FY22 Results Presentation

Qantas Airways Limited

25 August 2022

ASX: QAN

US OTC: QABSY

Disclaimer

This Presentation has been prepared by Qantas Airways Limited (ABN 16 009 661 901) (Qantas).

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FY22 overview

Operating result impacted by COVID-19

- FY22 Underlying EBITDA[1] of $281m, Underlying Loss Before Tax (ULBT)[2] of ($1,859)m, Statutory Loss Before Tax of ($1,191)m
  - Group capacity at 33% of pre-COVID levels[3] for the financial year, impacted by COVID-19 border closures and lockdowns, recovering to 63% in 4Q22
  - 2H22 Underlying EBITDA of $526m in top half of guidance range, after employee recovery boost cost of $102m
  - Positive Underlying EBIT for Group Domestic in 4Q22, record full year Freight performance[4] and Qantas Loyalty returning to double digit growth[5] in 2H22
  - Net gain on sale[6] of $686m from disposal of surplus land included in pre-tax statutory result

Recovery Plan

- Delivered $920m in structural annualised cost benefits since FY20, $270m realised in FY22, on track for $1b by FY23
- Sustainable positive free cash flow[7] restored; three consecutive quarters of positive net free cash flow and record free cash flow in 2H22
- Restart of domestic and international operations well underway, supported by return of all stood down Australian-based employees in December 2021
- Significant improvement in recent operational performance
  - Key measures expected to be largely back to pre-COVID standards in September 2022

Financial Framework & ESG

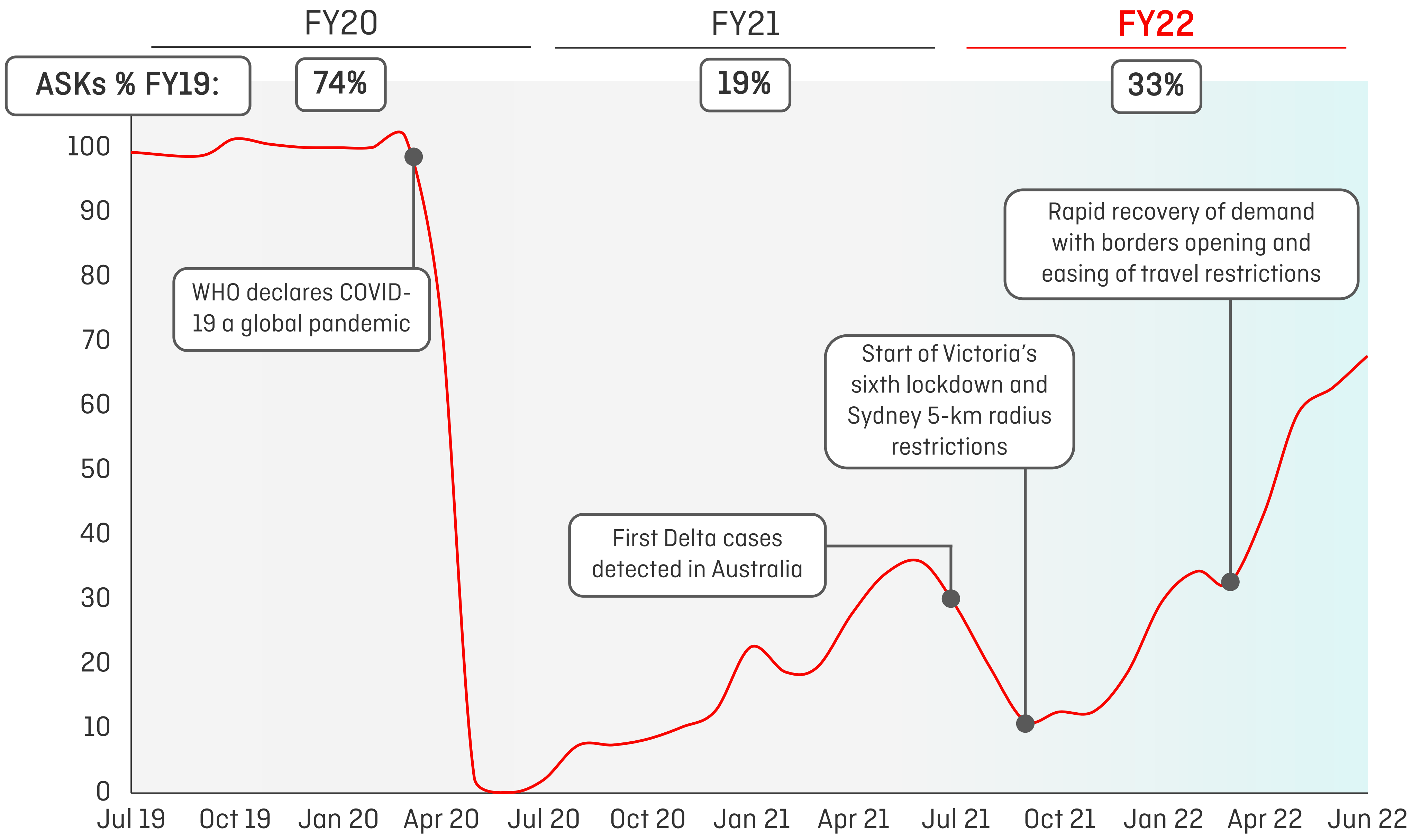
- Climate Action Plan launched with 2030 targets now in place
- Net Debt[8] at $3.94b, below target range ($4.2b to $5.2b), on-market buy-back of up to $400m announced

