

Annual Report

Nauru Air Corporation



Year ended 30 June 2022

Prepared : Oct 2022

Dr. Kieren Keke

Chairman of Nauru Air Corporation Board

INTRODUCTION

NAURU AIRLINES mission is to provide passenger and freight air services connecting Nauru to Australia and the neighbouring Pacific nations.

Its primary aim is to deliver these services at the highest level of safety and to operate to the best international aviation standards. The Corporation aims to deliver air services for Nauru in a commercially sustainable way.

Nauru Airlines seeks to provide services that facilitate trade and the functioning of government and business sectors and that are affordable for Nauruans and support their health, education and personal needs.

Nauru Air Corporation (NAC) trades as Nauru Airlines and is also the parent entity for Our Travel, a dedicated travel agency. NAC has other subsidiary entities relating to property as well as aircraft maintenance services. Nauru Air Corporation and all its subsidiaries are wholly owned by the Government of Nauru.

Nauru Airlines acknowledges the vital role it plays to be a service provider, an employer, and a key contributor to the economy of Nauru, delivering a significant catalytic effect to the Nauruan economy through its on-going contribution to GDP, employment and human resource development.

The Board of Directors is pleased that Nauru Air Corporation has delivered on its primary mission, maintaining passenger and freight air services connecting Nauru to Australia and the Pacific. The safety record of Nauru Airlines remains untarnished.

And despite the impacts of COVID travel restrictions continuing through to the last few months of this Financial Year, we are pleased that the Corporation has delivered one of the largest positive financial outcomes seen for many years.

KEY OUTCOMES for FY end June 2022

- ◆ Passenger Services connecting Nauru to Australia increased from once a fortnight, to weekly and then to twice a week services, carrying 2,039 passengers
- ◆ 1,137 tonnes of freight delivered to Nauru on 99 freight flights, equating to nearly 2 flights every week, versus the Government CSO sponsored committed once a week freight service
- ◆ Second converted B737-300 Freighter aircraft, VHYNV, was brought into service at the start of the FY, providing two Freighter aircraft for most of FY2022, following the sale of the ageing freighter VH-VLI
- ◆ A New Generation B737-700 Passenger aircraft was acquired and flew its first commercial flight to Nauru on 31st March 2022
- ◆ Profit of \$8.5m for FY2022
- ◆ Total Equity has increased to \$18.96m
- ◆ Gross Revenue up by \$18m to \$66.9m
- ◆ Freight Charter Revenue up by \$9.8m

MAIN CHALLENGES for FY end June 2022

- ◆ COVID-19 Pandemic related border closures and travel restrictions continued to impact passenger travel through most of the FY
- ◆ Fuel cost increased approx. 78% from 0.72c July 2021 to \$1.37 in June 2022
- ◆ Overall cost increases and CPI impacts including salary costs
- ◆ Labour shortages across the industry, but in particular affecting Ground Handling
- ◆ Delay in getting the new B737-700 aircraft, VH-INV, into service, and prolonged C-Check heavy maintenance on VH-XNV, resulted in two months with only one passenger aircraft operating
- ◆ Ongoing challenges keeping the older B737-300 aircraft in service, securing parts, and obtaining heavy maintenance

YEAR IN REVIEW – Strategic Objectives

MAINTAIN CORE OPERATIONS

The core air services for Nauru that continued to operate in FY2022, consisted of;

NAURU – BRISBANE SERVICES

- Passenger services

Initially one flight per fortnight, moving to a weekly flight from September 2021, increasing to two flights per week from May 2022. Due to Australia's restrictions on Nauruans travel for most of the FY, and Australia's passenger cap limit per flight, the services were largely underwritten by the RPC Canstruct block space arrangement for passenger and freight services, with optimal financial benefit during the Covid period with sharing of cost and capacity.

It must be noted that there was no fare increases since 2019, and no fuel levy increases despite the fuel price increases of more than 75%.

