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OVERVIEW

Passengers carried (millions)

- 2008: 16.7
- 2009: 18.2
- 2010: 18.6
- 2011: 18.6
- 2012: 19.4
- 2013: 19.3
- 2014: 20.0

Total Revenue and Income ($millions)

- 2008: 2,335
- 2009: 2,635
- 2010: 2,982
- 2011: 3,271
- 2012: 3,920
- 2013: 4,020
- 2014: 4,307
Financial Highlights

<table>
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<th></th>
<th>2014 ($million)</th>
<th>2013 ($million)</th>
<th>Difference</th>
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<tr>
<td>Total revenue and income</td>
<td>4,306.6</td>
<td>4,020.4</td>
<td>286.2</td>
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<tr>
<td>Statutory net profit/(loss) after tax</td>
<td>(355.6)</td>
<td>(98.1)</td>
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Operating Statistics (Group)

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<th></th>
<th>2014</th>
<th>2013</th>
<th>Difference</th>
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<tbody>
<tr>
<td>Group yield</td>
<td>11.37c</td>
<td>11.08c</td>
<td>0.29c</td>
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<tr>
<td>Available seat kilometres</td>
<td>42.2bn</td>
<td>41.8bn</td>
<td>0.4bn</td>
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<tr>
<td>Passengers carried</td>
<td>20.0m</td>
<td>19.3m</td>
<td>0.7m</td>
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<tr>
<td>Revenue load factor</td>
<td>78.4%</td>
<td>75.6%</td>
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CHAIRMAN’S REPORT

The 2014 financial year presented one of the toughest operating environments in the history of Australian aviation, driven by over-capacity in the domestic market, ongoing weak consumer sentiment and economic uncertainty.

This environment had a major impact on the financial performance of the industry, with the Virgin Australia Group reporting a loss of $355.6 million dollars after tax for the 2014 financial year.

Despite these difficult conditions, the Group remained focused on its goal of delivering sustainable returns for shareholders over the long-term, prioritising the implementation of the Game Change Program strategy and strengthening the company’s balance sheet.

The Game Change Program was designed to reshape the Virgin Australia Group and establish it as a long-term player in the Australian aviation market and I commend our CEO John Borghetti and all of our team members for successfully delivering the strategy ahead of schedule.

During the year, significant developments were made across the customer experience, in the air and on the ground. Across the network, customer experience has been a key focal point, with major upgrades to catering, lounges, terminals and an Australian-first in wireless in-flight entertainment. This has seen the Group significantly increase its revenue from the Corporate and Government market and achieve a series of significant awards, including:

• Australia’s Domestic Business Airline of the Year 2013 for the first time by Roy Morgan;
• Best Airline Staff Service in the Asia Pacific Region 2014 for the fourth consecutive year by Skytrax World Airline Awards; and
• National Customer Service Team of the Year 2013 by the Customer Service Institute of Australia.

Virgin Australia’s global virtual network continues to strengthen through its strategic alliances with some of the world’s best airlines, including Air New Zealand, Delta Air Lines, Etihad Airways and Singapore Airlines. During the 2014 financial year, the Group significantly expanded this network, adding 39 new codeshare and interline routes, and worked with partners to make the international travel experience more seamless. Furthermore, we were pleased to welcome the nominated representatives of our three major airline shareholders onto the Board at the end of the year. The new directors bring a wealth of global aviation experience which will further strengthen the Board and we have put in strong protocols in relation to confidential information and conflict of interest.

Developing a diverse and empowered workforce is paramount to the Group. In the 2014 financial year women made up 50 per cent of Virgin Australia’s total workforce and this level of representation is also reflected on our Executive Committee. We also focused on increasing employment and retention of Aboriginal and Torres Strait island team members, with significant improvements made. The mental health and the wellness of all team members remains an important priority, and this year we partnered with the Black Dog Institute and the National Disability Recruitment Coordinator to help develop action plans and support awareness.

The Group is committed to supporting youth at risk in Australia, and through the year continued to dedicate its resources to our established community partners: the Starlight Children’s Foundation, Surf Life Saving Australia, Brisbane Youth Service and the Australian Indigenous Mentoring Experience (AIME). This year, we established a presence for AIME at the Virgin Australia office in Brisbane, providing a base to reach over 100 students in Queensland and the opportunity for our team members to become mentors.

Virgin Australia’s 60 per cent ownership of Tigerair Australia has seen the two businesses work together towards becoming an effective and sustainable competitor in the budget airline market. The 2014 financial year saw the first 12 months of the transformation program implemented, which sets out a clear path to profitability. During the year, Tigerair Australia significantly increased its passenger numbers, carrying more than three million customers and launching six new destinations.

The team of talented staff must be commended for their continued efforts across the business. Our people have always been the key differentiator in the market and the 2014 financial year was no different. I sincerely thank every single one of them for their tireless work, in what has been a difficult year.

With the completion of the Game Change Program strategy, the company has announced a new strategy, Virgin Vision 2017, which aims to deliver a sustainable, profitable business over the long-term. Over the next three years, the Virgin Australia Group will focus on six key areas: capitalising on growth business opportunities, driving yield enhancement, implementing a new cost program, optimising the balance sheet, setting a new standard in customer experience and developing our people to their full potential.

Finally, to our shareholders, we thank you for your continued support of Virgin Australia. We look forward to sharing the future success of our business with you.

Neil Chatfield
Chairman
CEO’S REPORT

As noted in the Chairman’s Report, operating conditions during the financial year were extremely challenging. While the Virgin Australia Group performed well in attracting high yielding passengers, underlying revenue performance was impacted by the challenging operating conditions, with the Group reporting a loss for the 2014 financial year.

Importantly, we made significant progress on executing the second phase of the Game Change Program and completed the strategy ahead of schedule, positioning the Group to provide strong competition in all key market segments. During the 2014 financial year, Virgin Australia:

• Further increased revenue from the Corporate and Government market segment, which now represents over 25 per cent of domestic revenue, far exceeding the original goal of 20 per cent;
• Increased the passenger traffic on domestic and short-haul international routes by 10.2 per cent through bilateral alliance agreements and the implementation of the SabreSonic booking system;
• Restructured the balance sheet through a number of initiatives, providing the business with additional flexibility and resilience;
• Grew Velocity Frequent Flyer membership to around 4.5 million and significantly increased member engagement, positioning the program as a key value driver for the business; and
• Significantly enhanced the customer experience both in the air and on the ground.

In addition, through the acquisition of Skywest and joint venture for Tigerair Australia, Virgin Australia reshaped the landscape of aviation in Australia, providing the Group with access to new markets and new revenue growth opportunities.