Year of transition completed with renewed momentum heading into FY23

1. Underlying earnings before interest, tax, depreciation, amortisation and impairments (Underlying EBITDA). 2. Underlying LBT is a non-statutory measure and is the primary reporting measure used by the Chief Operating Decision-Making bodies, being the Chief Executive Officer, Group Management Committee and the Board of Directors, for the purpose of assessing the performance of the Qantas Group. All items in the FY22 Presentation are reported on an Underlying basis, unless otherwise stated. For a reconciliation from Statutory LBT to Underlying LBT, please see slide 7 of the Supplementary Presentation. 3. FY19 used as proxy for pre-COVID flying. 4. Underlying EBITDA. 5. 12% Underlying EBIT growth from 2H21 to 2H22. 6. Net gain on sale before tax. 7. Cash from operating activities less net cash outflows from investing activities. 8. Net Debt under the Group's Financial Framework includes net on Balance Sheet debt and capitalised aircraft lease liabilities. For a detailed calculation of the Net Debt target range, please see slide 18 in the Supplementary Presentation.

Qantas has come through an unprecedented period of uncertainty

FY20-22 Group capacity, ASKs as a % of FY19



	1H22	2H22
Underlying EBITDA	($245)m	$526m
Underlying Loss Before Tax	($1.28)b	($0.58)b
Average capacity[1]	18%	50%

- Since start of pandemic, the Group has lost $25b in revenue[2] and accumulated losses[2] of $7b
- In 1H22, flying operations were severely impacted by COVID lockdowns and continued restrictions
- Rapid ramp-up in 2H22 driven by re-opening of domestic and international borders
  - Group capacity in 4Q22 reached 63% of pre-COVID levels
  - Domestic capacity increased from 33% to 100% of pre-COVID levels in six months[3]
  - International restart ahead of expectations

FY22 heavily impacted by COVID despite rapid ramp-up in 4Q22

1. Defined as Available Seat Kilometres as a percentage of FY19. 2. Lost revenue defined as cumulative variance of actual revenue from 2H20 through to FY22 vs FY19 revenue. Accumulated losses defined as accumulated Statutory Losses Before Tax for 2H20, FY21 and FY22.
3. Domestic group capacity at 33% of pre-COVID levels at Oct-21 rising to 100% at Apr-22.

Three-Year Recovery Plan progress

Scorecard

● Complete ▧ On-track

Focus area	Target	Completion timeframe FY21	FY22	FY23
Cash flow	Sustainable positive Net Free Cash Flow		●	
	~$0.75b capex[1] for FY21	●		
Fleet management	Defer deliveries of A321neo and 787-9 aircraft	●		
	Retire 6 x 747s and hibernate A380s	●		
Qantas Loyalty	Return to double digit growth by CY22[2]		●	
Deleverage the Balance Sheet	Gross debt reduction of $1.3b[3] by FY23			▧
	Net Debt / EBITDA < 2.5x by FY23			▧
Cost savings	8,500 exits by FY21 (9,800 exits by FY22)	●	●	
	Restructuring benefits of $1.0b (FY21: $0.6b; FY22: $0.8b[4])	●	●	▧
	FY23 Group Unit Cost (ex-fuel and dep.) 10% less than FY20			▧
Customer, brand and employee engagement	Maintain NPS premium to domestic competitor	●	●	▧
	Maintain brand and reputation	●	●	Recovery plan in progress
	Employee sentiment	●	●	