- Freight services

A minimum of weekly scheduled freight services were maintained throughout the year. Higher volumes of freight into Nauru continued to build throughout the year and additional flights were operated where demand required. The return sector from Nauru to Brisbane remained empty and required ongoing Government CSO subsidy to enable freight rates into Nauru to remain stable and relatively affordable.

The airline operated 99 return RPT Freight flights versus a CSO sponsored committed 52 flights.

It must be noted that no freight rate increases since 2019, and no fuel levy increases despite the fuel price increases of more than 75%.

NAURU – PACIFIC SERVICES

- Passenger services

No regular scheduled passenger services operated on the old 'Island Hopper Network' throughout the entire FY due to border closures persisting in Kiribati, RMI and the FSM.

Border Restrictions in Fiji persisted throughout the year, requiring flight by flight approval, pre-travel tests, pre-flight Passenger List approval, quarantine at traveler's expense, all creating significant deterrents to travel to Fiji and no regular scheduled commercial flights operated between Nauru and Fiji.

Overall RPT services (Passenger and Freighter) increased by \$3.2m and were overall profitable in this FY, but primarily because of the additional revenue generated by the RPC Canstruct block space arrangement, whilst contributions from commercial RPT passengers remained very low.

CHARTER OPERATIONS

Charter operations have been a key part of Nauru Airline's core operations for many years and are required to provide profitable revenue that cross subsidises essential services to Nauru, which are not always profitable.

Securing sufficient or long term charter work is an ongoing challenge and COVID has impacted this.

The airlines' strategy to diversify the fleet and increase its freighter fleet has brought good income streams to the company during the times of restricted passenger travel.

PASSENGER CHARTERS

During the COVID period the borders were largely closed for regular traffic, hence the only Passenger Charter activity were the Australian Border Force standing contract charters, a few medical and repatriation charters on behalf of the Government of Nauru, and a small number of ad-hoc charters for Aergo and others.

FREIGHT CHARTERS

The contract for a weekly freight services between Brisbane and Nauru for Canstruct/RPC needs continued throughout the year.

The Airline also operated regular freight charter services within Australia on behalf of Qantas and Toll Freight throughout the year, although these were on short term rolling arrangements.

Other ad-hoc charters were undertaken for Solomon Airlines, DFAT Australia, Toll Logistics and the UN World Food Program.

The financial outcomes on Charter Operations saw:

Passenger Charter revenue up by \$0.06m in 2022 (basically the same)

Freight Charter revenue increase by \$9.8m in 2022, mainly attributed to Qantas and Toll ACMI.

Overall Charter Revenue (both passenger and freight), increased by \$9.9m in 2022.

COVID IMPACTS ON CORE OPERATIONS

The company continued to operate under the COVID-19 restrictions. Although the restrictions relaxed towards the end of the financial year, the Nauru Taskforce continued to exercise extended COVID PCR testing and quarantine requirements for passengers and crew.

The COVID related border closures and travel restrictions continued to affect our customers and passengers requiring them to undergo pre-travel testing and meeting an ever-changing list of requirements to be able to enter or depart countries.

Rapidly evolving outbreaks have also led to cancellation of flights or short notice suspension or changes to requirements for flights creating challenges and affecting many passengers.

Each flight into Australia was limited by an Australian Government imposed cap on the number of passengers allowed to be carried, forcing low passenger numbers and leading to increased average sector fares.

There has been no concept of leisure travel over the last year and passenger travel has mostly been undertaken out of necessity or for work.

Overall COVID-19 has resulted in millions of dollars in increased operational costs for the Airline and has forced a lot of inefficiencies in the Airline's use of human resources and network services.

BUILD NEW BUSINESS

One of the seven Strategic Objectives for the Airline is to develop new business over and above the core air services for Nauru.

This includes gaining more passenger and freight charter work but aiming to develop relationships that provide longer term contracts which reduces the burden of adhoc, short notice operations and replaces this with more scheduled and planned services that are easier to crew, schedule and manage.