During the 2014 financial year, we significantly advanced the integration of Skywest into Virgin Australia, launching new regional routes and growing charter revenue by around 30 per cent. Tigerair Australia has undergone the first year of its major transformation program, and as a result of progress made in the areas of operations, financial synergies and customer satisfaction, the business is now well positioned to benefit from a recovery in the domestic market when conditions improve.

I commend all 10,000+ team members across the Virgin Australia Group for their efforts in delivering these achievements during the most difficult operating environment in the history of Australian aviation.

FINANCIAL AND OPERATING PERFORMANCE

Total Group Revenue and income increased 7.1 per cent to $4,306.6 million on the 2013 financial year, including the additional revenue associated with the acquisition of Skywest. Revenue growth in the leisure and regional segments was subdued; however this was partially offset by revenue growth in the Corporate and Government, Charter and Interline and Codeshare segments.

While there was an increase in overall costs this year due to the full year impact of the Skywest acquisition, underlying Cost per Available Seat Kilometre (CASK) was contained throughout the 2014 financial year, with a stronger performance in the second half.

Virgin Australia finished the 2014 financial year with an On Time Performance (OTP) of 84.0 per cent, an increase of 2.9 percentage points on the year before.

SAFETY AND SUSTAINABILITY

Maintaining a safe and sustainable operation is a key priority for the Virgin Australia Group.

Virgin Australia continues to maintain a young and fuel efficient fleet of aircraft. With an average age of 4.8 years across our mainline fleet for the 2014 financial year, well below the industry average.

Virgin Australia is committed to our aspirational target of sourcing five per cent of our aircraft fuel requirements from renewable jet fuel by 2020. This is being achieved by collaborating with Airbus and the Cooperative Research Centre for Future Farm Industries on the Mallee Jet Fuel Project.

During the 2014 financial year, our Fly Carbon Neutral program was expanded by partnering with the Tasmanian Land Conservancy, a science-based, not-for-profit environmental organisation.

OUR PEOPLE

Our people are our greatest asset and Virgin Australia is committed to supporting them to reach their full potential. In doing so, we continue to drive a high performance culture across our business, with a range of initiatives implemented during the year.

The Game Change Program strategy has seen us invest significantly in our team, attracting and developing the best talent. In recognition of this, Virgin Australia was recognised as one of Australia’s most attractive employers for the fourth consecutive year at the 2014 Ranstad awards.

As one of Australia’s largest employers, we are continually looking to enhance job opportunities across the network. During the year, we opened our first Cabin Crew base in Adelaide, creating 80 new jobs in South Australia and we celebrated the first graduating class from our inaugural Pilot Cadet Program.

STRATEGIC PRIORITIES

Now we have completed the Game Change Program, the Group has commenced Virgin Vision 2017, a strategy to maximise the Group’s potential by extracting value from the business. Over the next three years, the Virgin Australia Group will focus on:

• Capitalising on growth business opportunities;
• Driving yield enhancement;
• Implementing a new cost program;
• Optimising the balance sheet;
• Setting a new standard in customer experience; and
• Developing our people to their full potential.

This comprehensive plan of initiatives is designed to deliver a sustainable, profitable business over the long-term. While the current environment remains challenging, the Virgin Australia Group has significantly enhanced its strategic position over the last four years and is well placed to capitalise on market recovery.

I would like to sincerely thank our team members, customers and investors for their continuing support of the Virgin Australia Group and I look forward to delivering our Virgin Vision 2017.

John Borghetti
CEO
Virgin Australia has opened up vital and affordable air services across the country and made overseas travel more accessible, delivering a range of economic and social benefits to help Australia prosper now and into the future. During the 2014 financial year, we supported Australians in a range of ways, including stimulating inbound and domestic tourism, providing assistance during natural disasters, improving the lives of youth-at-risk and supporting local communities.

We recognise that as an airline, Virgin Australia plays a powerful role in bringing visitors to Australia and we invest significantly as the major Australian airline partner of Tourism Australia. The 2014 financial year was a landmark period in our partnership as we jointly hosted two major tourism events, which provided unique opportunities to showcase Australia as a world-class destination to over 1,500 international delegates, buyers and decision-makers from around the world. Another key milestone during the year was the launch of ‘Someday’, the largest campaign Tourism Australia has run in the United States. The digital campaign far exceeded all commercial objectives and achieved close to half a million entries. As a testament to the strength of the partnership, we are further expanding our marketing agreement with Tourism Australia, taking the total value to $16 million over three years.

During the year, Virgin Australia responded quickly to support the nation during times of crisis, transporting personnel and supplies on our domestic flights network to respond to natural disasters including the New South Wales bushfires and Cyclone Ita. We also facilitated the efforts of Australians to provide assistance to others by using our presence in airport terminals across the country to drive fundraising efforts for Typhoon Haiyan. Additionally, our long-standing partnership with Foodbank allows us to provide support in challenging times by delivering meals, food hampers and emergency parcels.

Our partnership with the Starlight Children’s Foundation also strengthened as we continued to encourage its inspiring work in transforming the lives of seriously ill children and their families across the country. Our support ranged from providing flights to make life-changing wishes come true, sponsoring and donating flight prizes for significant events and promoting fundraising in airports across the country. Over the year, 245 Starlight children selected a wish that involved travel with Virgin Australia and many Starlight staff travelled around the country on the airline supporting local fundraising initiatives. Virgin Australia also supported fundraising efforts in airports across the east coast of Australia resulting in hundreds of new supporters signing up.

Virgin Australia also supports a number of other organisations including Surf Life Saving Australia and Brisbane Youth Service. Recognising that our customers support organisations operating in their communities, we provide members of the Velocity Frequent Flyer program with the option to redeem Points to support a range of charity partners.

With a vast geography and one of the most dispersed populations in the world, Australia is heavily reliant on aviation and the benefits it brings.
Queensland Ballet dancers perform the Australian première of Sir Kenneth MacMillan’s iconic Romeo & Juliet. Photo by David Kelly
SUPPORTING AUSTRALIAN CULTURE

As a proud Australian company, Virgin Australia is passionate about promoting and fostering emerging and established local talent.

One of the most effective ways we can do this is by using our extensive flight network to showcase and connect talent to audiences across the country and the world.

We have also established partnerships with a range of arts, entertainment and sporting institutions that appeal to a broad-cross section of the community and share our values of authenticity, quality and innovation.

In the 2014 financial year, we significantly expanded our portfolio of partnerships by becoming the Principal and Naming Rights Partner of the largest consumer fashion event in the southern hemisphere, now the Virgin Australia Melbourne Fashion Festival.

