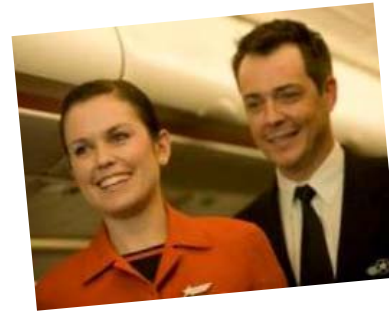


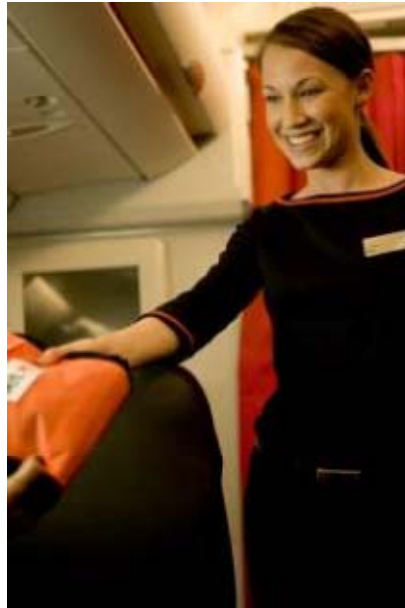
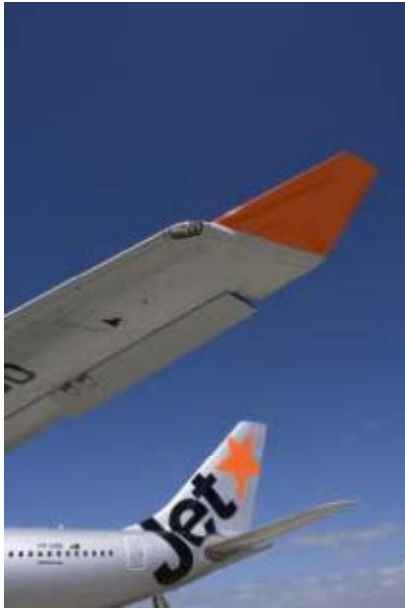
# 資料 5



## Ministry of Land, Infrastructure, Transport and Tourism Airport Forum

Jetstar Presentation  
8 March 2011

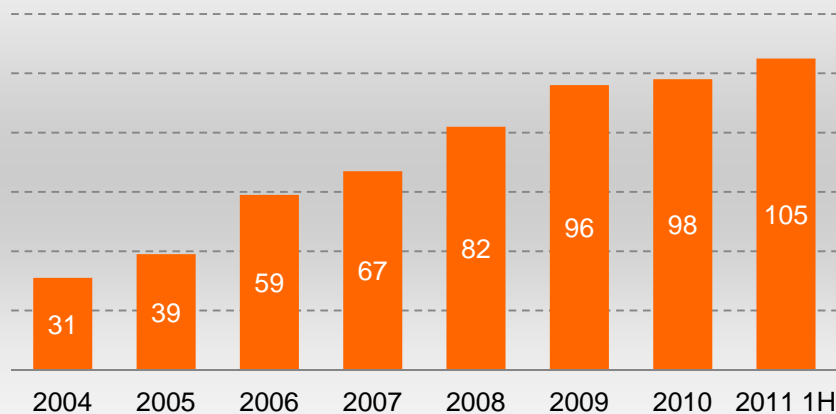
# Welcome to Jetstar



# Jetstar is the leading Asia Pacific LCC

- Continuously profitable since 2004 launch
- Jetstar is one of the fastest growing airlines in the region
  - Operations based across two continents and four countries
  - Servicing 17 countries, 52 cities
  - Combined operating fleet of 78 aircraft<sup>1</sup>
  - 379 flights per day and growing

