



### You are a shareholder of Air Canada and your vote counts

We are pleased to invite you to Air Canada’s 2023 annual shareholder meeting (meeting), which will be held in virtual only format on Friday, May 12, 2023 at 10:30 a.m. (Eastern time), via live webcast at <https://aircanada.com/AGM>.

### Getting information before you vote

We are delivering our management proxy circular and annual financial report (meeting materials) for the meeting to registered and non-registered shareholders using the *notice-and-access* delivery option permitted by Canadian law. This means that this notice has been mailed to you instead of the meeting materials, which have been posted online for you to access as explained in this notice. This notice also explains how you may request a paper copy of the meeting materials, if that is your preference. You will not obtain a paper copy of our meeting materials unless you request them, even if you have received paper copies in the past. See the instructions below under “How to request a paper copy of the meeting materials”.

We are using *notice-and-access* because it gives our shareholders the information they need to vote their shares in the format of their choice, while substantially reducing our printing and mailing costs, and having less environmental impact.

You should read the management proxy circular (circular) carefully before voting your shares.

### NOTICE OF MEETING

Friday, May 12, 2023  
10:30 a.m. (Eastern time)

**Virtual meeting via live webcast at <https://aircanada.com/AGM>**

### FORM OF PROXY OR VOTING INSTRUCTION FORM

A form of proxy or a voting instruction form that you can use to vote your shares of Air Canada is enclosed with this notice. See “Voting” on the reverse page.

### THE FOLLOWING ITEMS WILL BE BROUGHT BEFORE THE MEETING:

		<i>Where to find out more</i>	<i>Board recommendation</i>
1	Placing Air Canada’s consolidated financial statements for the year ended December 31, 2022, including the auditors’ report, before shareholders	<i>“Receiving our financial statements” subsection under “Business of the meeting” in the circular</i>	
2	Electing 13 directors who will serve until the end of the next annual shareholder meeting	<i>“Electing directors” subsection under “Business of the meeting”, and “Our nominated directors” in the circular</i>	<i>Vote FOR the 13 nominees in the circular</i>
3	Appointing auditors	<i>“Appointing our auditors” subsection under “Business of the meeting” in the circular</i>	<i>Vote FOR the appointment of PricewaterhouseCoopers LLP</i>
4	Having your say in respect of Air Canada’s approach to executive compensation	<i>“Having a say on our executive compensation” subsection under “Business of the meeting” in the circular</i>	<i>Vote FOR</i>
5	Ratifying the shareholder rights plan adopted by the Board of Directors to amend and renew the current shareholder rights plan	<i>“Ratifying a renewed shareholder rights plan” subsection under “Business of the meeting” in the circular</i>	<i>Vote FOR</i>
	The meeting may also consider such other business, if any, that may properly come before it or any adjournment thereof		

### Where you can access the meeting materials

TSX Trust Company website:  
[www.meetingdocuments.com/TSXT/AC](http://www.meetingdocuments.com/TSXT/AC)

Our website:  
[investors.aircanada.com](http://investors.aircanada.com)

SEDAR website:  
[www.sedar.com](http://www.sedar.com)



## How to vote

**You cannot vote by returning this notice. The instructions on your separate proxy or voting instruction form explain how to vote before the meeting.** You may also vote online at the meeting by following the instructions in the section of the circular entitled "Voting your shares".

### HOW TO ATTEND THE MEETING

If you are a registered shareholder, you may attend, participate and vote at the meeting online at <https://aircanada.com/AGM>. You may join the meeting by clicking "I have a control number" and entering a valid control number and the password "AC2023" (case sensitive) before the start of the meeting. Your duly appointed proxyholder may join the meeting in the same manner.

Guests may login to the meeting by clicking "I am a guest" and completing the online form. Guests will be able to attend the meeting, but will not be able to ask questions or vote at the meeting. Guests will include non-registered (beneficial) shareholders who have not duly appointed themselves as a proxyholder.

<b>HOW TO VOTE IF YOU ARE A REGISTERED SHAREHOLDER</b>	<b>HOW TO VOTE IF YOU ARE A NON-REGISTERED SHAREHOLDER</b>
<i>Option A:</i> Complete your form of proxy and return it by facsimile at +1-416-595-9593, or return it in the business reply envelope we have provided or deliver it to one of TSX Trust Company's principal offices in Montréal, Toronto, Calgary or Vancouver for receipt not later than 4:00 p.m. (Eastern time) on Wednesday, May 10, 2023.	Your intermediary must ask for your voting instructions before the meeting. If you have not received such a request, please contact your intermediary.
<i>Option B:</i> Vote on the Internet, by phone or by e-mail, prior to 4:00 p.m. (Eastern time) on Wednesday, May 10, 2023.	<i>Option A:</i> Complete the voting instruction form and return it in the business reply envelope provided for receipt before 4:00 p.m. (Eastern time) on Tuesday, May 9, 2023.
	<i>Option B:</i> Vote on the Internet or by telephone (if available) prior to 11:59 p.m. (Eastern time) on Tuesday, May 9, 2023.

### APPOINTING A PROXYHOLDER

If you wish to appoint yourself or a third-party proxyholder to represent you at the meeting, you **MUST** (1) submit the form of proxy or voting instruction form appointing yourself or such proxyholder by the voting deadline AND (2) register with TSX Trust Company by calling 1-866-751-6315 (toll free in Canada and the United States) or +1-647-252-9650 (other countries) or complete the online form at <https://www.tsxtrust.com/control-number-request> not later than 4:00 p.m. (Eastern time) on Wednesday, May 10, 2023.

## How to request a paper copy of the meeting materials

Air Canada will on request provide a paper copy of the circular or the annual financial report to any shareholder, free of charge, for a period of one year from the date the meeting materials were filed on SEDAR. Here is how you can request a paper copy:

### BEFORE THE MEETING

Complete the online form at [www.meetingdocuments.com/TSXT/AC](http://www.meetingdocuments.com/TSXT/AC), or call 1-888-433-6443 (toll free in Canada and the United States) or +1-416-682-3801 (other countries).

**Please retain your current form of proxy or voting instruction form even if you request a paper copy of the meeting materials; you will not receive a new form with the paper copy**

### AFTER THE MEETING

Call 1-888-433-6443 (toll free in Canada and the United States) or +1-416-682-3801 (other countries).

If your request is made before May 12, 2023 (the date of the meeting), the meeting materials will be sent to you within three business days of receiving your request. If the request is made on or after May 12, 2023, the meeting materials will be sent to you within ten calendar days of receiving your request.

To ensure receipt of the paper copy in advance of the voting deadline and meeting date, we estimate that your request must be received not later than 4:00 p.m. (Eastern time) on Thursday, April 27, 2023 (this factors the three-business day period for processing requests as well as typical mailing times).

If you have any questions regarding this notice, notice-and- access, or the meeting, please call 1-888-433-6443 (toll free in Canada and the United States) or +1-416-682-3801 (other countries).