A number of opportunities have been explored but have yet to result in long term contracts. There are ongoing discussions with other regional airlines who are seeking extra passenger services by contracting us to operate services for their schedules.

There have been quite a few possibilities for long term freight charter contracts, but having only two freight aircraft has prevented these contracts being secured. There is a need for at least one additional freighter aircraft to enable both services to Nauru to be maintained, as well as the ability to service a full time charter contract, and have cover for maintenance periods and a back up aircraft that can also service adhoc charter work.

Building new business also involves work on developing new route potentials and there have been discussions looking at means of connecting central Pacific ports through to Honolulu and also across to Palau and Taiwan on the other side.

There have also been enquiries and requests for the Airline to look at what may be possible in providing services for Tonga and others.

DEVELOP OUR PEOPLE

The employees of the Airline are its greatest asset and their commitment to work and ability to make almost anything possible, has resulted in building a strong reputation for Nauru Airlines in the region for being the solutions provider for many other operators.

The team are very flexible and responsive, often turning on adhoc operations within a matter of hours. This however also means that we have many employees who are overworked and risk burning out.

There are a number of actions and initiatives aimed at redistributing workload, reducing stress and keeping staff motivated and rewarded, that need further progress in the coming year.

Whilst training has always been a core activity to ensure staff are kept up to date, more attention to management training will also be a feature as we move forward.

The Nauruan Pilot Cadet program commenced in 2020 with one employee who had been in Ground Operations in Nauru, commencing his pilot training in Fiji. He has completed his training in Fiji and has gained his Commercial Pilots Licence and is progressing to the next stages of training and gaining experience.

Two new Cadets commenced their Preparation Program on Nauru in 2021. Their preparatory program was extended for another year into 2022 and two new Cadets commenced in 2022. It is expected that the four pilot cadets will commence Pilot School in the coming year.

There are also two trainees in the Nauruan Engineer program being prepared to commence Aircraft Maintenance Engineer studies in Australia.

One Nauruan Pilot who had worked in Tonga for many years and a Nauruan Engineer who had worked in New Zealand for many years, returned to Nauru and have been employed by the Airline and are being supported to upgrade and transfer their qualifications and licenses to be able to work in their respective roles.

BUILD OUR ASSETS

Early in the 2022FY, the Airline brought the second converted B737-300 Freighter, VH-YNU, into service and SUNco sold the older B737-300 Freighter, VH-VLI, providing a freighter fleet of two for most of the 2022FY.

The older B737-300 Passenger aircraft, VH-PNI and VH-XNU, operated the passenger services for most of the 2022FY, until VH-XNU went into Heavy Maintenance C-Check in February 2022 and the new B737-700 Passenger aircraft, VH-INU, came into service on 31 March 2022.

VH-INU is the first 'New Generation' Boeing aircraft that the Airline has operated and provides new options with range, fuel efficiency and better customer experience.

ENHANCE OUR SERVICES

Most of FY2022 was focused on what services could be operated due to the impact of COVID on passenger travel. As passenger numbers increase and travel begins to normalize in the coming year, further attention will be given to service levels and customer experience.

Freight services have been an ongoing area of attention and the Airline continues to work with PakFresh to enhance general freight customer experience, as well as continues to assess other ways to improve freight customer experience and service levels.

The Airline has maintained a high level of service to the charter market and has developed a strong reputation for being very responsive and flexible. Charter customers have repeatedly praised the team's positive 'can do' attitude and ability to meet and exceed customer expectations.

CONTINUAL IMPROVEMENT

The safety record for the Airline remains unblemished and maintaining and raising safety standards remains at the core of all operations.

A number of 'back-room' system improvements were commenced or implemented during the 2022FY, such as introducing new Payroll & HR systems, new digital Cargo Management system, upgrades to Travel Agency Applications and expanded use of capabilities within LEON.