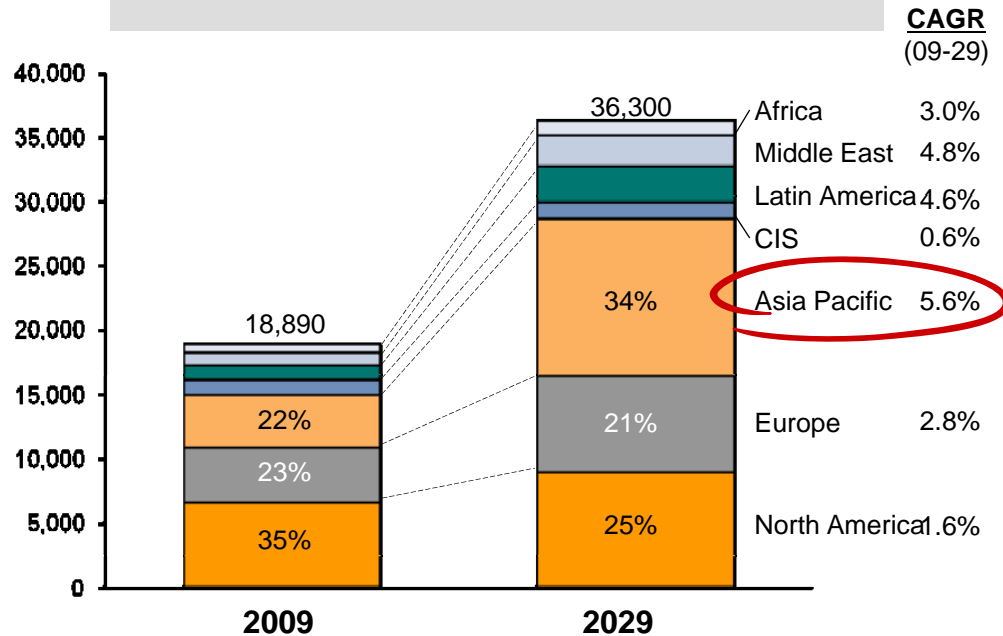
Jetstar - Growing Network of Routes



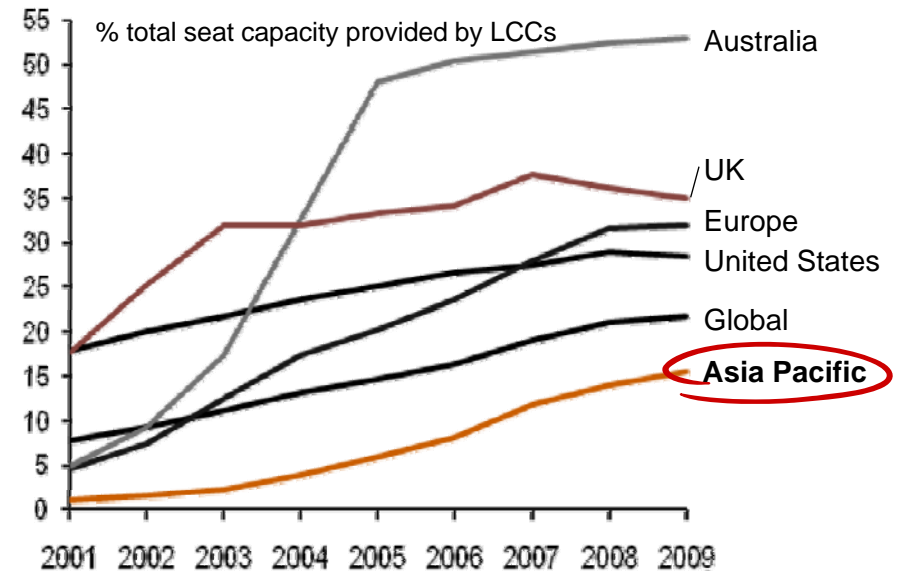
# Asia Pacific growth represents opportunity for Jetstar and the Japanese aviation industry . . .



**Commercial Jet Market Size**



**Low Cost Carrier Market Share**



**. . but the industry must adapt to serve the LCC market**

Note: 2002-2004 Australian data interpolated  
 Source: PhocusWright Online Travel Overview , Euromonitor; CAPA, Annual reports, Frost & Sullivan, 2010 Boeing Market Outlook

## How can the Japanese aviation industry adapt to meet the needs of a changing global industry?

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- Deregulate Tariff Structure
- Extend Aviation Liberalisation Policy
- Remove restrictions on foreign investment
- Joint approach to driving growth from Airports, Government & Tourist bodies
- Combine management of Airport Terminals & Ramp facilities
- Airport Operators working with Airlines in partnership for growth

## Real opportunity for innovative airports to take greater share of growth

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- Airport related charges make up 25% of LCC controllable costs\*
- Japanese Airports are high cost relative to other markets
  - Landing Fees, Terminal Charges, Security
  - Ground Handling Services
  - Transport links
- Jetstar, like all LCCs, will seek cheapest airport in region
  - Leisure segment are price conscious and airport ambivalent
- Innovative airports will be rewarded
  - Market stimulation
  - Infrastructure utilisation

