



Building and Protecting Value

Aviation is often viewed as an industry that is especially susceptible to shocks. From oil prices to economic cycles through to major weather events and geopolitical changes, it has always been true that aviation can be impacted by many different forces.

But it's also true that few industries have proven as resilient, or are more experienced at managing risk.

On top of this is the growing demand for aviation services. This year, more than 3.8 billion people stepped onto an aircraft somewhere in the world. Over the next 20 years this number is expected to double, led by a growing middle class in Asia.

The Qantas Group is focused on the long-term sustainability of its business, which relies on being able to manage — as well as capitalise on — changes in the broader environment. Achieving this requires an ability to look ahead, plot a course and make adjustments when things change.

We have identified the four global forces that are likely to have the biggest impact on what we do, both positively and negatively over the short- and long-term. And we have mapped several different scenarios for the aviation industry in light of these forces.

In 2017, we used these global forces as part of scenario planning to stress test our strategy, to ensure the future success of the Qantas Group. This strategy is delivered through six pillars.

For consumer brands especially, protecting value is also about maintaining a social licence to operate. Central to this is maintaining high operational standards, acting responsibly and being transparent.

In May 2017 we launched the Qantas sustainability [portal](#) which provides details and regular updates on how we are positioning for the four global forces, how we embed future thinking through scenario planning, how we determine materiality and how we hold ourselves accountable to the highest standards in everything we do.

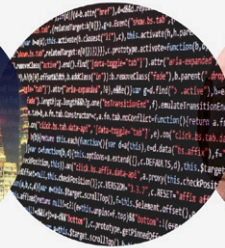
> Our model for building long-term value hardwires future trends and responsible actions into our strategy.

LOOKING AHEAD

Through four global forces



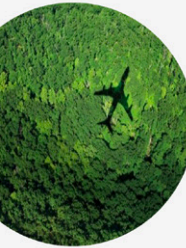
New centres of customer demand and geopolitical influence



Rapid digitalisation and the disruption from big data



Shifting customer and workforce preferences



Resource constraints and climate change

DELIVERING TODAY

Through clear strategic pillars



Maximising leading domestic position through dual brand strategy



Building a resilient and sustainable Qantas International, growing efficiently with partnerships



Aligning Qantas and Jetstar with Asia's growth



Investing in customer, brand, data and digital



Diversification and growth at Qantas Loyalty



Focus on people, culture and leadership

ACTING RESPONSIBLY AND TRANSPARENTLY

Through our Financial Framework and non-negotiable business principles