



Leveraging dual brands

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Dual brand strategy



Aiming to be:

- ▶ World's best premium airline - Qantas
- ▶ World's best low fares airline - Jetstar

Unique diversification

- ▶ Premium and low fares
- ▶ International and domestic
- ▶ Business and leisure
- ▶ Short and long haul



Dual brand flexibility

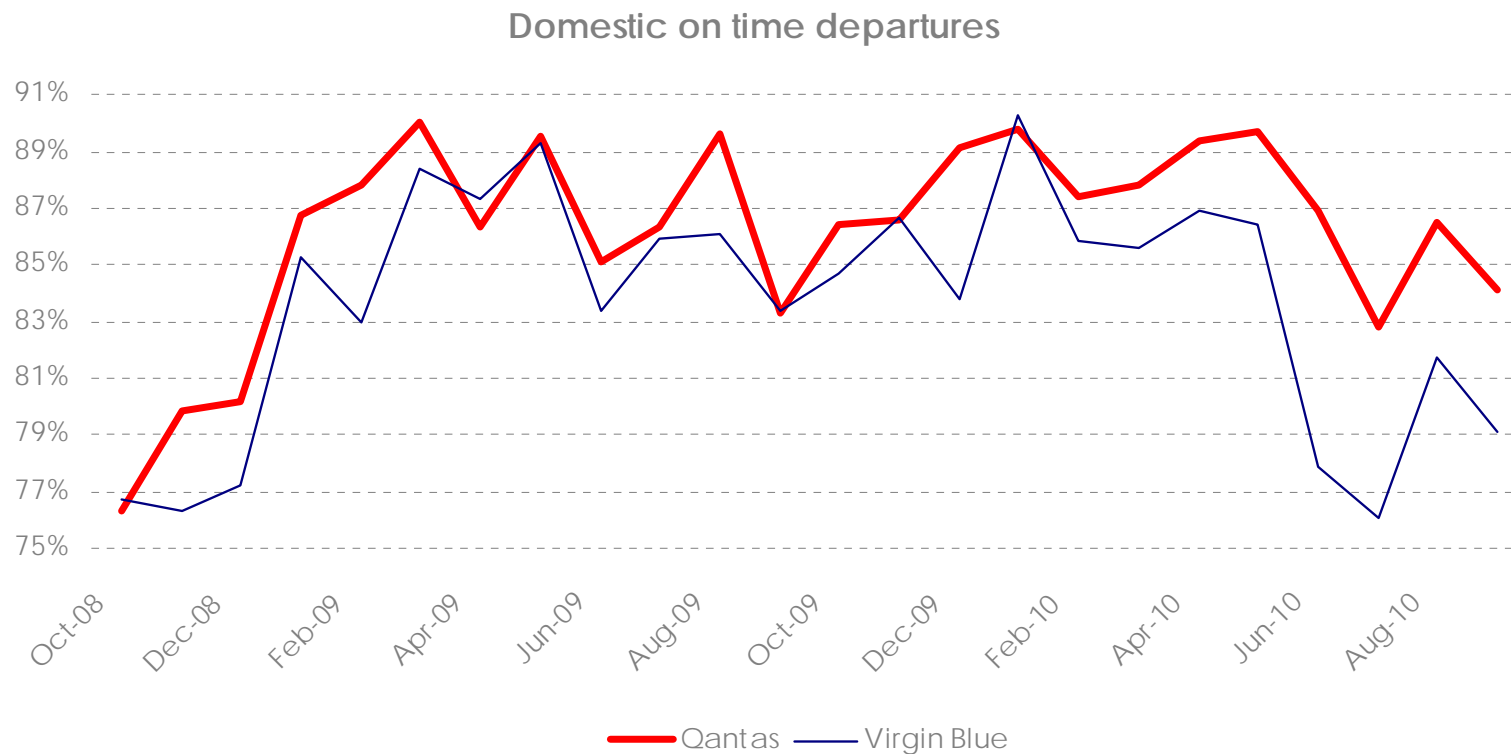


- ▶ Growth adjustable based on returns - improved competitive position
 - ▶ Qantas and Jetstar, international and domestic
 - ▶ Fleet – A330 and B787 transferable between brands
- ▶ Operational efficiency
 - ▶ Jetstar - true LCC approach
 - ▶ Qantas - QFuture driving efficiency
 - ▶ Qantas - Market leading on-time performance (OTP)
- ▶ Enhancing the Group's market position
 - ▶ Successfully working together on 26 routes
 - ▶ Maintaining domestic market strength and a yield premium

Qantas – Consistently better OTP



- ▶ 19 out of the last 24 months for departures
- ▶ 21 out of the last 24 months for arrivals
- ▶ Lowest level of cancellations 19 out of the last 24 months
- ▶ FY10 – Our best domestic OTP in 15 years, best international OTP in 9 years