Status for FY23

- Financial strength restored
  - Lowest Net Debt since GFC[5], strong liquidity; $3.3b cash balance, prepaid $450m of gross debt, >$1b increase in unencumbered assets
- Delivered $920m in structural cost program benefits to date, on-track for $1b by FY23 with all initiatives now commenced and >90% completed
- Operational performance challenged in recovery, plan in place to restore pre-COVID levels (refer to slides 7 to 9)
- Operational issues have impacted customer NPS[6] and employee sentiment with initiatives in place to improve (refer to slide 11)
  - NPS premium maintained to competitor
- Actions taken to support our people include secondary employment and career transition support, ongoing professional development including upskilling and reskilling, retention and readiness payments, an extension to JobKeeper payments and staff travel enhancements
- Long-term brand preference metrics[7] have remained stable despite operational disruptions
  - Continued focus on customer experience with investment in digital, aircraft, lounges and Loyalty program rewards

Return to financial strength and a focus to return operations to industry-leading standards

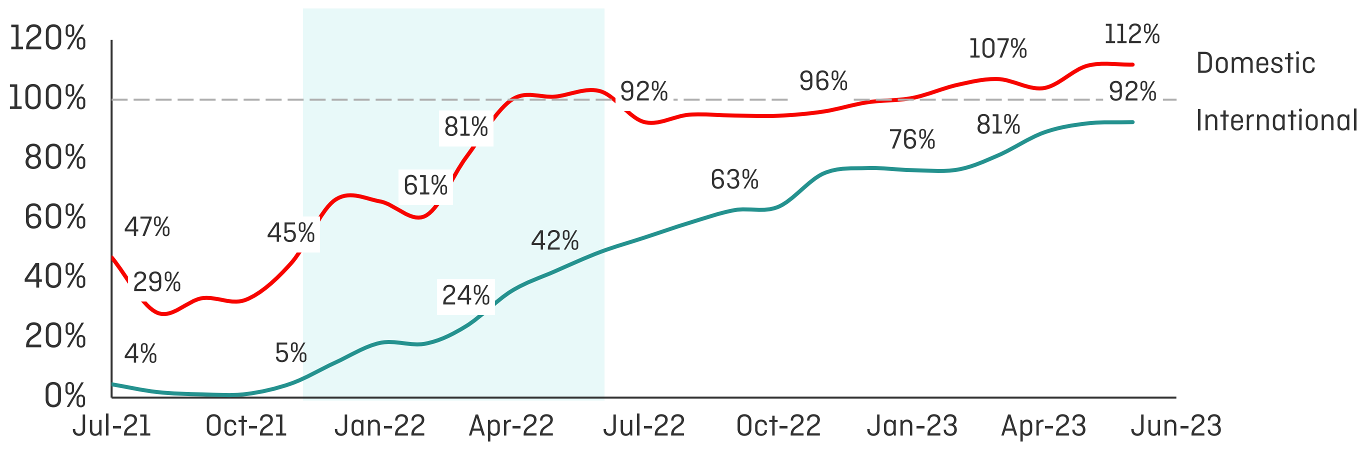
1. Net capital expenditure is equal to net expenditure cash flows included in the Consolidated Cash Flow Statement and the impact to Invested Capital from the disposals/acquisitions of leased aircraft. 2. 12% Underlying EBIT growth from 2H21 to 2H22. 3. Resized in line with forecast earnings and cash liquidity levels, with competitive cost of existing debt in rising interest rate environment. 4. $0.6b and $0.8b were original targets for FY21 and FY22. $920m has been delivered program to date. 5. Global Financial Crisis. 6. Net Promoter Score. 7. Source: Qantas Brand Health Tracker, monthly survey externally sourced sample through Dynata research panel.

