



When the Model Actually Works

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August 2017



Fiji Airways



- ◆ Fleet of 15
- ◆ Airbus A330 (4)
- ◆ Boeing 737 NG (5)
- ◆ ATR (3)
- ◆ DHC-6 Twin Otter (3)

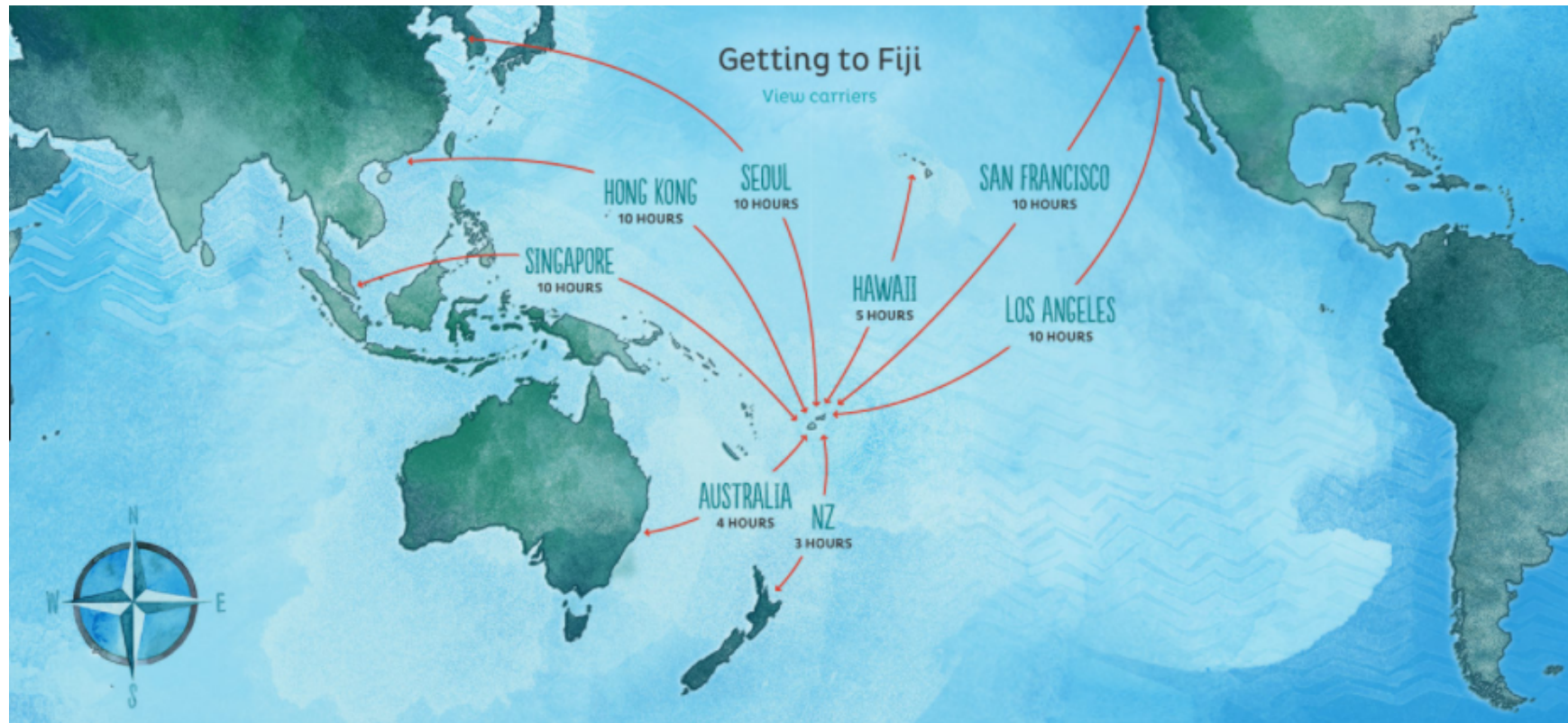


- ◆ Founded September 1951
- ◆ Rebranded from Air Pacific in June 2013



- ◆ Network:
- ◆ 70 destinations including codeshare

Welcome to Our Home

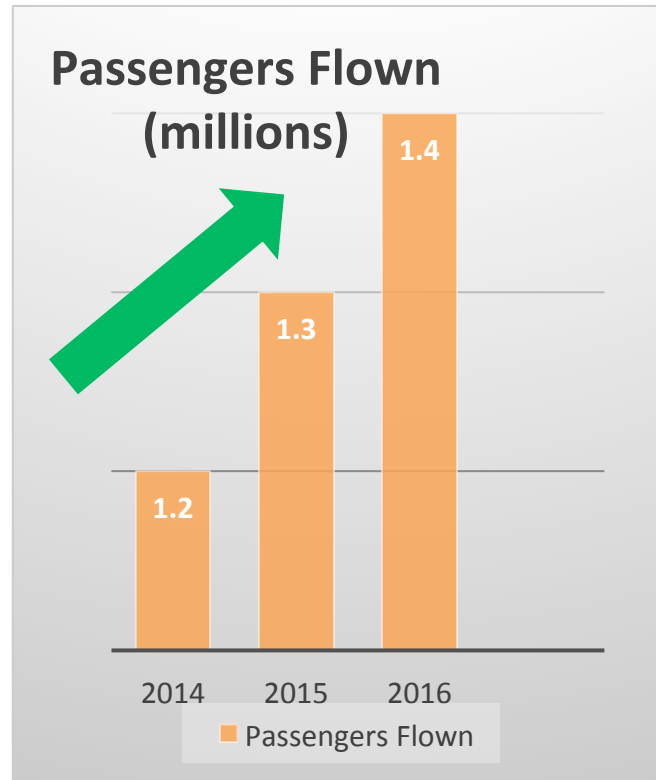


Types of airlines – Business model characteristics



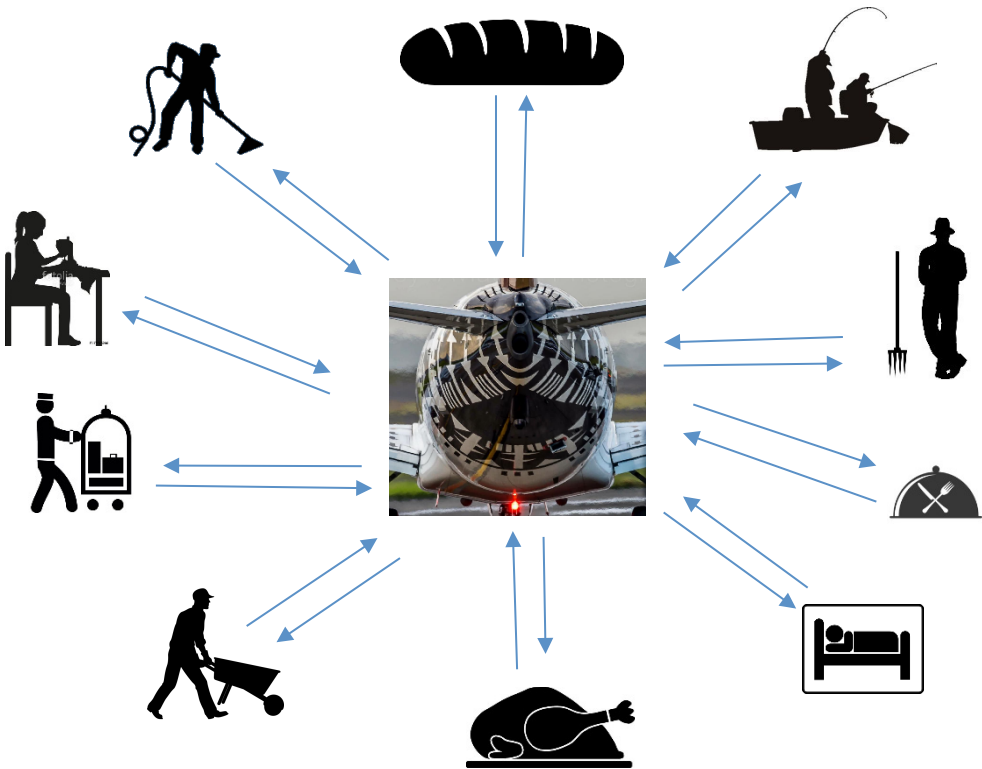
NATIONAL DEVELOPER	NETWORK CARRIER	NICHE CARRIER	LOW COST
CORE OBJECTIVE	CORE OBJECTIVE	CORE OBJECTIVE	CORE OBJECTIVE
Strategic tool to develop country	Profitability	Profitability	Profitability
DEFINING FEATURE	DEFINING FEATURE	DEFINING FEATURE	DEFINING FEATURE
Product & network vs fare	Restructure/restructuring legacy airline	Product & marketing or geography	Cheap fares
ACCESS TO CAPITAL	ACCESS TO CAPITAL	ACCESS TO CAPITAL	ACCESS TO CAPITAL
Government	Mix of publicly listed & Government	Mix of private ownership & publicly listed	Mix of publicly listed and private ownership
NETWORK STRATEGY	NETWORK STRATEGY	NETWORK STRATEGY	NETWORK STRATEGY
Maximise inbound traffic is core priority, service strategic markets, flow traffic across the network with connectivity used to grow network.	Maximise traffic flowing across the network, may have more than one hub (United has 8), competitive advantage (city presence) in home market.	Generally point to point network, may have a geographic or regulatory competitive advantage.	Pure model is point to point, some evolve to add connectivity, high seat density and utilisation with common fleet type.
PRODUCT	PRODUCT	PRODUCT	PRODUCT
Above average quality product (4-5 stars)	Range from 3-5 stars	Above average quality product (4-5 stars)	Below average quality product (2-3 stars)
EXAMPLES	EXAMPLES	EXAMPLES	EXAMPLES
Singapore Airlines, Emirates, Etihad	US, European & Asian majors (most former national airlines)	Virgin Atlantic	Southwest, Ryanair, Air Asia

