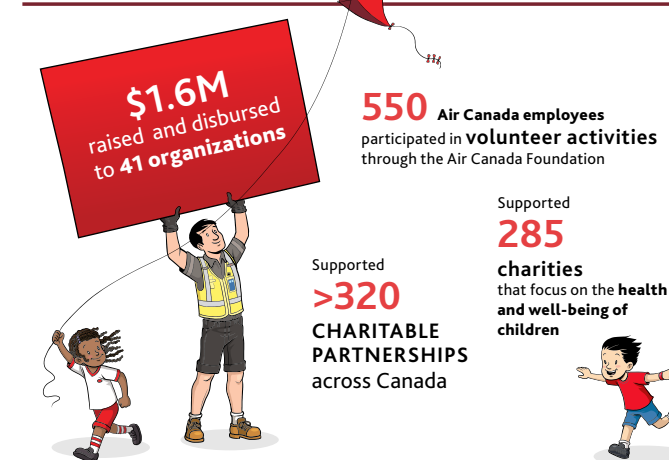


¹ Adjusted EBITDA (earnings before interest, taxes, depreciation, and amortization) is a non-GAAP financial measure. It is not recognized a measure for financial statement presentation under GAAP, does not have standardized meanings, may not be comparable to similar measures presented by other entities and should not be considered a substitute for or superior to GAAP results. Refer to section 20 "Non-GAAP Financial Measures" of Air Canada's 2022 MD&A for descriptions of Air Canada's non-GAAP financial measures and for a quantitative reconciliation of Air Canada's non-GAAP financial measures to the most comparable GAAP measure.

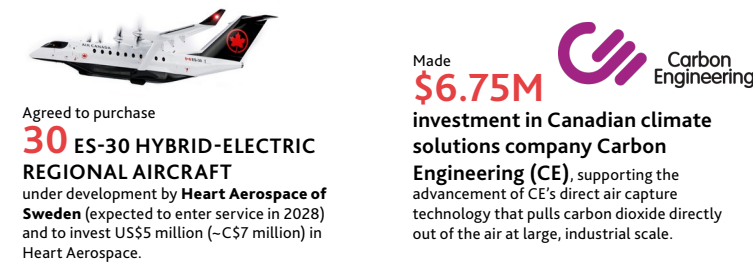
NETWORK



AIR CANADA FOUNDATION



PLANET

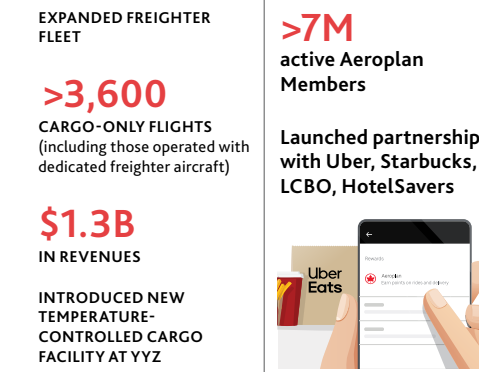


CHOOSE

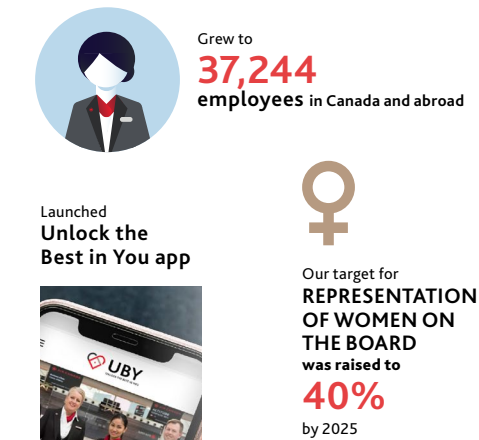
Introduced **CHOOSE**, a global climate technology company, as our new carbon offset program provider. The daily service, comprising more than 150 itineraries, now operated by fully electric vehicles instead of conventional gasoline-powered ones.

LAUNCHED ELECTRIC SHUTTLE SERVICE FOR EMPLOYEES AT VANCOUVER AIRPORT. The daily service, comprising more than 150 itineraries, now operated by fully electric vehicles instead of conventional gasoline-powered ones.

AIR CANADA CARGO | AEROPLAN



PEOPLE



Continued electrifying ground fleet by integrating over 2,400 electric ground support vehicles for operations. We are working alongside Rheinmetall Canada to type trial the eMSU, the world's first, zero-emission, all-electric air start unit.

Recognitions



The only Four-Star international network carrier in North America