Network, demand and workforce management

Network and demand recovery

- Rapid recovery in Group network through 2H22 underpinned by easing of COVID restrictions and full stand up of workforce
- Strong sustained domestic revenue intakes in 4Q22
  - Group leisure at ~125% of pre-COVID levels
  - Qantas Corporate at 95% of pre-COVID levels and SMEs[1] at 100% of pre-COVID levels
- All key international markets fully re-opened without restrictions, with the exception of China and Japan

Group Capacity Outlook
(ASKs as a percentage of FY19)



Workforce plan

- Full return of Australian-based employees from December 2021, core aviation skills retained throughout COVID, supported by government programs
- Currently recruiting in line with recovery and to support growth areas into FY24
  - Activity growth driven by charter market resource flying, Jetstar and Freight
  - Deep applicant pool for pilots and cabin crew despite tight labour market

Group Workforce ('000 FTEs[2])

Capacity being managed for fuel and operational performance

1. Small and Medium Enterprises. 2. Full Time Equivalents. 3. This headcount figure does not include contractors. ~9,800 referenced on slide 5 includes contractors. 4. Roles exited either structurally or temporarily due to COVID. 5. Activity growth >100% of pre-COVID levels and new transformation. 6. Excluding new hires in FY24 and beyond as international capacity returns to 100% pre-COVID.

The aviation ecosystem has been severely disrupted by COVID

Aviation industry

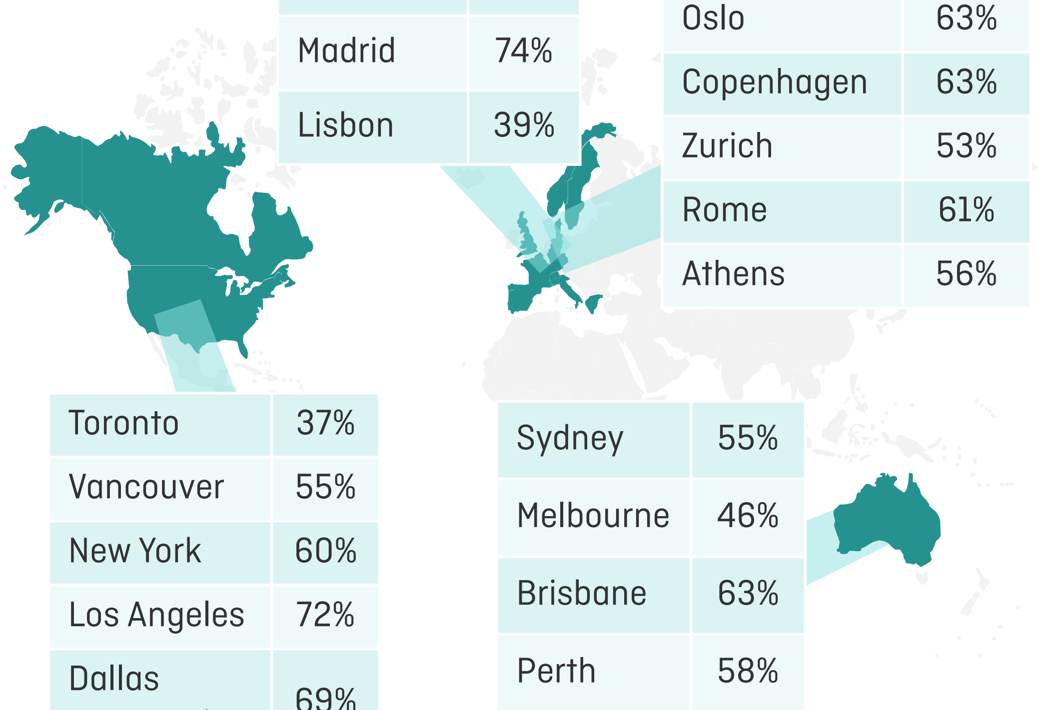
- The aviation industry is a complex ecosystem of providers, all of which have experienced significant disruptions in the last few years
- Since COVID, the global industry has
  - Accumulated >$200b in losses[1]
  - 2.3 million fewer jobs[2]

Key providers and disruptions to date

Airports	• Security screening • Infrastructure
Airlines	• Airport customer service • Pilots • Cabin crew
Air Services	• Air Traffic Control
Ground Services	• Catering • Baggage handling
Manufacturers	• Aircraft and engine production delays • Spares supply chain

Operational disruptions in 2022

Global Airport On Time Departures (%): June 2022[3]