When we do well, the economy does well



- ◆ Tourism major economic contributor:
 - ◆ Tourism is 35% - 37% of the Fijian GDP
 - ◆ Tourism earnings in 2016 were F\$1.6b
 - ◆ Tourism employs 40,000 people in Fiji (population around 900,000)
 - ◆ 65% of all arrivals and departures to Fiji on Fiji Airways

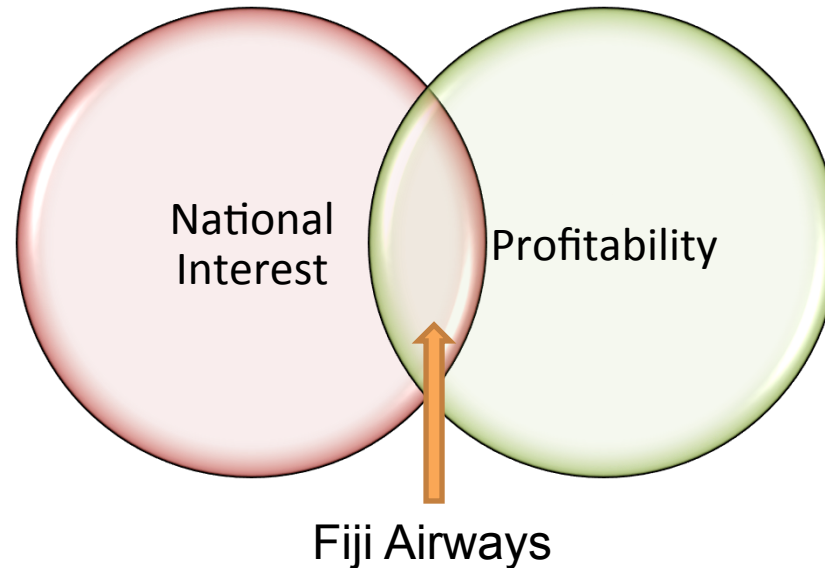
We touch the lives of hundreds of thousands of Fijians



The National Interest



- ◆ National interest and profitability are not mutually exclusive – Fiji Airways focuses on optimising profitability aligned to national interests



