


A STAR ALLIANCE MEMBER  



AIR NEW ZEALAND 

# Annual Shareholder's Meeting 2017

28 September 2017





chairman

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**Tony  
Carter**



Tony Carter



Jan Dawson



Jonathan Mason



Linda Jenkinson

**Board of Directors**



Paul Bingham



Rob Jager



Dame Therese Walsh



Sir John Key



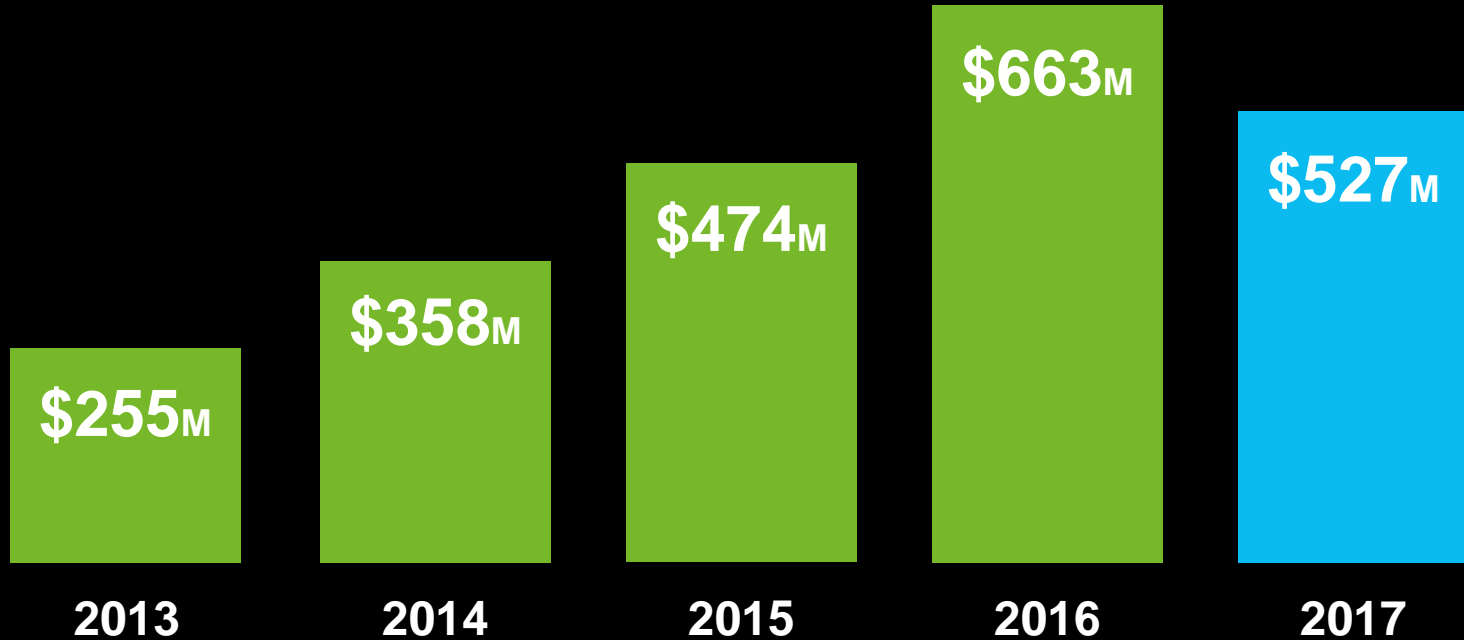


# Agenda

- Chairman's address
- CEO's address
- Questions on performance and outlook
- Resolutions
- General discussion and questions