London	43%
Paris	44%
Frankfurt	35%
Madrid	74%
Lisbon	39%

Stockholm	48%
Oslo	63%
Copenhagen	63%
Zurich	53%
Rome	61%
Athens	56%

Toronto	37%
Vancouver	55%
New York	60%
Los Angeles	72%
Dallas Fort Worth	69%

Sydney	55%
Melbourne	46%
Brisbane	63%
Perth	58%

Restart challenges

Challenging time for operational performance across the industry

- On time performance impacted across key markets
- Strong pent-up demand particularly in peak travel periods
- Airports challenged and implementing operating restrictions
  - Daily throughput limits (LHR[4] and AMS[4])

Common factors causing significant disruption

- Multiple COVID waves driving record levels of sick leave and impacting restart preparation, including training progress
- Industry recruitment plans affected by tight labour markets
- Rapid recovery of demand – ahead of expectations, bringing forward resource requirements

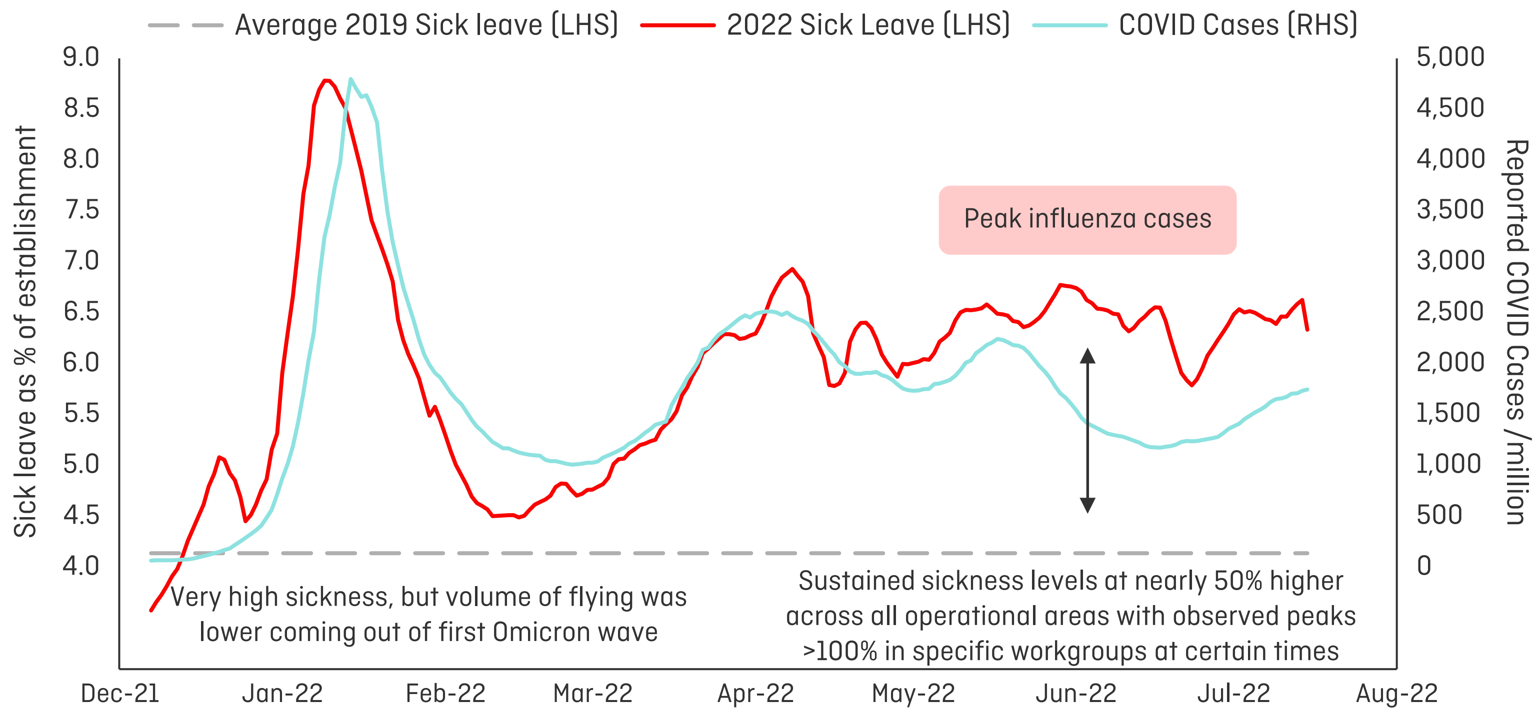
1. IATA 2021 Press Releases #64. 2. Aviation Benefits Beyond Borders: COVID-19 Analysis Fact Sheet – Updated September 2021 - Analysis by Oxford Economics working with ATAG, IATA, ACI World, CANSO and published statements. 3. OAG Monthly OTP Data – Airports - June 2022. Airport On-time performance is based on the actual departure gate times within 15 minutes of schedule. Cancellations are included and taken as not on-time. Where there are multiple airports in a city, the largest by flights has been referenced. 4. London Heathrow and Amsterdam Airport Schiphol.