Virgin Australia is the Principal Partner of the Australian Chamber Orchestra (ACO), one of the world’s most unique, vibrant and distinguished touring ensembles. Since 2012, our support has enabled the ACO to share its music with audiences throughout Australia and internationally by flying its musicians across Virgin Australia’s regional, domestic and international network.

During the year we continued to work closely with the ACO and other partners to explore new ways to showcase their skills across our network. An innovative initiative in support of the ACO was the installation of a ‘virtual experience’ in our domestic lounge in Melbourne. The installation was an interactive and entertaining part of our customers in a unique way prior to their flight.

Since 2011, Virgin Australia has been the official airline partner of the Australian Football League (AFL). In September 2013, we announced the extension of our partnership through to the 2018 Premier Season. In addition to our partnership with the league as a whole, we now sponsor two of the Australian Football League’s newest clubs, the Gold Coast Suns and the Greater Western Sydney Giants, both of which are part of the AFL’s generational strategy to grow the game into non-traditional marketplaces. This year we also became the official airline of the West Coast Eagles and Fremantle Dockers Football clubs, reflecting our growing presence in the West Australian market.

Virgin Australia partners with a range of other institutions including the; Appetite for Excellence, Australian Centre for Moving Image (ACMI), Biennale of Sydney, Black Swan Theatre Company, Brisbane Festival, Circus Oz, Darwin Festival, QAGOMA, Queensland Ballet, Sydney Dance Company, V8 Supercars, the National Basketball League and Women’s Basketball League, West Australian Ballet and major Australian musicals including Strictly Ballroom and King Kong.

VIRGIN AUSTRALIA MELBOURNE FASHION FESTIVAL

Our three-year partnership launched in December 2013 and included the rebranding of the festival as naming rights partner with a new logo and delivery of a joint sales and marketing program. Held over the month of March in 2014, the festival attracted more than 377,000 local and interstate visitors and offered a diverse program of events to celebrate and inspire the fashion industry, ranging from runway shows to cultural and business seminars.

$70 million worth of coverage was generated reaching millions of people locally and overseas. Additionally, over 11 million conversations were recorded on social platforms. We are proud to play a key role in driving tourism to Victoria by strengthening the retail strategy for the event with flights packages and promoting it widely across our domestic and international network.

AUSTRALIAN FOOTBALL LEAGUE

Virgin Australia has been the official airline of the Australian Football League (AFL) since 2011 and during the year, we extended the partnership by another five years to 2018. We continue to support Australia’s most popular sport by flying the teams, coaches and staff across the country. This year Virgin Australia provided the AFL with a total of 470 domestic flights.

In the 2014 financial year we developed new ways to promote the sport and engage with the fans including the ‘Virgin Australia Film Festival’, an initiative which involved eight clubs creating films which we published across our social media channels. St Kilda Football Club won the festival prize, capturing the largest number of views, and the entire playing list enjoyed a trip to the USA to complete an Altitude training program.

Virgin Australia and the AFL worked closely to spread the excitement of the AFL finals across Australia. In conjunction with the AFL, we flew the AFL Premiership Cup to Adelaide, Perth and Sydney throughout the last week of the regular AFL season. Within each city, local community groups were given the opportunity to get up close and personal with the AFL Premiership Cup, including visits to schools in Adelaide and Perth, and to the Sydney Children’s Hospital in partnership with the Starlight Foundation.

Our partnership with the AFL continues to be underpinned by “Any Game, Anywhere”, a digital platform which provides fans with tailored packages catering to their airfare, accommodation and ticket requirements.
Virgin Australia has established a strong domestic network covering 47 destinations and transformed the customer experience in a range of ways, including delivering major terminal upgrades, opening new lounges, launching Business Class and introducing our state-of-the-art wireless in-flight entertainment system.

In the 2014 financial year we focused on consolidating this strong platform for growth and harnessing opportunities to best serve Australia now and into the future. To complement our contemporary customer experience in the air and on the ground, this year we concentrated on two of our key differentiators, innovation and greater enablement of our people, to take our customer service to the next level.

As a testament to the success of our Game Change Program and to our passion for serving Australian travellers, Virgin Australia was recognised as Australia’s Domestic Business Airline of the Year 2013 at the Roy Morgan Customer Satisfaction Awards.

Mainline Network
Our mainline domestic network has been significantly enhanced by the introduction of the wide-body Airbus A330 aircraft to our fleet. This aircraft has enabled Virgin Australia to set a new standard in transcontinental travel.

In September 2013, Virgin Australia's seventh new Airbus A330 aircraft arrived and we now operate these internationally configured aircraft on the majority of our services between Perth and the East Coast of Australia.

During the year, we continued to optimise our schedules to align capacity and frequency with demand and customer preferences. For example, services from Brisbane to Darwin were retimed to provide a more convenient schedule for corporate travellers. As well as optimising existing routes, Virgin Australia continued its drive to bring competition to markets across Australia. In August 2013, we introduced Business Class on the Melbourne-Hamilton Island route, filling a gap which existed for ten years.

Declining demand in some markets resulted in strategic withdrawals during financial year 2014, including the Rockhampton-Townsville and Cairns-Townsville routes.

In 2010, we launched the Game Change Program and set in motion a vision to become Australia’s airline of choice by bringing strong competition to leisure, business and regional market segments.
REGIONAL NETWORK
Capitalising on the opportunities provided by the acquisition of Skywest was an important part of Virgin Australia’s strategy during the 2014 financial year. We have made significant progress in growing the regional business and integrating it within the broader Virgin Australia network. The regional operation now encompasses 33 aircraft and four bases across Australia in Brisbane, Canberra, Perth and Sydney, and it finished the year with significantly improved on time performance.

We continued to bring competition to regional routes including the launch of new Brisbane-Cloncurry and Perth-Paraburdoo services. Responding to sustained demand, we also increased frequency and allocated aircraft with greater capacity on Perth-Kununurra, Brisbane-Bundaberg, Brisbane-Moranbah and Perth-Karratha services.

Charter services are a major growth opportunity for Virgin Australia and represent a low-risk revenue stream for the airline. During the year, we significantly expanded our reach in this market, increasing revenue by 30 per cent on the prior year. Virgin Australia currently has the largest presence in the West Australian charter market and we are now beginning to grow our presence on the east coast of Australia, with the introduction of charter services from Brisbane to Miles, Narrabri and Roma.

CUSTOMER EXPERIENCE
Since 2011, Virgin Australia has undergone a major transformation in the air and on the ground. During the 2014 financial year, we further enhanced our product, with a particular focus on lounges, in-flight entertainment and catering, as well as the tools our people require to deliver a seamless end-to-end customer experience.

Highlights during the 2014 financial year included:

• Completion of a major expansion to our Sydney domestic lounge, including the opening of a second level with sweeping views across Botany Bay. It now offers two dedicated security screening lanes in Premium Entry, making access from the kerbside into the lounge seamless and fast.

