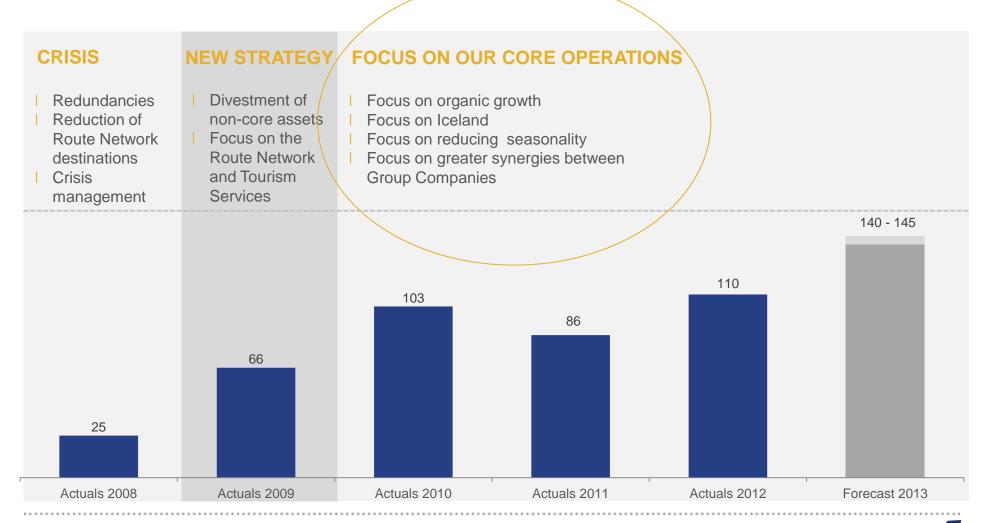


SOUND LONG TERM STRATEGY
BJÖRGÓLFUR JÓHANNSSON I PRESIDENT AND CEO ICELANDAIR GROUP



## **NEW STRATEGY SET IN 2009**



# SIGN OF STRENGTH TO THINK ABOUT STRATEGY WHEN EVERYTHING IS GOING WELL



## **OUR VISION STATEMENT**

Reducing the seasonality of tourism to improve utilization of assets and profitablity of tourism

Destination and schedule growth with a short turnaraound time and cost control

"To unlock Iceland's potential as a year-round destination and strengthen its position as a connecting hub by leveraging our experience and maintaining our flexibility"

The experience of our employees and over 75 years of operating experience set us apart from the competition

Fully leveraging flexibility across subsidiaries to deliver maximum value for the Group



## **OUR VISION IS BUILT AROUND THREE PILLARS**

# Sustainable value creation

#### Commitment to connect Iceland

# Iceland Visitors Growth

Taking a driving seat role in increasing number of visitors to Iceland across seasons from both existing and new markets

#### VIA Growth

Through Network growth to strengthen KEF hub

Maintain short connection time at Kef through operational efficiency

# Flexibility and Experience

Enable rapid reactions to disruptive factors: a structure and culture that foster adaptability and nimbleness

More than 75 year operating experience set us apart from our competition

Enabling positions and capabilities that drive competitive advantage

Supporting Group businesses that fund growth or provide capabilities



## **SOUND LONG TERM STRATEGY**

#### 5 KEY POINTS WITH REFERENCE TO OUR VISION AND OPERATING PILLARS

1	Focus on the Route Network and Tourism Services
2	Focus on reducing seasonality in the Group's operations
3	Focus on organic growth and business development
4	Focus on achieving greater synergies between Group companies
5	Focus on improving efficiency with special emphasis on continued cost control

