

Fact Sheet

Our vision

By 2016, WestJet will be one of the five most successful international airlines in the world providing guests with a friendly and caring experience that will change air travel forever.

Strategic plan

WestJet's strategic plan is built on four pillars for long-term success:

- People and Culture – Investing in and fostering the growth, development and commitment of our people.
- Guest Experience – Consistently and continuously providing an amazing guest experience.
- Revenue and Growth – Achieving an average annual compound growth rate in available seat miles of between four and seven per cent.
- Costs – Achieving a targeted, sustainable profit margin that will be number one among North American airlines.



**BECAUSE
OWNERS CARE**

Fun facts

- WestJet is one of the most profitable airlines in North America.
- WestJet was inducted into the corporate culture hall of fame after being named one of Canada's Most Admired Corporate Cultures in 2005, 2006, 2007 and 2008.
- WestJet was named a J.D. Power 2011 Customer Service Champion.
- WestJet employs more than 8,000 WestJetters.
- WestJet flies a modern fleet of fuel-efficient Boeing Next-Generation 737 aircraft.
- The longest flight on WestJet is approximately seven hours and two minutes from Montego Bay to Edmonton.
- WestJet has three sizes of planes; 737-600 (119 seats), 737-700 (136 seats) and 737-800 (166 seats).
- WestJet flies an average of 420 flights everyday.
- Approximately 85 per cent of eligible WestJetters own shares in the company through the employee share purchase plan (ESPP).

WESTJET



Fleet plan

2018 numbers are based on a maximum fleet size that includes 33 potential lease expiries/extensions.

Aircraft type	Year ended Dec. 31, 2010	Year ending Dec. 31, 2011 (Projected)	Year ending Dec. 31, 2018 (Projected)
737-600s	13	13	13
737-700s	65	69	104
737-800s	13	15	18
Total	91	97	135

Operational and financial highlights

Quarterly highlights [†]	Q311	Q211	Q111	Q410
Revenue passenger miles (RPM) (millions)	4,315	4,092	4,290	3,942
Available seat miles (ASM) (millions)	5,389	5,238	5,230	5,021
Load factor (per cent)	80.1	78.1	82.0	78.5
Revenue per ASM (¢)	14.4	14.2	14.8	13.8
Cost per ASM (¢)	13.2	13.2	13.2	12.5
Cost per ASM excluding fuel and employee profit share (¢)	8.8	8.7	8.9	8.8
Fleet size at quarter end	96	96	94	91
Revenues (millions)	\$775	\$742	\$772	\$692
Net earnings (millions)	\$39	\$26	\$48	\$37
Diluted earnings per share	\$0.28	\$0.18	\$0.34	\$0.26

Five-year highlights [†]	2010	2009	2008	2007	2006
RPMs (millions)	15,613	13,835	13,731	11,739	9,792
ASMs (millions)	19,535	17,558	17,139	14,545	12,524
Load factor (per cent)	79.9	78.7	80.1	80.7	78.2
Revenue per ASM (¢)	13.4	13.0	14.9	14.6	14.0
Cost per ASM (¢)	12.4	11.8	13.2**	12.3*	12.1
Cost per ASM excluding fuel and employee profit share (¢)	8.8	8.5	8.3**	8.6*	8.5
Fleet size at year end	91	86	76	70	63
Revenues (millions)	\$2,607	\$2,281	\$2,550	\$2,127	\$1,751
Net earnings (millions)	\$90	\$98	\$179	\$189	\$117
Diluted earnings per share	\$0.62	\$0.74	\$1.37	\$1.44	\$0.90

*Excludes the reservations system write-down of \$31.9 million in 2007.

**Restated.

†Presented in accordance with International Financial Reporting Standards (IFRS).

‡2010 presented in accordance with IFRS; 2009 and prior reported under Canadian GAAP.

Executive team

Gregg Saretsky, President and CEO

Vito Culmone, EVP, Finance and CFO

Bob Cummings, EVP, Sales, Marketing and Guest Experience

Hugh Dunleavy, EVP, Strategy and Planning

Cam Kenyon, EVP, Operations

Ferio Pugliese, EVP, People and Culture

Cheryl Smith, EVP and CIO

Board of directors

Clive Beddoe

Hugh Bolton

Ron Brenneman

Brett Godfrey

Don Hougan

Allan Jackson

Barry Jackson

Wilmot Matthews

L. Jacques Ménard

Larry Pollock

Janice Rennie

Gregg Saretsky

Arthur Scace

Contact information

Website: westjet.com

Media inquiries: toll-free (888) WJ 4 NEWS (888-954-6397)

Investor relations: toll-free (877) 493-7853
investor_relations@westjet.com

WestJet office: (403) 444-2700
22 Aerial Place NE, Calgary, Alberta, T2E 3J1