• Completion of a major expansion to our Melbourne domestic lounge. Now twice the size of the original space, the lounge has panoramic views across the airfield and features our first Wine Bar and Espresso Bar.

• Opening of our first lounge in Cairns and a second lounge in Perth, providing a dedicated space for regional and charter customers.

• Arrival of our seventh Airbus A330 aircraft, enabling the deployment of wide-body, internationally configured aircraft on more transcontinental services.

• Launch of complimentary snacks on all flights between Brisbane, Melbourne and Sydney.

• Roll out of our innovative wireless in-flight entertainment across the Boeing 737 fleet, offering seamless streaming to mobile devices, computers and tablets. We also enhanced content available through the system, utilising monthly customer surveys to influence TV, movie and music choices we offer.

• Launch of the Virgin Australia High Flyer passport, encouraging our young passengers to record their early travel experiences.
SERVICE
Embedding a service culture throughout the organisation remains a priority for Virgin Australia. In late 2013 a new internal program Think Customer was launched, which aims to inspire all team members on the frontline and across our offices to deliver exceptional service.

This program is a key component of our strategy to empower our people, by providing them with information on customer performance. Think Customer scorecards were introduced across the country and these capture the feedback of over 15,000 Virgin Australia passengers each month, including how they rate their experience during the end-to-end travel journey.

These results have informed major product changes, such as the introduction of complimentary snacks on flights between Sydney, Brisbane and Melbourne, and enhancements to our in-flight entertainment content to reflect customer preferences on different types of flights.

INNOVATION AND TECHNOLOGY
The Virgin Australia brand is synonymous with innovation and the use of technology is a core part of our drive to enhance the customer experience. In the 2014 financial year we focused on developments in website, mobile, and self-service capability, providing the platform for growth in online interactions. During the year we redesigned our website to make it easier to search and book flights with a more intuitive and customer friendly design. This was recognised when the Virgin Australia website was named Top Australian Website at the 2013 Digital Customer Experience Index Awards.

In August 2013 we launched a new and innovative flight upgrade bidding system UpgradeMe, enabling customers to submit bids for upgrades to Business Class. This was a first for an Australian airline and has driven increased revenue and exposed more customers to Virgin Australia’s premium ground and inflight experience.

Thanks to the enormous efforts of our team members and their dedication to customer service, Virgin Australia was recognised with a number of awards during the 2014 financial year including:

• Domestic Business Airline of the Year
  Roy Morgan

• National Customer Service Team of the Year
  Customer Service Institute of Australia

• Best Domestic Airline
  Esi Awards

• Most Attractive Employer Brands, #1 in aviation sector and #2 Overall
  Randstad Awards

• Most Respected Companies, #1 in aviation sector and #3 in Australia
  Australian Financial Review

• Best Australian Website
  Digital Customer Experience Index Awards

To empower our team members to deliver the best service possible, including during disruptions, we introduced Disruption Management Kits across the network, allowing customers to enjoy light snacks and refreshments during their time at the airport.

We have also enhanced our communications processes to ensure customers are notified quickly when their flight is affected by a major disruption, through SMS and proactive updates across our social media channels.
In the 2014 financial year, Virgin Australia added 27 new codeshare routes to its international network. Virgin Australia operates to the two key hubs of Los Angeles and Abu Dhabi, enabling customers to connect seamlessly between Australia and important markets such as North America and Europe. The airline also has a strong presence in and around the Asia Pacific region, operating 16 short-haul international routes.

During the 2014 financial year, international schedules were consistently reviewed to ensure they aligned with market demand. Virgin Australia increased capacity on selected short-haul international routes including additional services between Bali, Indonesia and Brisbane, Sydney and Melbourne. By December 2013, Virgin Australia operated up to 45 services per week between Australia and Bali.

We continued to improve the product offering on short-haul routes and worked closely with our alliance partners to ensure a seamless customer experience.

**CUSTOMER EXPERIENCE**

Virgin Australia’s international offering is centred on the delivery of exceptional service. During the 2014 financial year, in collaboration with our alliance partners we focused on delivering a consistent experience for customers on the ground and in the air, regardless of the airline customers are travelling on and the stage of their journey.

We transitioned our departures at Los Angeles Airport to the new state-of-the-art Tom Bradley International Terminal, which offers a significantly improved ground proposition including premium retail, quality dining options and the world class Star Alliance lounge with its unique open-air terrace.

During the 2014 financial year, Virgin Australia’s partners Etihad Airways and Singapore Airlines both opened luxurious lounges at Sydney International Airport, providing our Business Class customers and eligible Velocity Frequent Flyer members with access to exclusive premium services at the airport.

In June 2014, we further enhanced the inflight experience on our long-haul Business Class by launching new menus featuring fresh and locally sourced ingredients. Virgin Australia’s award-winning head chef Luke Mangan designed the new menus and developed elite hospitality training for our Business Class cabin crew.

Passengers travelling on our short-haul international services are able to stream over 300 hours of free entertainment of movies, TV shows and music to their own devices, as all Virgin Australia Boeing 737 aircraft are now fitted with complimentary wireless in-flight entertainment technology.

Our alliance and codeshare partners will continue to play an integral role in the development of Virgin Australia’s international network.

During the past four years, Virgin Australia has pioneered an innovative virtual international network, expanding its global footprint to over 450 destinations globally.
ALLIANCES

AIR NEW ZEALAND
Virgin Australia and Air New Zealand’s Tasman alliance continues to deliver benefits for customers, and the alliance has been reauthorised for a further five years. Following a strategic review, the airlines have a clear plan to deliver cost efficiencies through alignment of operational and maintenance activity as well as synergies within the cabin which will further enhance the customer experience. The Alliance Board approved several seasonal capacity increases, including into Christchurch and Queenstown in support of New Zealand’s peak ski season, and into the Sunshine Coast. During the year, Air New Zealand also launched new seasonal services between Perth and Christchurch on behalf of the alliance. Collectively, these capacity increases build on a strong network of over 20 destinations in New Zealand.

ETIHAD AIRWAYS
Throughout the 2014 financial year, Virgin Australia and Etihad Airways continued to optimise their alliance, giving Australians access to even more international destinations. Virgin Australia’s customers now have access to 56 codeshare and interline routes through the alliance including 12 new codeshare routes launched during the 2014 financial year. To increase awareness of the alliance in the Australian market, the airlines launched a joint marketing campaign known as ‘Be Our Guest’. The national program included a range of creative executions that were deployed through traditional media, as well as a social media competition which highlighted the exceptional product and service available to customers through the alliance, increasing awareness throughout Australia.