MEET SHAREHOLDER EXPECTATIONS

As a consequence of the impacts of COVID related border closures and travel restrictions, the Board and Management maintained close communications with the Government to best manage air service connectivity within these restrictions. This resulted in passenger air services being maintained between Nauru and Australia at a once a fortnight frequency, then weekly flights

from September 2021, increasing to two flights per week from May 2022. Along with two freight services in most weeks throughout the FY.

The Nauru Government provided a CSO subsidy for the RPT Freight service from Brisbane to Nauru for the entire FY, which covers the cost of the empty return sector, once a week. The CSO obligations of the Airline were well exceeded with nearly double the frequency and triple the freight tonnage expected.

The Airline delivered a profitable result for the 2022 financial year and over the last three years has consolidated financial performance that has stabilized the company and put it in a strong position to grow and take up new commercial opportunities that will remove much of the volatility and build certainty in a financially sustainable operation moving forward.

FINANCIAL RESULTS

The major success of the financial year ending 30 June 2022, is the fact that the Airline delivered a profit whilst maintaining core services for Nauru, in an aviation environment that has seen airlines collapse or have operations severely reduced, due to the ongoing ramifications of border closures, travel restrictions, and the multitude of impacts created by the global COVID-19 pandemic.

The end result for FY 2022 is a net profit of \$8,507,075 for the Group (Nauru Air Corporation and its subsidiaries; Our Travel Pty Ltd, Nauru Airlines Maintenance Services Pty Ltd, Nauru Airlines Hangar (Brisbane) Pty Ltd), against a budgeted loss of -\$8.8m.

As well as being achieved despite COVID impacts, this profit is all the more significant when put in the context of results over the preceding five years;

FY end June 2022 – profit of \$8.5 million

FY end June 2021 – profit of \$4.7 million

FY end June 2020 – profit of \$0.3 million

FY end June 2019 – loss of -\$2.7 million

FY end June 2018 – loss of -\$1.9 million

FY end June 2017 – cumulative losses of -\$3.1 million

The 2022 positive result is a direct reflection of rapidly adapting to challenges posed by COVID, and improved strategic planning and prioritisation at the Board level, strong and active management by the senior executive group and effective implementation by all staff.

The profitable result is also reflected in the Balance Sheet with a strong cash position, accumulated losses reducing from -\$2.2m to positive retained earnings of \$6.2m and Total Equity increasing to \$18.96m.

Total revenue for the 2022FY was \$66.9m, up by \$18.0m from \$48.9m total revenue last FY, of which \$16.0m is sale of services.

Total revenue in 2022 includes a Nauru Government Community Service Obligation subsidy of \$4.84m to support freight services to Nauru. This essentially covers the cost of operating the empty return sector back to Brisbane after delivering freight to Nauru, without which the freight rates to Nauru for essential food and supplies would become unaffordable.

The total revenue also includes \$1.2m in grant support from the Nauru Government, the majority of which was paid to support salaries for Nauruan employees of the Airline who were on secondment to other organisations and would have otherwise have been retrenched due to COVID. This Government funded program enables them to remain employees of the Airline whilst waiting out for a return to post COVID travel and the need to re-engage them purposefully within airline operations.

As revenue continued to grow by \$18.0m (37%), the costs increased by only \$14.2m (32%). Costs to support increased activity included Employee costs which increased by 17% from \$19.4m to \$22.7m, Aircraft Major overhaul expenses increased from \$3.8m to \$7.7m mainly because of additional reserve shortfalls due to low utilisation of passenger aircraft, and operational expenses increased from \$14.4m to \$20.2m mainly as a result of increased fuel costs (\$4.1m) and increased activity from RPT services.

We are confident that we have managed the cashflow well and optimised commercial pricing and opportunities and continued to improve operational processes and systems.