# The second best result in our history

## Earnings before taxation



2017  
financial  
highlights

**\$5.1b**

Operating revenue

**\$527m**

Earnings before taxation

**\$904m**

Operating cash flow

**15.3%**

Pre-tax return on invested  
capital



# A robust balance sheet

**\$1.4b**

Cash on hand

**51.8%**

Gearing

**Baa2**

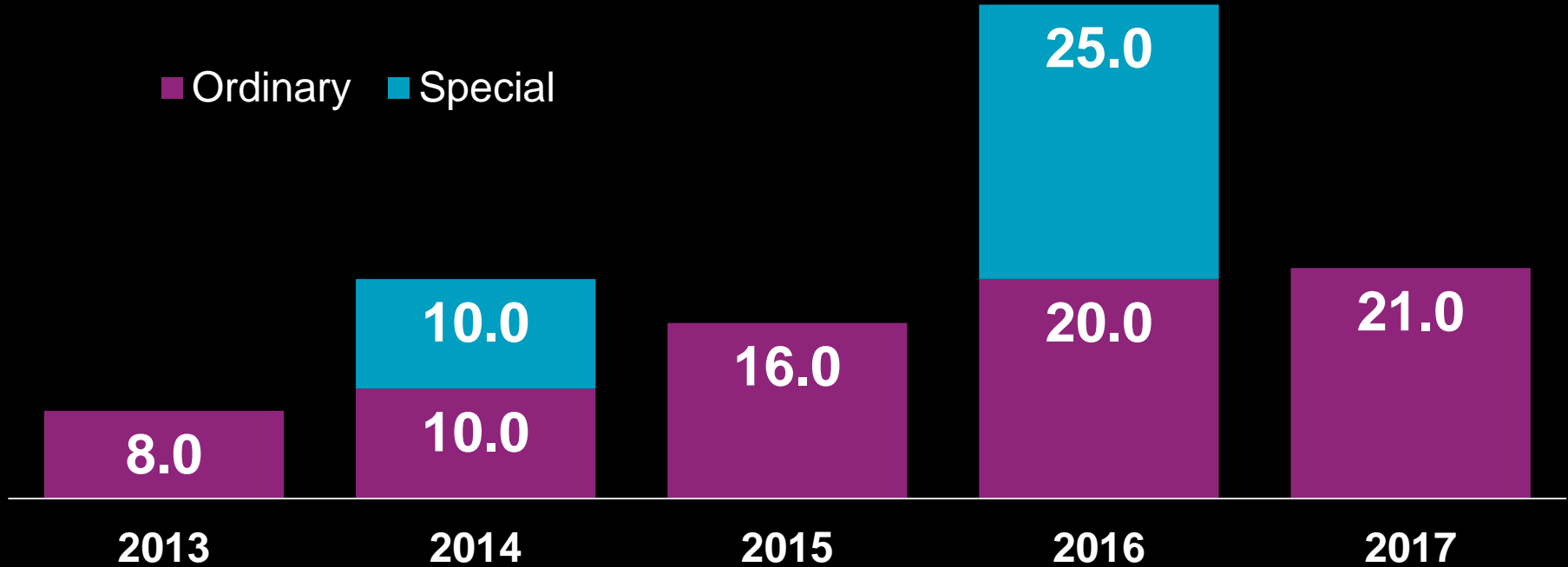
Investment grade  
credit rating



# Delivering strong dividends

## Declared dividends (cps)

■ Ordinary ■ Special







# 2018 Outlook

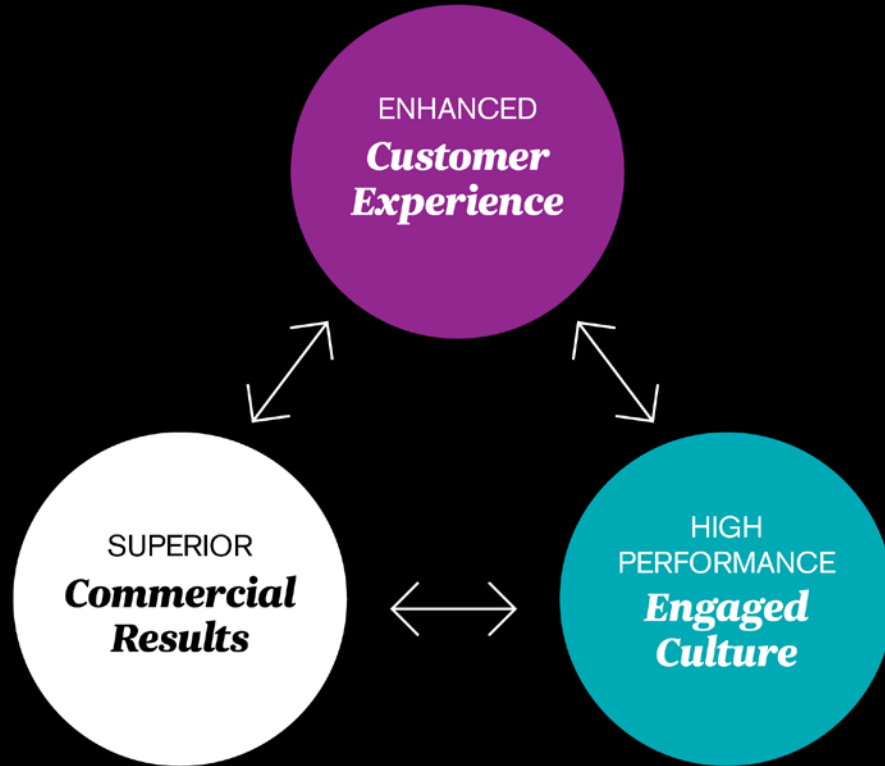


chief executive officer

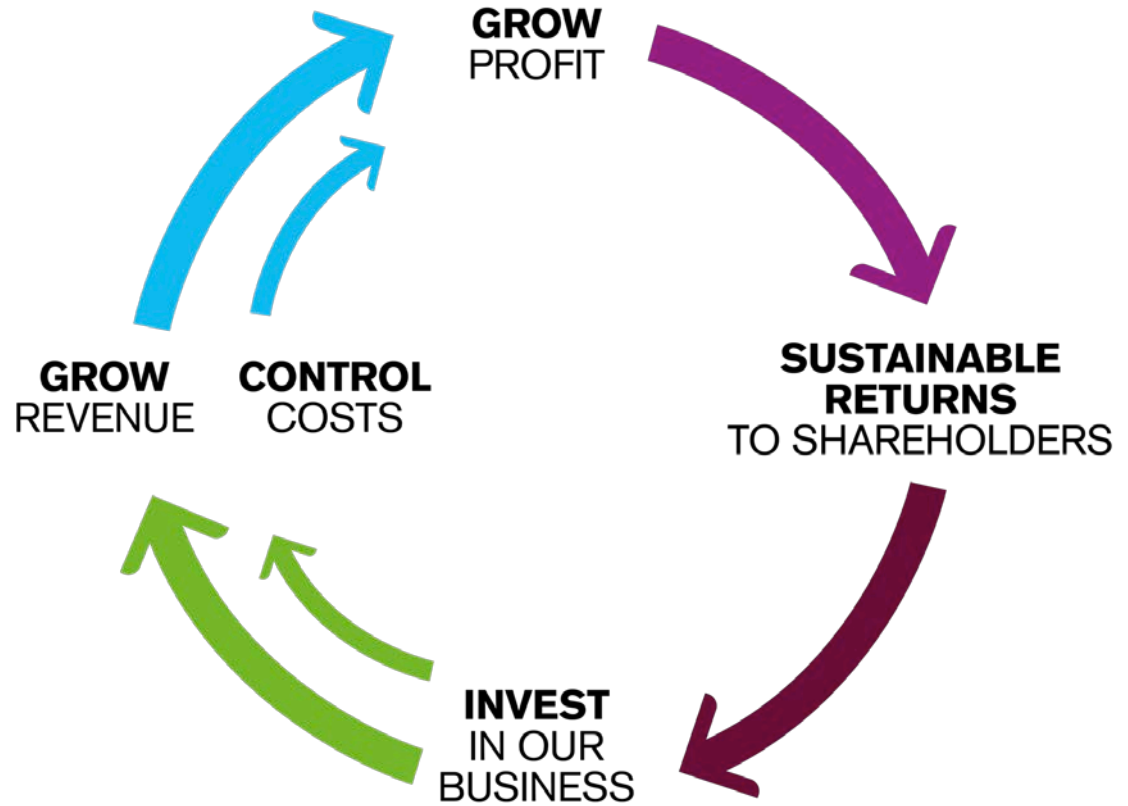
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**Christopher  
Luxon**