DELTA AIR LINES
The Virgin Australia and Delta Air Lines trans-Pacific joint venture offers Australians access to over 245 destinations across North and Central America. Technology advancements during the 2014 financial year enabled the co-ordination of revenue management systems, improving both airlines’ ability to sell codeshare services and cater to group business. To increase Americans’ awareness of Australia as a holiday destination, in March 2014 we launched a joint marketing campaign in conjunction with Tourism Australia called ‘Someday’, sparking global interest, record-breaking competition entries and international media coverage which exceeded commercial targets.

SINGAPORE AIRLINES
Significant progress was made during the 2014 financial year in the alignment and expansion of the privileges available to members of Virgin Australia’s Velocity Frequent Flyer program and Singapore Airlines’ KrisFlyer program. We also optimised Velocity Frequent Flyer’s ‘earn and burn’ rates to provide greater opportunity for members to redeem points through the alliance. Virgin Australia customers can access over 80 destinations through the Singapore and Silk Air networks. The alliance was supported by a significant above-the-line marketing campaign in Australia highlighting the alliance’s aspirational service experience.

VIRGIN SAMOA
Virgin Samoa, our joint venture with the Samoan Government, continued to play an important role in supporting the local community through the provision of vital air services during the 2014 financial year.

NETWORK SNAPSHOT:
- 16 international destinations operated by Virgin Australia and Virgin Samoa
- 370 international flights operated by Virgin Australia per week
- 454 international destinations across our network including codeshare and interline destinations
### FLEET

**BOEING 777-300ER**
- Maximum guests: 361
- Maximum take-off weight: 351,530kg
- Maximum range: 14,490km
- Typical cruising speed: 892km/h
- Wing span: 64.80m
- Overall length: 73.90m

**BOEING 737-800**
- Maximum guests: 22

**AIRBUS A330-200**
- Maximum guests: 279
- Maximum take-off weight: 230,000kg
- Maximum range: 13,400km
- Typical cruising speed: 918km/h
- Wing span: 60.30m
- Overall length: 58.82m

**BOEING 737-800**
- Maximum guests: 176
- Maximum take-off weight: 79,010kg
- Maximum range: 5,765km
- Typical cruising speed: 833.7km/h
- Wing span: 35.80m
- Overall length: 39.50m
AIRBUS A320
- Maximum guests: 162
- Maximum take-off weight: 73,500kg
- Maximum range: 6,100km
- Typical cruising speed: 890km/h
- Wing span: 34.10m
- Overall length: 37.57m

BOEING 737-700
- Maximum guests: 128
- Maximum take-off weight: 70,080kg
- Maximum range: 6,370km
- Typical cruising speed: 833km/h
- Wing span: 35.80m
- Overall length: 35.53m

FOKKER 100
- Maximum guests: 100
- Maximum take-off weight: 45,810kg
- Maximum range: 3,170km
- Typical cruising speed: 845km/h
- Wing span: 28.00m
- Overall length: 35.53m

EMBRAER E190
- Maximum guests: 98
- Maximum take-off weight: 47,800kg
- Maximum range: 3,200km
- Typical cruising speed: 890km/h
- Wing span: 28.72m
- Overall length: 36.25m

ATR 72-500/600
- Maximum guests: 68
- Maximum take-off weight: 22,500kg
- Maximum range: 1,363km
- Typical cruising speed: 511km/h
- Wing span: 27.05m
- Overall length: 27.17m

FOKKER 50
- Maximum guests: 48
- Maximum take-off weight: 20,820kg
- Maximum range: 2,055km
- Typical cruising speed: 530km/h
- Wing span: 29.00m
- Overall length: 25.25m
VELOCITY FREQUENT FLYER

In the 2014 financial year, Velocity Frequent Flyer (Velocity) continued its quest to become one of the world’s leading loyalty programs, expanding its global network to over 450 destinations and offering competitive earn and redemption rates and unique member rewards.

During the year, Velocity reinvigorated the loyalty landscape by introducing innovative member benefits and launching partnerships with renowned global brands across retail, hotel and utility categories.

As a result, Velocity was awarded with a range of industry accolades throughout the year including recognition in five categories at the Freddie Awards, the highest achievement of any airline program at these global awards.

PROGRAM GROWTH

During the 2014 financial year Velocity reached a major milestone surpassing four million members. Over 720,000 members joined the program during this period which was the highest annual acquisition of members since the program first launched.

Velocity also continued to attract strong member engagement with a 31 per cent year-on-year increase in the number of points redeemed.

The program is well on track to achieve its target of five million members by the end of the 2015 financial year.

PARTNER GROWTH

We partnered with a number of new hotels during the 2014 financial year, creating more ways for members to earn points globally. One of the most significant of these is our partnership with Starwood Hotels and Resorts, which spans 1,200 hotels in nearly 100 countries. Velocity is the only airline loyalty program in Australia to partner with Starwood, providing members with this exclusive opportunity.

Jumeirah Hotels and Resorts, Langham Hotels and One&Only were also added as program partners during the year, the latter in time for the highly anticipated opening of its first resort on Hayman Island, Australia.

Responding to the growing trend in online shopping, we continued to expand the Global eStore, which enables members to earn points when shopping with the world’s leading brands. During the year, a number of new retailers were added including Net-a-Porter, Priceline and Sony.

A priority for Velocity is ensuring members can be rewarded in every facet of life and our utility partners are key to achieving this. During the year, we became the first loyalty program to partner with Australia Post, enabling members to earn Points on bill payments and other online transactions through Australia Post’s MyPost Digital Mailbox.

INNOVATION

Innovation is at the heart of our reinvigoration of the loyalty landscape and during the year, we continued to focus on providing unique benefits and experiences for members. Highlights included:

• Global Wallet, Australia’s first combined frequent flyer membership and prepaid travel money card. During the 2014 financial year, it was awarded a five-star rating from CANSTAR in the Travel Money Cards category.
• Australia’s first frequent flyer program for pets, allowing dogs and cats to earn Points for their owners each time they fly.
• ‘Space Class’, granting members the opportunity to receive an upgrade to space with a seat on board SpaceShip2 in partnership with Virgin Galactic.
• Velocity also remained the only airline loyalty program in Australia to offer unique family benefits such as Family Pooling of points.

AWARDS

• Travel Card Innovation of the Year – 2013 Mega Awards
• Best Use of Technology by a Loyalty Program – Loyalty 2014 Awards
• Best Reward Seat availability in the Asia-Pacific region – IdeaWork’s Switchfly Survey
• Freddie Awards (Middle East & Asia/Oceania region Airline category):
  - Program of the Year
  - Best Customer Service
  - Best Promotion
  - Best Elite Program
  - Best Redemption Ability
During the 2014 financial year, we continued to adopt a holistic approach to sustainability, focusing on maintaining a fuel-efficient fleet, contributing to vital industry research programs and expanding our carbon offset program, Fly Carbon Neutral.