Some challenges during the year were the

- (a) significant increase in fuel cost and CPI increases
- (b) Shortage of labour in Australia, impacting Ground Handling, catering and other services
- (c) GMF Aero (our Heavy Maintenance MRO in Indonesia) found itself in financial difficulty with staff and cashflow shortages with significant negative impacts on the C-Checks completed on VH-XNU and VH-YNU. Further inability to secure MRO alternative slots in a short period due to the quality issues, resulted in spiraling cost and longer lead times for C-Check slots
- (d) Shortages of Ground Handling resources in Sydney and Melbourne lead to opportunity loss of freighter charter opportunities

CONCLUSION

Looking ahead, the Board has confidence that the Airline is strategically well positioned to take up opportunities on multiple fronts to build a stronger business, from additional freight operations, new passenger routes, longer term charter and wet lease operations for other providers, as well as offering our capabilities in maintenance planning, engineering services, flight planning and the like.

The Board and Management continue a strong focus on building our people through ongoing training and professional development, careful recruitment to bring in special skills, experience and knowledge, along with advancing local Nauruan talent up the ranks as well as through trainee and cadet programs to bring young Nauruans into the airline and the aviation industry.

Significant ongoing investment in the Airline's assets strengthen the Corporation's ability to secure new business, operate more efficiently and provide a better customer experience. This includes the aircraft fleet upgrades with the new generation B737-700 in service, better IT systems to enhance operations and improve customer experience, enhancing our freight management systems, developing our engineering capacity and hangar facilities and more.

Forward planning includes a focus and attention to continual improvement of safety systems and other operational standards along with developing products and services that enhance customer experience.

Whilst we need clear planning, we also need to recognise risks and prepare as best we can for managing them. COVID will continue to impact the Airline beyond 2022 and there remains uncertainty around the ongoing level of services required from the airline into the future in relation to the Regional Processing Centre.

The Board and management are confident that business strategies, as committed in our Statement of Corporate Intent (SCI), are on track and that Nauru Airlines will be a going concern for the next financial year.

STATEMENT OF CORPORATE INTENT METRICS AND PERFORMANCE

	PY	PY		CY	CY		BUD	BUD	
Currency = \$AUD Mil	FY2021	FY2021	FY2021	FY2022	FY2022	FY2022	FY2022	FY2022	FY2022
KEY INDICATOR	Jul - Dec 20	Jan - Jun 21	CY - 1 Actual	Jul - Dec 21	Jan - Jun 22	CY Actual	Jul - Dec 21	Jan - Jun 22	CY Budget
Financial Metrics									
Earnings before interest and tax (EBIT)	2.7	2.0	4.7	5.5	3.0	8.5	-3.1	-5.8	-8.9
Return on assets	10%	7%	17%	17%	7%	20%	-14%	-37%	-57%
Return on equity	32%	20%	46%	34%	16%	45%	-47%	-555%	-860%
Free cash flow yield	9%	27%	38%	9%	35%	43%	-12%	-43%	-65%
Net operating profit after tax	2.7	2.1	4.8	5.5	3.0	8.5	-3.1	-5.7	-8.8

The significant improvement in financial results compared to our budget relates to the increased revenue generated associated with the RPC Passenger and Freighter from Canstruct, the renewal of the ABF contract, and increase in freighter charters, please refer to Note 2.

Note : Please note that the Free cash-flow yield metric in June 2022 has been adjusted to factor in the \$3.5m freighter conversion funds paid into NAC on the last day of the financial year, only transferred to Sunco in July 2022, due to cut-off. If this transaction not included, the free cashflow yield would be 65%.

