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Airline Profitability Beyond Cost Cutting

Jambojet Kenya

Presentation by:

Ira Kaviti - CFO, Jambojet



2014

Started Operations



Now you can fly



600+

Jambojetters

11

 Aircraft

2 HUBS

NAIROBI &
MOMBASA



11

Routes across our
network

10,000,000+

Passengers across our network

+57%

Domestic
Market Share



**AFRICA'S
LEADING LOW-
COST CARRIER**
2022, 2023, 2024, 2025





11 Aircraft, 9 routes



2023, 2024, 2025 winner – Africa's leading low cost airline



Revenue CAGR 27% since 2014



Over 10 million passengers since 2014, 1.3 million in 2025

Key Milestones

- Jambojet launched using 3 old B737 donated by KQ
- Flies to MBA, KIS and EDL

2014

- Changes fleet to the more reliable DeHavilland Dash 8 Q400

2017

- Covid 19 lockdowns. Suspends operations.
- Minimal activity.
- Loss from from paying leases for idle aircraft

2020 to 2021

- Raises capital in debt markets for the first time
- completes restructuring of aircraft leases discounts of between 12% and 35%
- Returns to profitability

2024

2016

- Hits 1 million passengers mark
- breaks even

2018 to 2019

- Profitable
- wins the reliability ward for Africa and the Middle East
- Receives highest IATA safety certification
- Twiga I strategy launched

2022

- Resumes operations fully.
- Starts renegotiating aircraft leases

2025

- Commences balance sheet restructuring
- Launches phase II capital raise
- Twiga II strategy launched
- Wins AFRAA profitability award

Proof of business model

Recovery and consolidation





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LCC Business Model

*Theme: Resilient African Aviation: Partnerships –
Empowerment – Profitability*





LCC model is based on a simple structure and very specific operating practices...



NETWORK
Mainly point to point



FARES

- Simple fare structure
- Unbundled fares



OPERATIONS

- High aircraft utilization,
- Quick turnaround
- Serve mostly short to medium haul flights



AIRCRAFT

- One fleet type
- Mostly one cabin type



DISTRIBUTION

- Direct



ALLIANCES

- Not part of alliances



ANCILLARY REVENUE

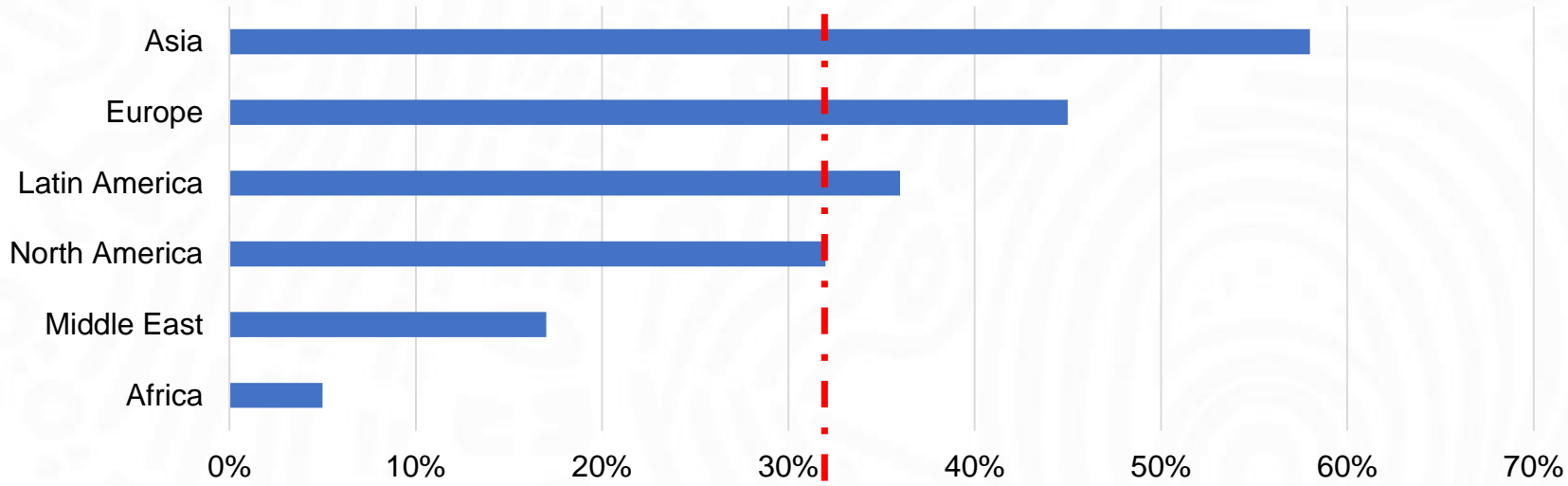
- Significant part of revenues



LCCs market penetration is still low in Africa



Intra-regional Capacity share per region



Global Average ~32%

Main contributors

- Higher costs
- Lack of capital
- Infrastructure limitations
- Market protectionism
- Skilled labour shortage
- Currency risk

Source: OAG, IATA

Despite everything, African LCCs remain resilient

- ✓ Post pandemic recovery
- ✓ Cost optimization
- ✓ Network Expansion and route profitability balance
- ✓ Maintenance strategies
- ✓ Digitalization
- ✓ Staff Productivity



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Theme: Resilient African Aviation: Partnerships - Empowerment - Profitability

Digital Transformation at Jambojet



80%

Direct Revenue

57% | 21%

Payments
Online other **10%**

40%

Online check in



Dynamic Pricing



Flight optimization
(EFB, fuel monitoring)



Passenger communication
& feedback



Integrated Operations
Control Centre



Culture and Employee
Experience



Schedule Optimization



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STAKEHOLDERS
CONVENTION

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SOUTH AFRICAN AIRWAYS
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Thank you