**Regional airports have most to gain from partnering with LCCs**

\* Controllable costs exclude fuel

**We look for 4 key principals in our airport deals that facilitate cost reduction**

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**Long Term Partnership**

**Shared Benefits**

**Simple Pricing and  
Incentive Structure**

**Reducing Unit Price**



## In addition to pricing, the right infrastructure is also critical

- Sufficient Counters / Gates / Stands
- Flexibility for new technology
  - Kiosks – well placed for pax flows
  - New Gate Scanners
  - Airlines own technology (not SITA/ARINC)
- Capability for front and rear stairs boarding
- Preference – power in/out bays
- GSE storage areas
- Quick taxi / no congestion





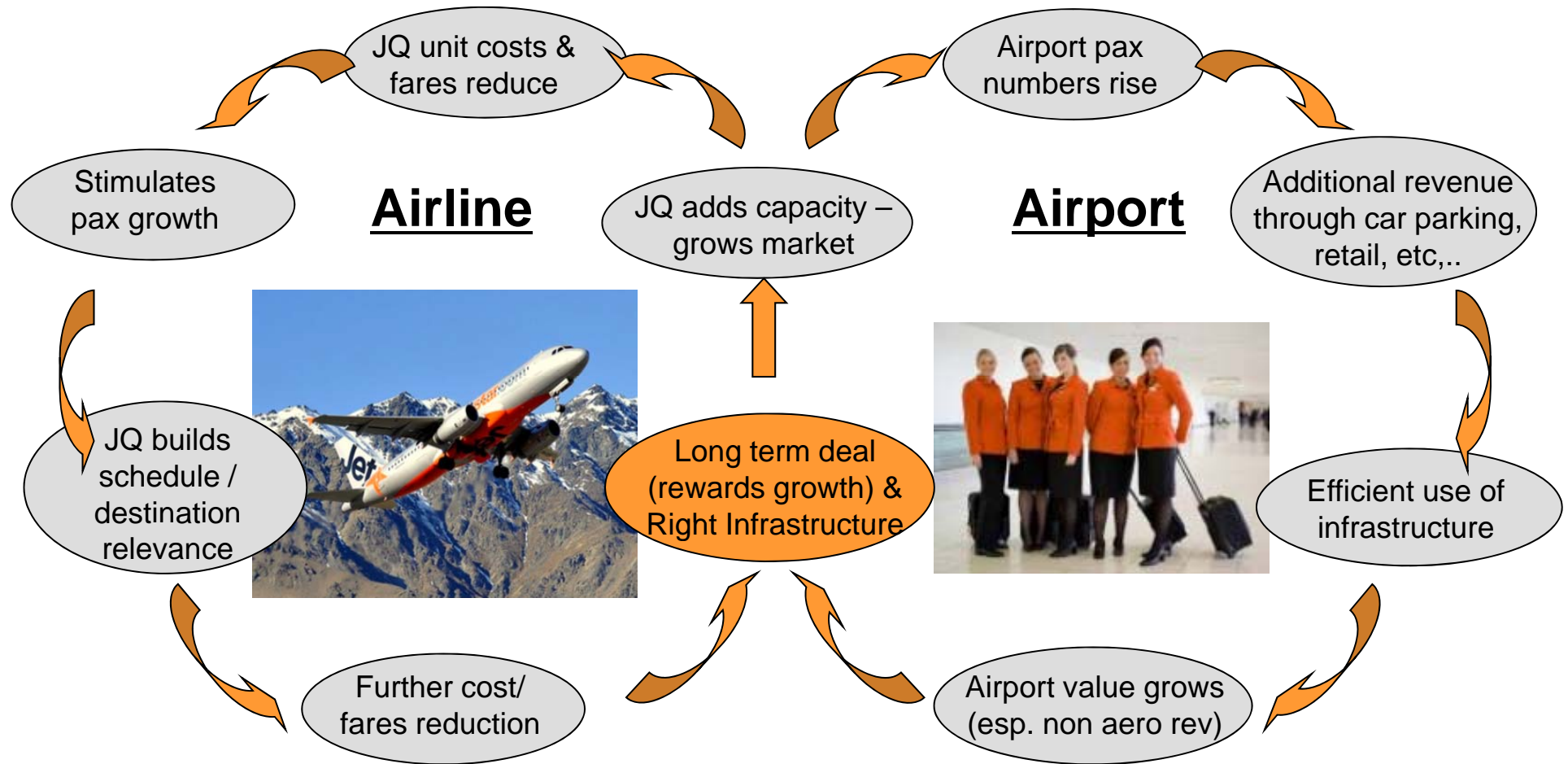


## Benefits to Airport of LCC growth

| Airport Value Driver | LCC Benefits  |
|----------------------|---|
| Passenger Growth     | Stimulate market through low fares  |