	PY	PY		CY	CY		BUD	BUD	
Currency = \$AUD Mil	FY2021	FY2021	FY2021	FY2022	FY2022	FY2022	FY2022	FY2022	FY2022
KEY INDICATOR	Jul - Dec 20	Jan - Jun 21	CY - 1 Actual	Jul - Dec 21	Jan - Jun 22	CY Actual	Jul - Dec 21	Jan - Jun 22	CY Budget
Operational Metrics & KPI's All Activity									
Total Passenger sectors flown	3,235	3,141	6,376	3,602	5,493	9,095	2,402	4,880	7,282
Total Cargo Carried Tonne	3,311	2,986	6,297	8,039	4,607	12,646	3,359	3,381	6,601
Total Block Hours	1,888	1,760	3,648	3,023	2,283	5,306	1,533	1,595	3,128
Total Flights	590	509	1,099	1,102	776	1,878	548	568	1,116
Aircraft Utilisation (**)	25%	23%	24%	40%	30%	35%	26%	27%	26%

Overall growth in commercial activity with most significant growth in freighter operations. Utilisation of the passenger aircraft remained low but increased for freighter operations. It must be noted that two of the airline aircraft were out during the year for a C-Check.

	PY	PY		CY	CY		BUD	BUD	
Currency = \$AUD Mil	FY2021	FY2021	FY2021	FY2022	FY2022	FY2022	FY2022	FY2022	FY2022
KEY INDICATOR	Jul - Dec 20	Jan - Jun 21	CY - 1 Actual	Jul - Dec 21	Jan - Jun 22	CY Actual	Jul - Dec 21	Jan - Jun 22	CY Budget
Operational Metrics & KPI's RPT Passenger									
RPT Passenger Flights	26	30	56	44	61	105	26	52	78
RPT passengers sectors flown	414	526	940	858	2,199	3,057	1,040	2,080	3,120
RPT passengers per flight	16	18	17	20	36	29	40	40	40
Average Network fare per sector (*)	\$1,417	\$1,491	\$1,458	\$647	\$955	\$869	\$781	\$973	\$909

(*) Please note that Network fares include a mix of routes and gives a weighted average fare which include the mix of longer and shorter routes, which is not necessarily comparable for different periods if mix of flights & Passenger type varies.

	PY	PY		CY	CY		BUD	BUD	
Currency = \$AUD Mil	FY2021	FY2021	FY2021	FY2022	FY2022	FY2022	FY2022	FY2022	FY2022
KEY INDICATOR	Jul - Dec 20	Jan - Jun 21	CY - 1 Actual	Jul - Dec 21	Jan - Jun 22	CY Actual	Jul - Dec 21	Jan - Jun 22	CY Budget
Operational Metrics & KPI's RPT Freighter									CSO
RPT Freighter Block Hours	302	316	618	484	440	924	250	250	499
RPT Freight Kg per Block Hour	1,389	1,363	1,419	1,426	1,279	1,356	1,302	1,302	1,302
BNE-INU									
RPT Freight Kg delivered BNE-INU	387	399	813	638	514	1,152	299	299	598
RPT Freighter flight arrivals BNE-INU	32	32	64	52	49	101	26	26	52
Average kg/arrival	12,103	12,465	12,703	12,273	10,485	11,405	11,500	11,500	11,500
Average rate/kg BNE-INU (*)	\$6.5	\$6.3	\$6.1	\$5.8	\$6.1	\$6.0	\$6.3	\$6.3	\$6.3
INU-BNE									
RPT Freight Kg delivered INU-BNE	3	4	6	3	4	7	10	8	8
RPT Freighter flight arrivals INU-BNE	32	32	64	52	49	101	26	26	52
Average kg/arrival	94	115	94	51	82	66	369	308	131
Average rate/kg INU-BNE (*)	\$8.4	\$6.8	\$6.9	\$5.9	\$3.9	\$3.9	\$7.5	\$7.5	\$7.5

Notes:

(*) Note 1 Definitions:

Passengers sectors: Number of passenger sectors flown. *Example : Passenger BNE-TRW will be two passenger sectors (BNE-INU-TRW)*

Block Hours : Total amount of time of flight operation from pushing back from the departure gate (“off-blocks”), to arriving at the destination gate (“on-blocks”).