# Success measured on three dimensions



# Our virtuous circle





# Reinvestment matters



**People**



**Digital**



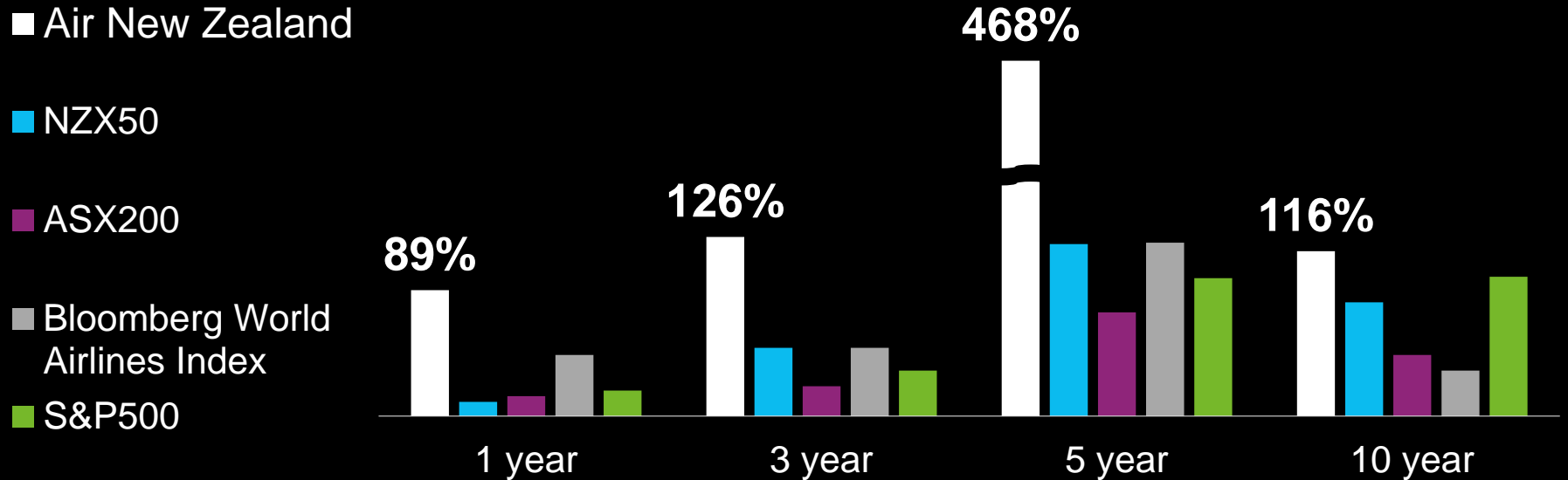
**Airports**



**Aircraft**

# Commercial results that outperform the market

## Total shareholder return



Source: Bloomberg, period ended as at 30 June 2017.