| Spend per passenger  | LCC passenger can drive airport revenue: <ul style="list-style-type: none"><li>– Parking – Likely to be on longer holidays</li><li>– Retail – good demographic</li><li>– Advertising</li><li>– Aeronautical revenue – Discounted to drive volume</li></ul>                                  |
| Capital investment   | LCC utilises airport capital efficiently <ul style="list-style-type: none"><li>– 30mins turn around times</li><li>– Low number of check-in desks augmented by technology</li><li>– No requirement for aerobridges</li><li>– Fixtures &amp; fittings don't need to be gold plated!</li></ul> |



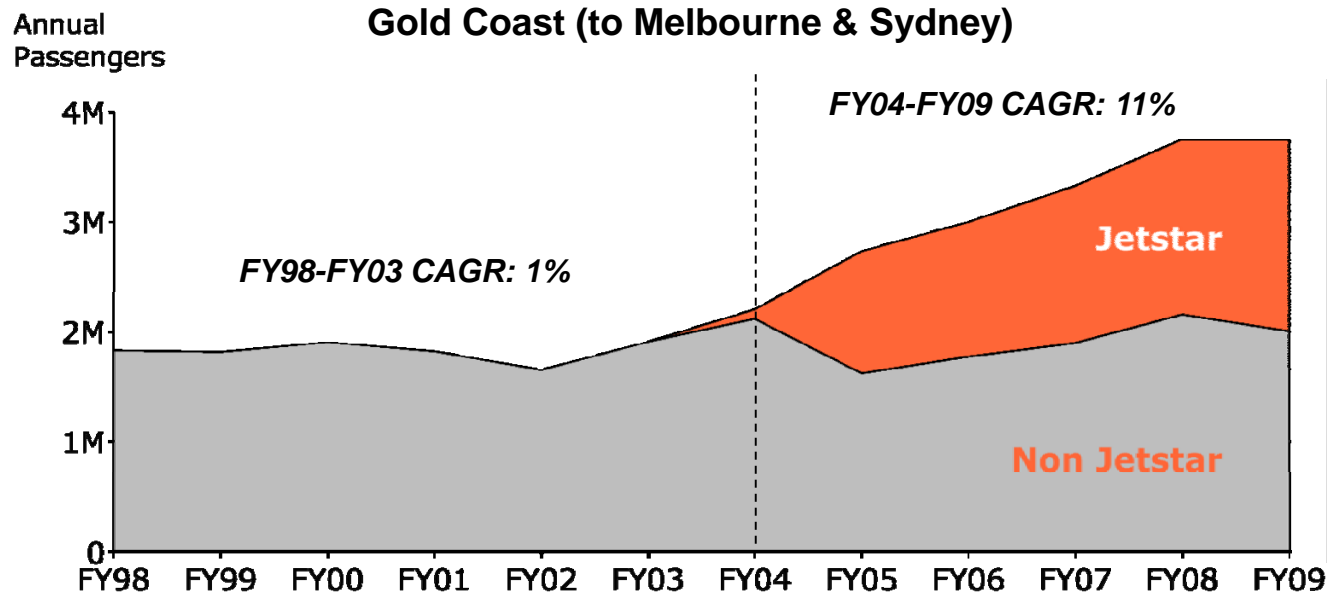
# Summary – What happens when we get it right!



The right deal can add value to both the LCC and the Airport



# Case Study – Gold Coast Airport, Queensland



- Jetstar commenced OOL flying 2004
- 13 Destinations from OOL
  - 8 Domestic
  - 3 New Zealand
  - 2 Japan
- 24 Departures per day

## Features of Jetstar & Gold Coast deal

- Long term contract
- Incentives for passenger growth
- Involvement in infrastructure decisions
- Joint marketing approach