Qantas – Better for business



- ▶ Most extensive domestic network and highest frequency
 - ▶ Almost double the network reach of competitors
 - ▶ Over 4,300 flights per week including dedicated *Cityflyer* offering
 - ▶ Largest wide body network with 10 x A330s
- ▶ Wide-ranging regional network
 - ▶ Underpinned by Q400 expansion
 - ▶ Charter operations growth continues
 - ▶ Additional flights to mining regions
- ▶ 900 destinations worldwide with 25 bilateral codeshare agreements

Qantas – World class lounges

- ▲ Award winning Australian design
- ▲ Best for business
 - ▲ Business centres / meeting rooms
 - ▲ Refresh – showers and spas
- ▲ Exclusive Chairman's club
 - ▲ Invitation only, restricted to 7,000 members
- ▲ Signature dish menu



Technology and innovation - Setting a higher standard



- ▶ Next generation check in
 - ▶ First airline to introduce world-leading technology
 - ▶ Q Bag Tag – automatically links customer luggage to flight details
- ▶ Seamless transfer facility launched in Sydney



Leading loyalty program



- ▶ Over 7.4 million members, target of 8 million by 30 June
 - ▶ 40% growth since FY08
- ▶ Members can earn points with over 490 coalition partners
 - ▶ Qantas Group and 27 airlines
 - ▶ Cards at all major Australian banks
 - ▶ Largest retailer – Woolworths
- ▶ Rewards
 - ▶ Non replicable classic awards
 - ▶ Award Store 1700+ products
 - ▶ Any Seat to 100+ destinations
 - ▶ 3.4 million seats redeemed FY10
- ▶ Record levels of member engagement

Evolution of the Jetstar business model

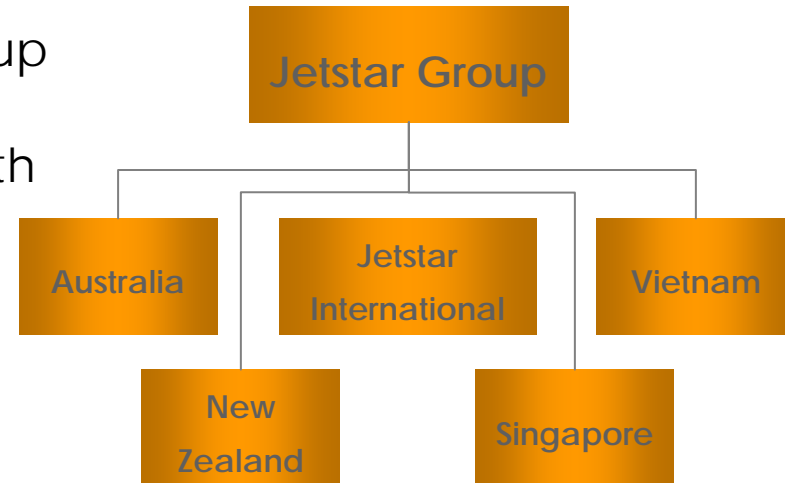


<p>February 04 Commercial Launch (Largest global airline launch with 100,000 fares sold in a single day)</p>	<p>December 04 Jetstar Asia Operational launch</p>	<p>December 05 First short haul international flight to Christchurch</p>	<p>May 06 Last B717 departs Jetstar</p>	<p>March 07 First international flight to Japan</p>	<p>July 07 Won first SKYTRAX Award (Worlds Best Low Cost Airline, Best Low Coast Airline Asia-Pacific, Best Cabin Staff Asia Pacific)</p>	<p>November 08 First Interline Agreement</p>	<p>October 09 Jetstar MasterCard launched</p>	<p>August 10 Restructure of Jetstar Group</p>
<p>May 04 Operational Launch</p>	<p>July 04 Introduced first A320</p>	<p>July 05 Valuair merger with Jetstar Asia</p>	<p>November 06 Introduced first A330 First Long Haul international flight to Bangkok</p>	<p>November 06 Introduced "StarClass" offer</p>	<p>May 08 Pacific Airlines rebranded to Jetstar</p>	<p>June 09 First domestic New Zealand flights</p>		

Jetstar is the leading Asia Pacific LCC



- ▶ Strong competitive position as low fares leader in Asia
- ▶ 17 countries, 52 destinations, over 350 flights per day
- ▶ Continuously profitable since 2004 start up
- ▶ 6th successive year of double digit growth
- ▶ More than 7000 total employees
- ▶ Combined operating fleet of 72 aircraft¹
- ▶ Continual investment and innovation