# An enhanced customer experience

#1

2017 Top Corporate Reputation in New Zealand  
(from #1 in 2016)

#1

2017 Top Corporate Reputation in Australia  
(from #6 in 2016)

#2

Long-haul airline of Star Alliance for 2016

#2

Short-haul airline of Star Alliance for 2016

+3 pts

Customer Satisfaction  
Improvement 2017 vs 2015

#3

Sustainable Companies in New Zealand

\*Australian Centre for Corporate Social Responsibility





An engaged  
and high  
performance  
culture

## No.1 employer

top rated in New Zealand

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## Supreme award winner

NZI Sustainable Business Network Awards

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**39%**

of senior leadership positions held by woman;  
up from 16% in 2012

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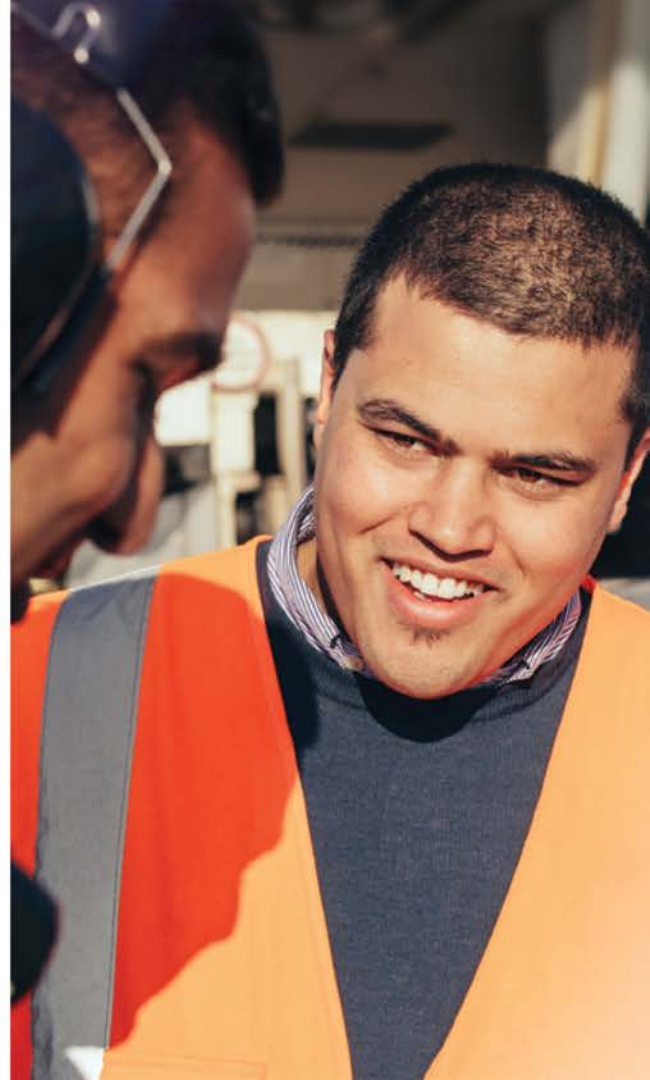
## Supreme award winner