## Benefits to Jetstar

- Reducing unit costs each year
- Long term stability
- Incentive to grow

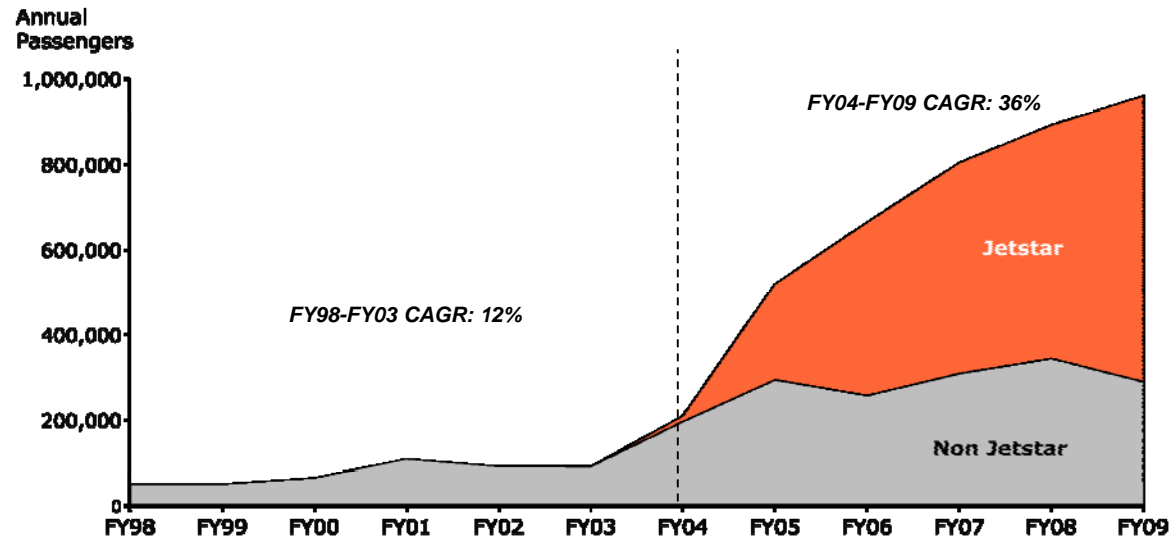
## Benefits to OOL Airport

- Passenger growth
- Increased revenue
  - Aeronautical
  - Non-aeronautical
- Incentive to expand
- High gate utilisation
- International growth

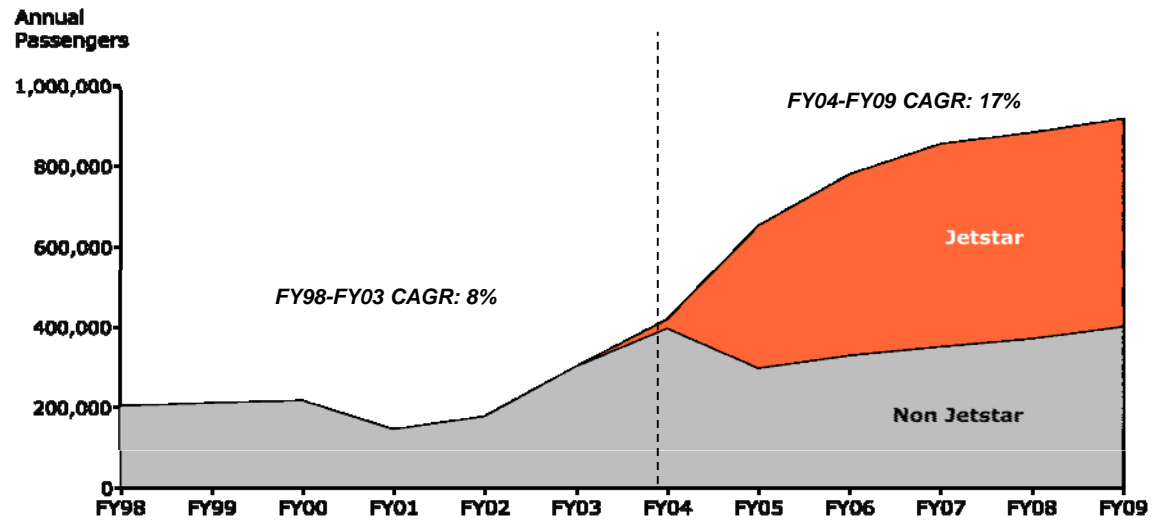


# Phenomenon occurs across the Jetstar network

Newcastle



Sunshine Coast



## Summary

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- The Low Cost Carrier revolution is happening across Asia Pacific
- The Japanese Aviation Industry can adapt to embrace this opportunity
- A collaborative approach from airports & local regions is required
- Airports who adopt innovative pricing & infrastructure strategies will gain most from LCCs
- The right deal can add long term value to both the LCC and the Airport

# Questions?