Virgin Australia continues to seek opportunities to reduce the amount of paper used across the business and this year we introduced mobile boarding pass scanners, resulting in a 20 per cent reduction in printed boarding passes, compared to the prior financial year.

**OUR FLEET**

Fuel emissions remain our largest environmental impact. As a result of the growth of our business, our total emissions increased during the 2014 financial year, up 5 per cent on the previous year.

The most effective way for Virgin Australia to manage its fuel emissions is to maintain a young and fuel efficient fleet. During the year, we added new Boeing 737 and Airbus A330 aircraft to the fleet and exited two older Boeing 737 aircraft. As a result, the average age across our mainline fleet was 4.8 years as at 30 June 2014, and remains well below industry average.

**RESEARCH INTO A SUSTAINABLE AVIATION FUEL**

To support our aspirational target of sourcing 5 per cent of our aircraft fuel requirements from renewable jet fuel by 2020, we continued to work closely with leading industry stakeholders on key advanced biofuels projects and broader policy issues during the 2014 financial year.

Virgin Australia is collaborating with Airbus and the Cooperative Research Centre for Future Farm Industries on the Mallee Jet Fuel Project, with the objective of establishing a sustainable aviation fuel industry in Australia. A comprehensive study conducted as part of the project demonstrated that growing and harvesting mallee trees in the Western Australia wheat belt not only has significant potential for the production of sustainable aviation fuel, but can also generate economic benefits for farmers and regional communities.

Virgin Australia will continue to support this project as it evolves, with the aim of establishing a viable commercial supply chain by 2021.

We commenced another key project during the 2014 financial year in partnership with Brisbane Airport Corporation and SkyNRG which aims to establish Australia’s first Bioport and a commercially viable, cost-effective, sustainable and reliable supply of aviation biofuel for use in our aircraft departing from Brisbane Airport. We have been working closely with our partners to progress a business case in support of the Bioport’s future development. A team of specialists are now focussing on assessing the available supply chain pathways including researching locally available feedstocks in Queensland, sustainable and cost effective methods of transporting this feedstock, and the most appropriate technology for converting it into aviation biofuel.

Virgin Australia will continue to support research projects that utilise Australian innovation and support regional economies, with the potential to deliver significant quantities of aviation biofuel in a realistic timeframe.

**FLY CARBON NEUTRAL**

Virgin Australia was the first airline in the world to launch a government-certified carbon offset program, allowing our customers to offset the emissions of their flight through a simple step in the booking process.

During the 2014 financial year, we expanded the program by launching a partnership with the Tasmanian Land Conservancy, a science-based, not-for-profit environmental organisation which actively manages over 30,000 hectares of land for nature conservation, providing a safe haven for a host of rare and threatened species. This partnership allows Virgin Australia’s customers to not only offset their emissions each time they fly but also supports the protection of irreplaceable sites and endangered species across Tasmania.

Virgin Australia is committed to minimising the impact of its operations on the community and developing a sustainable business in Australia.
TIGERAIR AUSTRALIA

At the beginning of the 2014 financial year Virgin Australia Holdings Limited (‘Virgin Australia’) and Tiger Airways Holdings Limited (‘Tiger Airways’) entered into a joint venture arrangement for Tiger Airways Australia Proprietary Limited (‘Tigerair Australia’).

Under this joint venture arrangement, Virgin Australia owns 60 per cent of Tigerair Australia and Tiger Airways the remaining 40 per cent.

Since then, Virgin Australia and Tiger Airways have worked closely with Tigerair Australia to support its goal of becoming an effective and sustainable competitor in Australia’s budget travel market segment.

TIGERAIR REBRAND

Tiger Airways initiated a transformational rebrand at the start of the 2014 financial year in order to reflect the fundamental changes it was introducing for customers, including simplifying the travel experience and expanding its flight network. The personality of the new brand centres on being warm, passionate and a genuine choice for budget travellers. To reinforce the new brand direction, Tigerair Australia executed several targeted marketing campaigns and launched its own award-winning ‘infrequent flyer’ loyalty program, aligning it with the travel trends of the budget market and rewarding customers with continued low prices.

CUSTOMER EXPERIENCE

Tigerair Australia’s renewed focus on customer experience is reflected in its commitment to improving on time performance and customer satisfaction.

The airline received an award nomination in its category at the 2013 Australian Service Excellence Awards.

During the 2014 financial year Tigerair Australia introduced a number of innovative customer initiatives including:

• Kiosk check-in technology at two key airports (Brisbane and Melbourne), reducing passenger processing times and dependency on check-in staff.
• Web check-in allowing customers to check-in online prior to arriving at the airport.
• Installation of bag-drop technology for customers who have checked in online, alleviating wait times.
• New on-board menus including hot food items for purchase.

The airline continues to invest in process improvements across its operation, including the transition of line and base maintenance to BAE Systems, building on the progress it has made to date.

SUPPORTING AUSTRALIA

In March 2014, Tigerair Australia opened a new base in Brisbane creating 150 jobs and providing a strong foundation for its future growth in Queensland. The Brisbane base is the airline’s third after Melbourne and Sydney and provides 800,000 additional visitor seats around Australia annually, significantly boosting domestic tourism.

In partnership with BAE Systems Tigerair Australia also announced the creation of 60 maintenance roles in Melbourne to support the expanding fleet.

NETWORK

During the 2014 financial year, Tigerair Australia carried over 3 million customers and flew over 21,000 flights across 14 destinations and 22 routes and at the same time, increased its average revenue load factor compared to the 2013 financial year.

Tigerair Australia made a number of changes to its network to bring competition to underserved routes within the budget market. During the financial year, Tigerair Australia took delivery of two additional Airbus A320 aircraft, increasing its total fleet size to 13 aircraft. The airline also continued to increase its aircraft utilisation, achieving an 11 per cent increase year-on-year. As a result, Tigerair Australia added six additional routes to its network including; Sydney-Perth, Brisbane-Darwin, Brisbane-Cairns, Sydney-Whitsunday Coast Airport (Proserpine), Sydney-Adelaide and Brisbane-Adelaide.

Tigerair Australia will continue to focus on measures which enable it to maintain an efficient cost to income ratio and improve yields and margins, including securing synergies with Virgin Australia and Tiger Airways, ensuring it provides a safe, consistently reliable value-for-money option and sustains competition for the budget market in Australia.
Virgin Australia is committed to creating a highly engaged and achievement oriented culture where our vision, values and customer service ethic are at the heart of everything we do.

