

## SELECTED RESULTS

### Results of the Quarter

| Three-month periods ended March 31                    | 2021                  | 2020<br><i>restated</i> <sup>(6)</sup> | Variance        |
|---|-----------------------|--|-----------------|
| Revenues <sup>(7)</sup>                               | \$ 1,341              | \$ 1,522                               | (12)%           |
| Adjusted EBITDA                                       | \$ 123                | \$ 86                                  | 43 %            |
| Adjusted EBITDA margin <sup>(1)(7)</sup>              | 9.2 %                 | 5.7 %                                  | 350 bps         |
| Adjusted EBIT   | \$ 29                 | \$ 9                                   | 222%            |
| Adjusted EBIT margin <sup>(1)(7)</sup>                | 2.2 %                 | 0.6 %                                  | 160 bps         |
| EBIT <sup>(7)</sup>                                   | \$ 19                 | \$ 105                                 | (82)%           |
| EBIT margin <sup>(7)</sup>                            | 1.4 %                 | 6.9 %                                  | (550) bps       |
| Net loss from continuing operations                   | \$ (251)              | \$ (281)                               | 11 %            |
| Net income from discontinued operations               | \$ 5,321              | \$ 81                                  | 6,469 %         |
| Net income (loss)                                     | \$ 5,070              | \$ (200)                               | nmf             |
| Diluted EPS from continuing operations (in dollars)   | \$ (0.10)             | \$ (0.12)                              | \$ 0.02         |
| Diluted EPS from discontinued operations (in dollars) | \$ 2.13               | \$ 0.01                                | \$ 2.12         |
|   | \$ 2.03               | \$ (0.11)                              | \$ 2.14         |
| Adjusted net loss <sup>(1)(7)</sup>                   | \$ (173)              | \$ (182)                               | (5)%            |
| Adjusted EPS (in dollars) <sup>(1)(7)</sup>           | \$ (0.07)             | \$ (0.08)                              | \$ 0.01         |
| Cash flows from operating activities                  |                       |  |                 |
| Continuing operations                                 | \$ (372)              | \$ (686)                               | (46)%           |
| Discontinued operations                               | \$ (621)              | \$ (857)                               | (28)%           |
|   | \$ (993)              | \$ (1,543)                             | (36)%           |
| Net additions to PP&E and intangible assets           |                       |  |                 |
| Continuing operations                                 | \$ 33                 | \$ 76                                  | (57)%           |
| Discontinued operations                               | \$ —                  | \$ 23                                  | (100)%          |
|   | \$ 33                 | \$ 99                                  | (67)%           |
| Free cash flow (usage)                                |                       |  |                 |
| Continuing operations                                 | \$ (405)              | \$ (762)                               | (47)%           |
| Discontinued operations                               | \$ (621)              | \$ (880)                               | (29)%           |
|   | \$ (1,026)            | \$ (1,642)                             | (38)%           |
| <b>As at</b>  | <b>March 31, 2021</b> | <b>December 31, 2020</b>               | <b>Variance</b> |
| Cash and cash equivalents excluding Transportation    | \$ 3,153              | \$ 1,779                               | 77 %            |
| Cash and cash equivalents from Transportation         | \$ —                  | \$ 671                                 | (100)%          |
|   | \$ 3,153              | \$ 2,450                               | 29 %            |
| Available short-term capital resources <sup>(8)</sup> | \$ 3,153              | \$ 3,203                               | (2)%            |
| Aviation order backlog (in billions of dollars)       |                       |  |                 |
| Business aircraft <sup>(9)</sup>                      | \$ 10.4               | \$ 10.7                                | (3)%            |