Australia has also had unique challenges which have complicated the return of travel

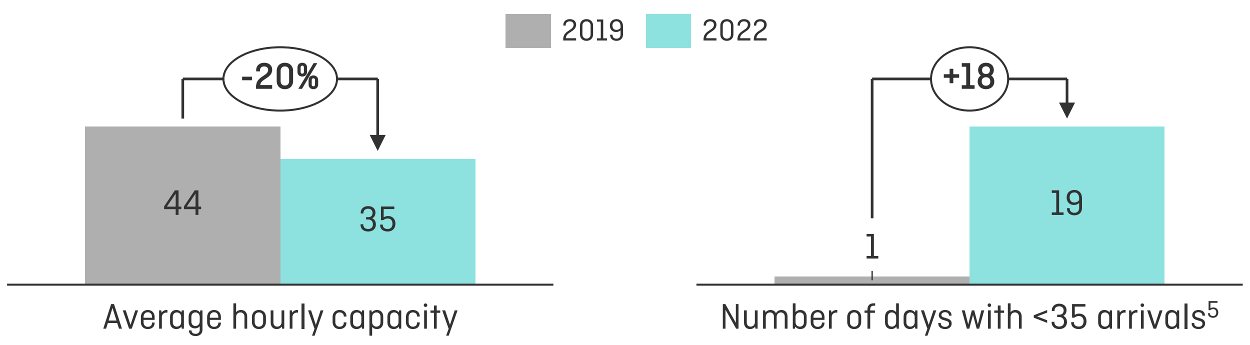
Disruption drivers	Local factors
Sick leave	• Winter causing a “double peak” of flu and COVID infections • >6 million COVID cases since March 2022 • >300 pilots per day on sick leave or isolating[1] • More onerous (7-day) COVID isolation restrictions
Labour market	• Historically low unemployment rates and a lack of migration contributing to a tight labour market, impacting airport services, tourism, hospitality etc.
Demand profile	• Opening and closing of borders at short notice challenging resource plans • Accelerated recovery of demand following one of the longest prolonged lockdowns and restrictions globally
Weather and other drivers	• Severe weather and Air Traffic Control sick leave contributing to significantly lower runway capacity[2] at east coast airports — Airlines required to delay or cancel flights at short notice (<24hr notice) — ~300 flights cancelled in July recovering from weather and other runway factors • Adverse airport (owned) infrastructure events, such as baggage belt breakdowns, also contributing to disruption

Examples

Operational sick leave rates compared with COVID Cases[3]



SYD runway capacity in July[4]



1. Average for July 2022. 2. Bureau of Meteorology: “SYD Air Traffic Operations Reference Card Table 5b: Weather effects on Airport Acceptance Rate at SYD Airport”. 3. Sick leave measured as a percentage of total workforce establishment. Reported COVID cases measured as total reported COVID cases per million across Australia over a rolling seven day average. 4. Air Traffic Control Data. Average capacity of Runway for non-curfew operational hours (6am to 10pm). Reflects combination of runway modes used (as determined by weather, e.g. wind direction etc) or other restrictions (increased aircraft spacing). 5. 35 represents the average arrivals per hour in a day.

Qantas Group is working hard to fix operational challenges

Across the Group we have plans in place to restore operational performance so we can get back to delivering the standard of service our customers expect and that we hold ourselves accountable for delivering.