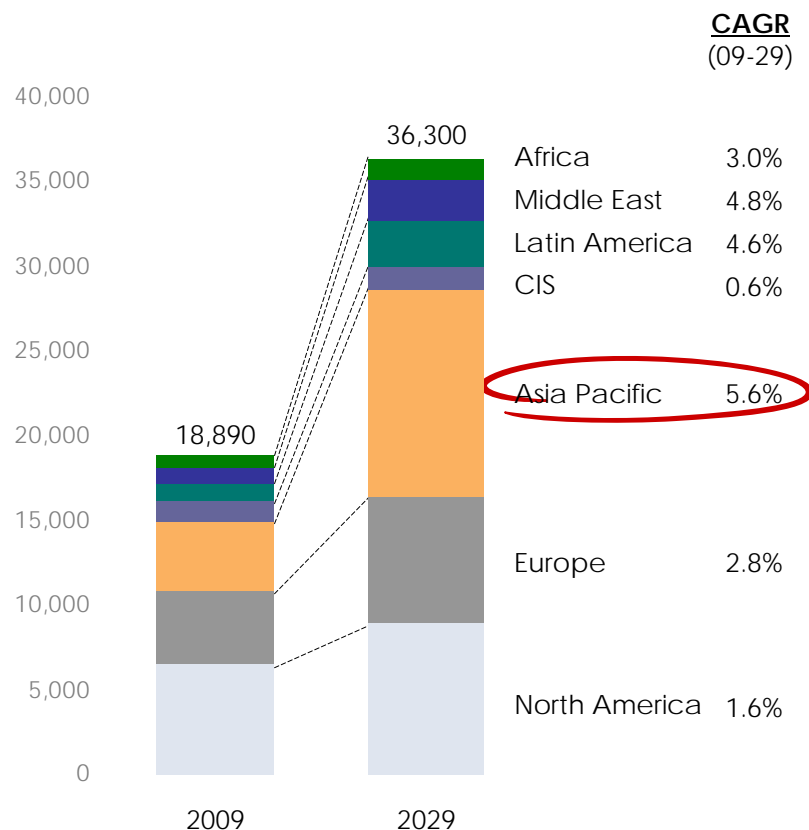
The next wave of opportunity for Jetstar is Asia

1. Including Jetstar Pacific and Jetstar Asia aircraft

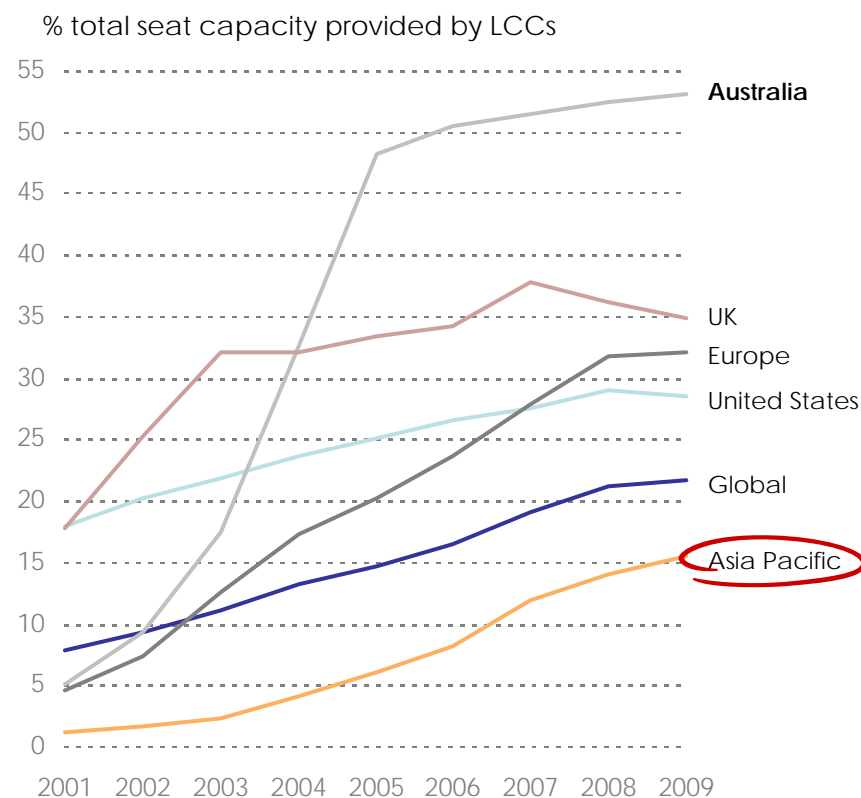
Asia experiencing rapid growth with low LCC penetration



Commercial Jet Market Size & Growth by Region



Low Cost Carrier Share of Total Capacity by Region/Country



Note: 2002-2004 Australian data interpolated
 Source: 2010 Boeing Market Outlook, PhocusWright Online Travel Overview, Euromonitor; CAPA, Annual reports

Jetstar well positioned for Asia Pacific growth



- ▲ Largest low cost carrier in Asia Pacific by revenue
- ▲ Largest carrier between Australia and Japan
- ▲ Jetstar has announced significant expansion
 - ▲ Singapore – Melbourne
 - ▲ Singapore – Auckland
 - ▲ Singapore – Guilin (China)
 - ▲ Singapore – Taipei – Osaka
 - ▲ Singapore – Taipei – Tokyo
- ▲ Future growth focused on:
 - ▲ Intra Asia Long Haul and Short Haul services
 - ▲ New Jetstar affiliates

Questions?