For the fourth consecutive year, Virgin Australia was recognised as Australia’s second most attractive place to work and the most attractive employer in the aviation industry at the 2014 Randstad Awards.

As at 30 June 2014, Virgin Australia employed over 9,400 people in Australia, New Zealand, the United States, Asia Pacific and the United Kingdom with 95 per cent of these based in Australia.

**ENGAGEMENT**
Ensuring that Virgin Australia remains a great place to work is central to maintaining our high-performance culture. Each year we conduct a group-wide survey to measure how our people feel about working for Virgin Australia and generate feedback which is used to help guide our future direction. As a result of the last survey, we improved the systems and tools available to our people, increased communication of Virgin Australia’s corporate strategy and how each team member can contribute to its success, and introduced new recognition and career development programs.

**DIVERSITY**
An inclusive workplace where all of our people can thrive is a priority for Virgin Australia. During the 2014 financial year, we increased the number of Aboriginal and Torres Strait Islander peoples who are employed by the company and we improved our retention by 41 per cent compared to the previous reporting period.

We remain focused on the mental health and wellness of all team members and developing mechanisms to assist the employment of people with a disability. In partnership with the Black Dog Institute we launched a resilience training program to support awareness and understanding of mental health and wellness across the organisation. We also launched a partnership with the National Disability Recruitment Coordinator to develop an action plan for recruiting and maintaining team members with a disability.

Women comprise 50 per cent of Virgin Australia’s total workforce and this level of representation also applies to our Executive Committee. We are committed to encouraging women to actively participate in our workforce. Virgin Australia continues to encourage a flexible workplace culture, offering part-time and casual positions, job-share options, study support, special circumstances and family support leave, and online access to the Virgin Australia Family Program resource, which supports carers.

**REWARD AND RECOGNITION**
Celebrating achievements is an integral part of Virgin Australia’s culture.
Each year, those who go above and beyond the call of duty on behalf of our airline are recognised at the CEO Awards and the winners of our 2013 CEO Awards went on to represent Virgin Australia at the Virgin Group Stars of the Year event in London hosted by Sir Richard Branson.
More than 130 team members were recognised as Virgin Australia Brand Ambassadors for their achievements during the 2014 financial year.
Our people’s willingness to go above and beyond is what sets Virgin Australia apart and maintaining this standard of excellence will remain a priority for the airline into the next financial year.

**CAPABILITY AND CAREERS**
Our people are our greatest asset and we are committed to supporting them to reach their full potential. In doing so, we will continue to drive a high performance culture across our business.

Virgin Australia can now directly link the performance of its customer facing team members with customer outcomes through our Customer Scorecards which were launched in the 2014 financial year.

Providing career opportunities for team members is an important part of engagement and this year we introduced a new Career Pathways program to increase the awareness of internal opportunities amongst team members and to encourage them to expand their careers with guidance and support. In order to grow the number of effective leaders throughout Virgin Australia, Leadership Development programs were conducted across the business, providing targeted support and training for front line, operational and office based leaders.

As one of Australia’s largest employers, Virgin Australia is committed to enhancing job opportunities across the network. During the year, we opened our first Cabin Crew base in Adelaide, creating 80 new jobs in South Australia. We celebrated the first graduating class from our inaugural Pilot Cadet Program, which was launched in 2013, and welcomed our second group of Pilot Cadets who commenced training in Adelaide in December 2013.

**ENGINEER APPRENTICESHIP PROGRAM**
The development of aviation trade skills is vital to the sustainability of the industry in Australia. This year Virgin Australia launched a new aircraft engineer apprenticeship program in partnership with the Airline Academy of Australia, to train the next generation of engineers in this country. The program provides a rare opportunity for young Australians to enter the aviation industry and develop valuable skills. The first group of apprentices commenced training in Brisbane in January and 32 aircraft maintenance, mechanical and avionic apprenticeships will be offered over the next five years.

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2. The Workplace Gender Equality Agency recently confirmed our compliance for the 2014 financial year reporting period. To obtain a copy of the report email corporatecommunications@virginaustralia.com
SAFETY

Safety is always the first priority for everyone at Virgin Australia.

SAFETY MANAGEMENT SYSTEM

The Virgin Australia Safety Management System (SMS) is the means by which we manage, control and reduce operational and occupational safety and security risks. It incorporates a multi-layered approach to safety governance with Management, Executive and Board oversight. We continued to improve the system during the 2014 financial year. During the 2014 financial year we reviewed our SMS against the International Air Transport Association’s (IATA) Six Point Safety Program and will continue with this review each year to support our goal of continuous safety improvement. Virgin Australia also commenced the development of Safety Performance Indicators for Flight Operations, based on IATA’s framework, and it is planned for these to be introduced across the group during the 2015 financial year.

The integration of Virgin Australia Regional Airlines (VARA) into the group and our investment in Tigerair Australia provided an opportunity to align key components of our SMS across the group. Safety professionals from each airline meet regularly to review existing processes and determine opportunities for further synergies and commonality, particularly relating to risk management and reporting, the promotion of safety and safety training.

FATIGUE RISK MANAGEMENT SYSTEM

The Fatigue Risk Management System (FRMS) is an integral component of Virgin Australia’s SMS, providing the framework for the management of organisational and individual fatigue risk as it pertains to flight and cabin crew. Virgin Australia remains the only major Australian airline operating under a Civil Aviation Safety Authority approved FRMS.

We continually monitor and manage fatigue across our flight and cabin crew, as well as our ground operations teams and use the data gathered during this process to drive ongoing improvement in the FRMS.

FLIGHT DATA MANAGEMENT

The flight data management program is another important part of Virgin Australia’s SMS and involves the analysis of flight data to identify and mitigate operational risk. During the 2014 financial year new software was installed to provide a more powerful database and data analysis tool. As part of integration activity across the Group, flight data analysis support was extended to the ATR 72 turboprop fleet.

SAFETY PERFORMANCE

The health and safety of employees and customers is fundamental to Virgin Australia’s success. Our Safety Culture is the foundation for the behaviour of all team members and this year, we further embedded Safety Culture within the business by positioning it at the forefront of communication with team members. We also focused on leadership by example, recognising the importance of this in driving a commitment to safety across the airline. To reinforce our Safety Culture, we launched the Know Your Nine campaign, emphasising appropriate safety behaviour and the responsibility of individuals for their personal safety at work.

As part of our ongoing efforts to increase safety awareness in key operational areas, during financial year 2014 we re-launched our Group Operational Safety magazine, Safety First, incorporating new content and making it available to a wider audience.

We held our annual Operational Safety Forum in October 2013 with the theme ‘Think Customer, Think Safety’. The event is designed to facilitate the sharing of information across the business and with our airline partners in order to encourage a collaborative approach to safety improvement.