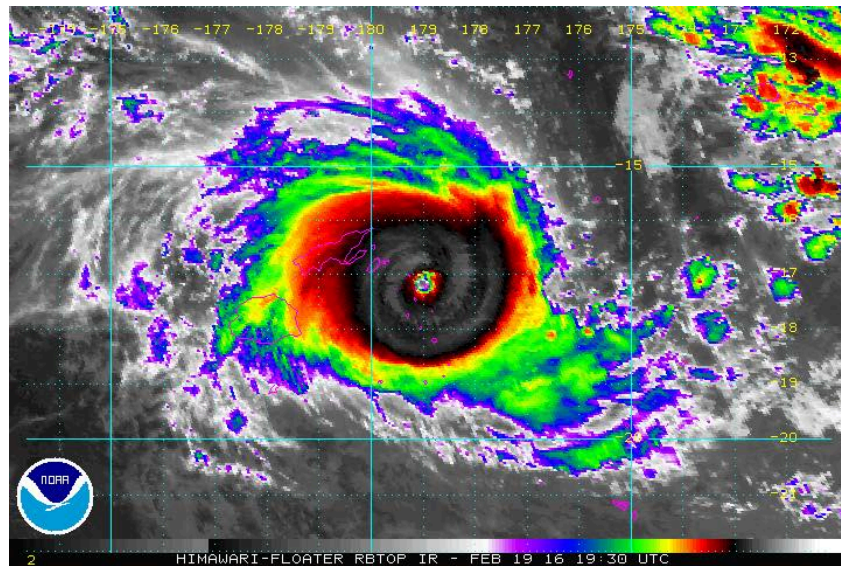
- ◆ Our Core Strategic Objectives:
 - ◆ Sustainable profits
 - ◆ Supporting inbound tourism
 - ◆ Growth (leading to investment)
 - ◆ Serving the national interest
 - ◆ Product / Service level / targets

The strategic role of Fiji Airways is to be a profitable national airline

Through thick and thin, rain or shine



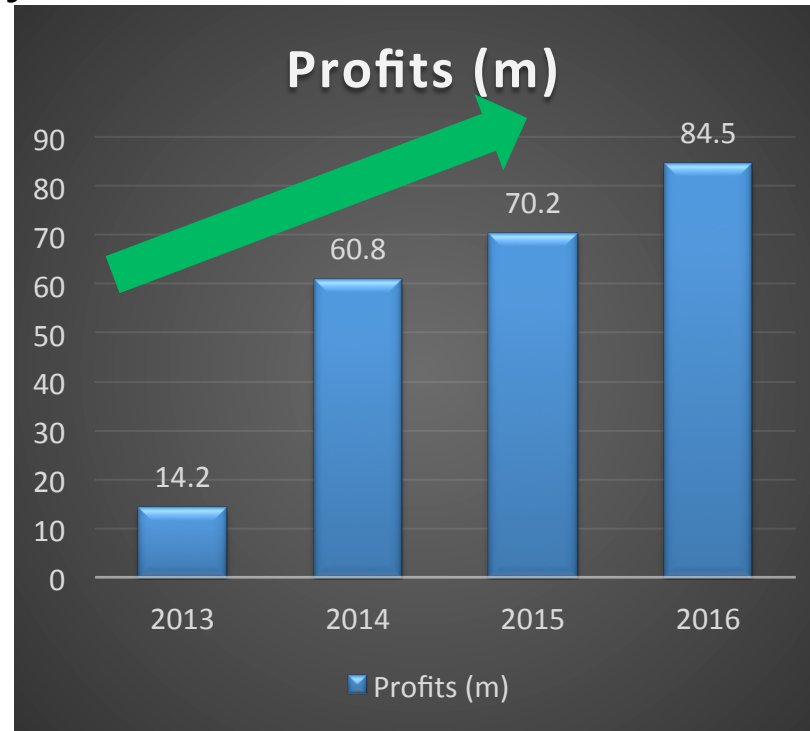
- ◆ National airlines remain committed to their countries. We are here to stay.



Strong Financial Position as a foundation



◆ Profitability



We are definitely on track as far as sustainable profitability is concerned.

A rebranded national airline for Fiji



Proudly pursuing ambitious goals



- ◆ **The Company Vision – To Be the Most Desired, Most Flown, Most Profitable Airline in the South Pacific**

Most Desired

To be loved by our employees, to be loved by our partners and to be loved by our customers

To be loved for:

- our unique Fijian Hospitality & Service
- welcoming you to our home
- taking you on the journey to where happiness finds you

Most Flown

Connecting the world to the South Pacific with more direct flights and our Partner Networks

Most Profitable

Our relentless pursuit for sustainable high performance



Taking Service to Another Level



Published in 2012, Ron Kaufman's book, [Uplifting Service](#), offers a blueprint to making service a part of everything you are and everything you do. The book has appeared at the #5 spot on [The New York Times Book Review](#).



Regional Leadership. Lending a helping hand



Fiji Airways Signs MOU with Samoa
to assist set-up of Samoa Airways



Fiji Airways' regular scheduled services
to Vava'u, connecting Vava'u (Tonga) to
the world.

VINAKA