() Note 2 Key DIBP and ABF dependency:**

Due to the key dependency on these contracts the revenue generated from the contracts relating to the Regional Refugee Processing Centre and the Australian Border Force is listed for information below.

	PY	PY		CY	CY		BUD	BUD	
DIBP AND ABF REVENUE	FY2021	FY2021	FY2021	FY2022	FY2022	FY2022	FY2022	FY2022	FY2022
	Jul - Dec 20	Jan - Jun 21	CY - 1 Actual	Jul - Dec 21	Jan - Jun 22	CY Actual	Jul - Dec 21	Jan - Jun 22	CY Budget
Standing charter	4,004	3,917	7,921	3,961	3,809	7,770	3,971	0	3,971
Standing charter Variable use	1,974	1,861	3,836	1,933	1,237	3,171	743	0	743
Blockspace on RPC	1,350	2,012	3,362	3,043	2,866	5,909	360	360	720
Passenger Charter for RPC	1,109	267	1,376	413	253	665	0	0	0
Freighter Charter for RPC	3,542	3,669	7,211	4,142	3,468	7,610	0	0	0
	11,979	11,727	23,706	13,492	11,633	25,124	5,074	360	5,434
% of Revenue	49%	49%	49%	39%	36%	38%	26%	2%	15%
% of Passenger revenue	78%	85%	81%	77%	68%	72%	67%	7%	41%
% of Freighter revenue	33%	34%	33%	22%	24%	23%	0%	0%	0%

NAURU AIRLINES EMPLOYEE DEMOGRAPHICS

	FY 2020	%	FY 2021	%	FY 2022	%
Flight Crew	31.5	14%	23.1	12%	25.0	12%
Engineers	42.4	19%	35.0	18%	36.5	18%
Other	53.9	24%	41.0	21%	47.7	21%
Australia	127.8	57%	99.0	51%	109.2	54%
Cabin Crew	43.9	20%	45.0	23%	39.0	19%
Engineers	3.7	2%	4.0	2%	3.0	1%
Other	47.9	21%	46.6	24%	49.4	25%
Nauru	95.5	43%	95.5	49%	91.4	46%
Total Staff	223.3	100%	194.5	100%	200.7	100%
Board members	6.5		6.0		6.0	
	FY 2020	%	FY 2021	%	FY 2022	%
Gender						
Males	140.8	63%	125.6	65%	131.0	65%
Females	82.5	37%	68.9	35%	69.7	35%
Nationality						
Nauruan	103.8	46%	109.4	56%	110.0	55%
Other	119.5	54%	85.1	44%	90.6	45%
	FY 2020	%	FY 2021	%	FY 2022	%
Trainees & Cadets	2.7	1%	4.0	2%	8.4	4%

(*) Note that these stats contain weighted average employees for the period

Financial year 2021

Reduction in overall staff base due to Covid

Financial year 2022

Increase in Engineering

Traineeships

The airline commenced with its Cadet Pilot Program and Engineering Traineeships with the following students participating:

Name	Program	Start	Status
Aoki Limen	Cadet Pilot	Jul 2019	On track (*)
Jonah Harris	Cadet Pilot	Feb 2021	Evaluation
Daleon Uera	Cadet Pilot	Feb 2021	Evaluation
Aiue Harris	Cadet Pilot	Mar 2021	Evaluation
Jet Jeremiah	Cadet Pilot	Mar 2021	Evaluation
Royce Detabene	Trainee Engineer	Feb 2020	Re-write
De-tiger Tsitsi	Trainee Engineer	Feb 2020	Exit program
Engar Starsannah	Cadet Pilot	Jan 2022	Evaluation
Jeremiah Aneo	Trainee Engineer	Jan 2022	Evaluation
Rotui Star	Trainee Engineer	Jan 2022	Evaluation

(*) Commenced CPL with Advance Aviation Training (FIJI) Ltd and on track to complete 3-year course.