Māori Language Awards, for promoting  
increased usage of Te Reo

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**15% improvement**

2017 total recordable injuries





# Improving market dynamics for the year ahead



# 2018 capacity will increase 4% to 6%

International  
long-haul



**3% - 5%**

Tasman &  
Pacific Islands<sup>1</sup>



**8% - 10%**

Domestic  
New Zealand



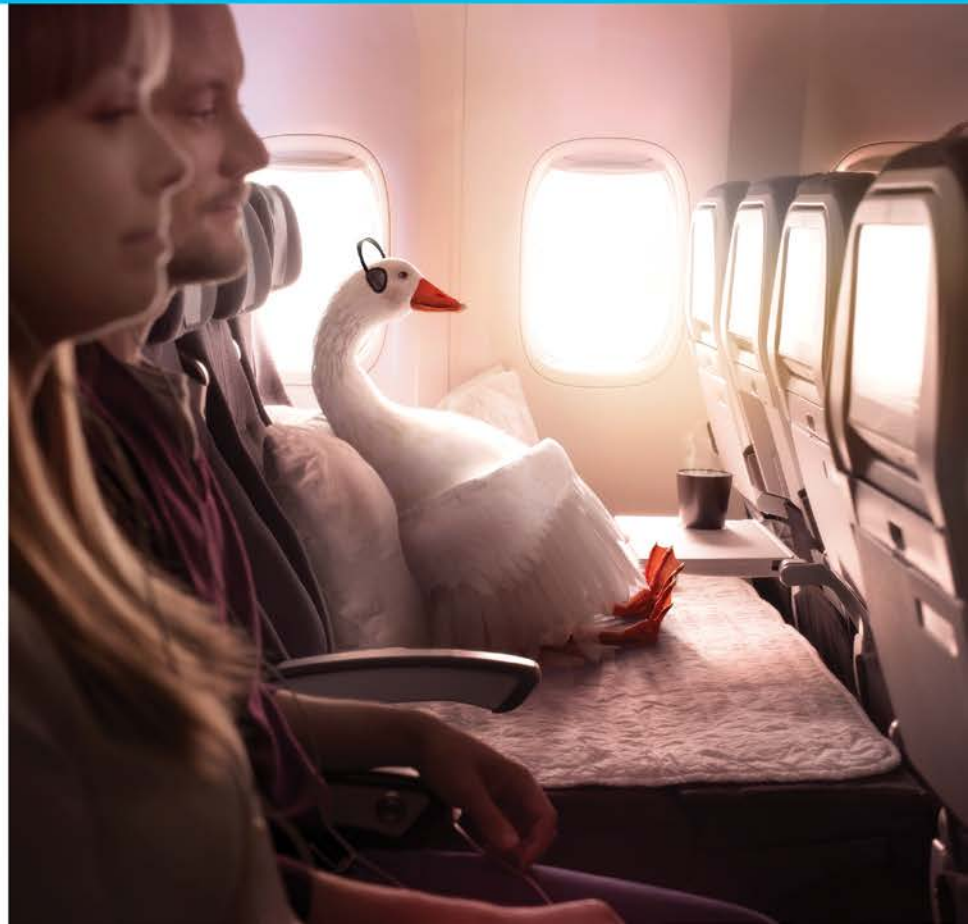
**4% - 6%**

<sup>1</sup> Pacific Islands includes Bali and Honolulu.

# Expanding our core domestic business



# Targeted growth across the Tasman and Pacific Islands





# Building scale in our existing long-haul markets



\* Operated by Air China  
\*\* Operated by Singapore Airlines



# Loyalty programme continues to build strength



Frequent flyer programme reset and expansion



New card products

Programme expansion



Retail coalition



# Supercharging New Zealand's success

Socially, economically and environmentally

For our People



Our People

For our Place



Carbon

For our Economy



Tourism

Our Communities



Nature and Science



Trade and Enterprise







Resolutions



# Proxies and postal votes received

(as at 27 September 2017)

Resolution	Proxy votes				Postal votes		
	For	Against	Abstain	Discretion	For	Against	Abstain
<u>Resolution 1:</u> Re-election of <b>Linda Jenkinson</b>	345,093,966	272,578	1,567,253	583,555,239	1,224,835	278,693	84,308
<u>Resolution 2:</u> Election of <b>Sir John Key</b>	345,071,900	326,938	1,569,714	583,520,484	1,415,421	143,828	28,587



RESOLUTION NO. 1

re-election of

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**Linda  
Jenkinson**



RESOLUTION NO. 2

election of

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**Sir John Key**



General discussion  
and questions



A flight attendant in a black uniform with a purple patterned scarf and skirt is waving from the stairs of an airplane. Two young girls, one in a green jacket and one in a denim jacket with a purple backpack, are walking away from the plane on the tarmac. The scene is set outdoors on a clear day with trees in the background.

*Thank you*

*AIR NEW ZEALAND* 

A STAR ALLIANCE MEMBER 

**20**  
YEARS 