



## [Follow-up: WestJet Group's strategic growth plans](#)

June 16, 2022

Dear Airports teams,

Yesterday leaders from across the WestJet Group attended the Leadership Summit where we heard from our Chief Executive Officer Alexis Von Hoensbroech as he unveiled the outcome of the 100-day review of our business and strategy. As a follow-up to Summit, a special edition of WestJet Live was held this morning where Alexis and Diederik shared some further context around our new strategic direction and what it means for all WestJetters. I encourage you to watch the [recording](#) if you were unable to tune in live or read our [Newsroom story](#) to learn more.

In this special edition of *Boarding Call*, I wanted to share my excitement about our new direction with our airports teams. We've proven over the last two years and throughout our history that we are incredibly strong and adaptable but there are so many factors that have made your day-to-day much more complex.

Our new strategy's foundation is a return to winning in the west and in leisure and sun markets, as the leading low-cost carrier. This is a growth story, one that is led by our decision to position our aircraft where they are most profitable while reducing complexity and costs across our operations by significantly expanding the role of our 737 aircraft, with plans to further expand this fleet. It's about getting back to our roots and simplifying where we can so we have time to engage in meaningful work like building trust and connection with our guests and offering a great experience – with a little fun along the way. While we expect some challenges, we have demonstrated incredible resilience over our 26-year history and I am confident in our track record

and in returning to our winning formula. If I know anything about WestJetters, it's that we like to win!

It's important to note that growth and change do not happen overnight, this is our long-term strategy for our airline's sustained future success. Our immediate focus remains on summer readiness to ensure we are well-prepared to welcome our guests as part of their travel plans this summer. To help add some further context, here are a few questions that might come to mind for our teams and the answers we know so far:

***What does this mean for our network and fleet?***

We will significantly grow our presence and network in the West and grow leisure flying out of all of Canada, expanding our leading position through acquisition of Sunwing, following regulatory approvals. We will also maintain a significant presence in the East by connecting to our Western airports and maintaining a growing network to sun and leisure destinations. We will focus our Q400 flying in the West to match our commercial strategy and maintain our current 787 fleet positioned out of the West, pausing any further investment into widebodies for the time being. We will lead the way with our 737s with plans to grow - we expect to receive nine MAX aircraft this year, and we are in talks with Boeing to potentially place a significant additional order.

***Are we leaving YYZ/Eastern Canada?***

No, we will maintain a significant presence at YYZ and in eastern provinces but will shift how we serve these markets with a focus towards western and leisure flying on the 737. We will connect the East to the West and grow our network to sun and leisure destinations, especially with our acquisition of Sunwing, following regulatory approvals.

***What are the people impacts?***

Our plan is to grow and create opportunities for more meaningful, productive, and efficient work. There is room for everyone at our company, and a desire to bring back the element of fun.

***When do changes happen?***

It will take a few seasons of scheduling to get fully focused on where we have the best opportunities, and we expect to be ready for Summer 2023.

I know change can be challenging, but the bottom line is what we do is important, and these decisions will help solidify the future of our airline and offer rewarding career opportunities. Our new strategy meets the challenges brought by ULCC and legacy competition head on, with a plan that plays to our strengths and gets us back to our competitive cost advantages.

If you have questions, I encourage you to reach out to me or any member of your local leadership team. A dedicated page on [Westnet](#) has also been set up where you can submit your questions through an anonymous form and the page will be updated regularly with responses to the questions we can answer.

Our guests may also have questions about our new strategy so if you're approached, please confirm that it's business as usual and there's currently no change to trips or bookings and encourage anyone asking to read our newsroom story.

WestJet is well positioned to win by being more intentional about removing costs and complexity from our day-to-day work. The history of our business has proven that we can't be all things to all people, so instead, we need to be our best selves to each other and to the guests who choose to fly with us. These changes will take time, but a focused strategy, combined with our great people, will help us win.

With gratitude,

**Colleen Tynan**

Vice-President, Airports



**WESTJET** 