During the 2014 financial year we further consolidated the alignment of our Workplace Health and Safety (WHS) framework to the national Workplace Health and Safety Legislation, and developed a new WHS system, mapped to Australian Standard (AS) 4801, covering key elements of WHS including policy, compliance, governance, risk management, workplace preparedness, incident investigation and environmental management.

As a result of these initiatives and many others, Virgin Australia reduced lost-time injuries during the 2014 financial year by 174 per cent.3

During the 2014 financial year, Virgin Australia continued with the Group’s established Drug and Alcohol Management Program which includes Plans, Policies and Procedures collectively referred to as ‘DAMP’. The purpose of DAMP is to minimise and to the extent possible, eliminate the risk of team members and contractors working with drugs and/or alcohol present in their system at levels above those prescribed in the policy, and it sets out the appropriate action to be taken by the airline when managing any infringements by employees or contractors.
During the 2014 financial year, we continued to adopt a holistic approach to sustainability, focusing on maintaining a fuel-efficient fleet, contributing to vital industry research programs and expanding our carbon offset program, Fly Carbon Neutral.

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This partnership allows Virgin Australia’s customers to not only offset their emissions each time they fly but also supports the protection of irreplaceable sites and endangered species across Tasmania.
MR JOHN BORGHETTI  
Managing Director and  
Chief Executive Officer  
Member, Safety and  
Operational Risk Review  
Committee  

John Borghetti was appointed to the Virgin Australia Board on 8 May 2010.  
John has more than 40 years’ experience in the aviation sector having  
previously held a number of senior positions at Qantas, leaving the company  
in May 2009. John is a  
director of Energy Australia,  
the Australian Chamber Orchestra, the New South Wales Customer Advisory  
Board, and Chairman of  
Tiger Airways Australia Pty Ltd.  
He was previously a director of CARE Australia (2005-2011), The Australian Ballet  
(2009-2017), and Piper Aircraft (USA) (2009-2010).  

MR NEIL CHATFIELD  
M. Bus, FCPA, FAICD  
Independent Non-Executive  
Chairman  
Member, Audit and Risk  
Management Committee  
Chair, Nomination  
Committee  
Member, Remuneration  
Committee  
Member, Safety and  
Operational Risk Review  
Committee  

Neil Chatfield was appointed to the Virgin Australia Board on 11 May 2006 and appointed Company Chairman on 14 June 2007.  
Neil is an established executive and non-executive director with experience across a range of industries. He has extensive experience in general and financial management, capital markets, mergers and acquisitions and risk management. His most recent executive role was executive director and Chief Financial Officer of Toll Holdings Ltd for over ten years to 2009. Neil is currently Chairman of Seek Ltd, since 2012 having been a non-executive director since 2005. He is also a director of Transurban Group since 2009 and Recall Holdings Ltd since 2013.  
Neil was also a non-executive Director of Whitehaven Coal Ltd from May 2007 to May 2012 and Grange Resources from January 2009 to April 2014.  

MS SAMANTHA MOSTYN  
B.A, LLB.  
Independent Non-Executive  
Director  
Member, Nomination  
Committee  
Chair, Remuneration  
Committee  
Member, Safety and  
Operational Risk Review  
Committee  

Samantha Mostyn was appointed to the Virgin Australia Board on 1 September 2010.  
Samantha is a non-executive director and corporate advisor and has previously held senior executive positions at IAG, Optus and Cable & Wireless Plc. Samantha is a board member of the Australia Council for the Arts, Australian Volunteers International, the Climate Council and Carriageworks. She is President of ACFID and Deputy Chair of the Diversity Council of Australia. Samantha is an AFL Commissioner and a director of the GO Foundation. Samantha became a director of the Transurban Group in December 2010, Citibank Australia in July 2011 and Cover-More Group Ltd in December 2013. She has previously served as a Commissioner with the National Mental Health Commission and served on the Review into the Treatment of Women in the Australian Defence Force.  

BOARD OF DIRECTORS
MR JOSHUA BAYLISS
LLB (Hons), B.A
Non-Executive Director
Member, Nomination Committee
Joshua Bayliss was appointed to the Virgin Australia Board on 6 April 2011. Joshua is Chief Executive Officer of the Virgin Group, based in Geneva. In his role as CEO he is responsible for managing the Group’s global investment portfolio, development and licensing of the Virgin brand and incubation of new Virgin businesses.
Josh has extensive experience as both an executive and non-executive director of a large number of companies across the Virgin Group globally in all of Virgin’s industry sectors including aviation, financial services, telecoms and media, health and wellness and entertainment.
He has been with the Virgin Group since 2005, previously serving as the Group’s General Counsel before taking on the CEO role in 2011.

THE HON. MARK VAILE AO
Independent Non-Executive Director
Member, Audit and Risk Management Committee
Member, Nomination Committee
Chair, Safety and Operational Risk Review Committee
Mark Vaile was appointed to the Virgin Australia Board on 22 September 2008. He is Chairman of Whitehaven Coal Ltd, Palisade’s Regional Infrastructure Fund and Australia Korea Business Council and was previously Chairman of CBD Energy Ltd. Mark is a director of Stamford Land Corporation Ltd, HostPlus Superfund Ltd and Servcorp Ltd. In 2012 Mark was appointed an Officer in the Order of Australia in the Queen’s birthday honours list.

MR DAVID BAXBY
B.Com (Acct), LLB (Hons)
Independent Non-Executive Director
Member, Nomination Committee
Member, Remuneration Committee
David Baxby was appointed to the Virgin Australia Board on 30 September 2004. He is also a Director of Tiger Airways Australia Pty Ltd.
David is the CEO of Global Blue SA. David was previously the Co-CEO of the Virgin Group until 30 June 2013 and his past directorships include Virgin Atlantic Ltd, Virgin Holidays Ltd, Virgin America Inc and Air Asia X. David was also an investment banker for ten years with Goldman Sachs.

MR ROBERT THOMAS
B.Econ, MSAA, SF Fin
Independent Non-Executive Director
Chair, Audit and Risk Management Committee
Member, Nomination Committee
Member, Remuneration Committee
Robert Thomas was appointed to the Virgin Australia Board on 8 September 2006. Robert has more than 40 years’ experience in the securities industry. He is the Chairman of TAL Ltd, Starpharma Holdings Ltd and Aus Bio Ltd. He is a director of Heartware International Inc, O’Connell Street Associates Pty Ltd, Grahger Capital Securities Pty Ltd, REVA Medical, Inc, and Biotron Ltd.
Robert is the President of the Library Council of NSW and is a member of the Inteq Advisory Board.