Steps made to address performance to date

- Recruited 1,500 employees, primarily in operational roles
- Worked closely with suppliers to ensure sufficient labour supply
  - Doubled contact centre employees
  - Focus on recruitment pipelines and sufficient coverage for sick leave
- Temporarily increased employees on reserve, increasing up to 10pts[1] in critical workgroups
- Built increased resilience into flying schedules, including spare aircraft to recover operations
- Installed faster check-in and baggage kiosks

Plans to return to industry-leading service levels

- Coordinate capacity tightly in line with operational readiness
  - Reduction in planned capacity
  - Increasing minimum connection times until operations stabilise
- Continue recruitment and training to support capacity growth
- Investment in operations, including infrastructure upgrades and baggage tracking systems
- Sick leave and weather expected to improve as winter ends and COVID cases peak

Qantas KPIs

		Performance						Targets	
		Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22[2]	Sep 22	Pre-COVID[3]
Contact Centres	Call wait times (minutes)[4]	129	54	25	13	4	7	6	11
Baggage	Disrupted bags (per 1,000)	5	12	10	10	11	6	4	5
Schedule	Cancellation rate (%)	3.4	5.2	7.1	7.5	6.2	4.7	2.5	2.4
Schedule	On time (OTP) departures (%)	81	60	62	59	52	66	75+	81

Qantas is committed to restoring performance to at least pre-COVID levels[5]

1. Percentage points. 2. August month to date as at 23 August 2022. 3. September 2019 used as a proxy for pre-COVID with the exception of disrupted bags which is a FY19 figure. 4. Call wait time target is the average across all customers. Premium Tiered Customers will be lower (Platinum targeting one minute). 5. Operational performance subject to various external factors e.g. weather, etc.

Case study: Contact centres – Qantas took decisive action to address wait times, now below pre-COVID levels

1 Despite uncertainty around travel demand and restrictions, Qantas began preparing for a ramp-up in travel demand

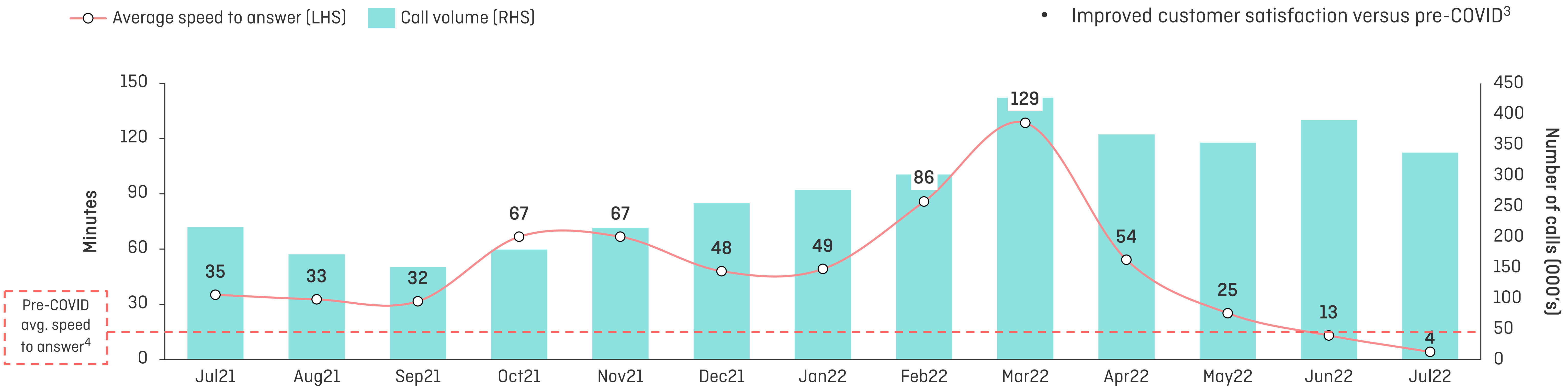
- Investment in customer and agent systems to prepare for restart of travel
- Additional resourcing consistently throughout 1H22
- Network evolved as lockdowns eased; international restart announcement in Oct-21

2 Increased calls and complexity with International selling returning resulted in average call wait times increasing significantly versus pre-COVID

- ~300% demand for voice vs pre-COVID[1]
  - ~60% increase in calls
  - ~90% increase in call handling time driven by call complexity

3 Investment in technology and resourcing unlocked ~33% reduction in handle time and drove speed to answer below pre-COVID levels, despite higher call volumes

- Increased FTE[2] by ~70 agents per month since Jul-21
- Reduced agent onboarding time by 50% through investment in technology
- Implemented new agent systems to help improve handle time by 33%
- Improved customer optionality through changes to business processes
- Improved customer satisfaction versus pre-COVID[3]



1. March 2022 vs March 2019, demand measured by total number of minutes. 2. Effective Full Time Equivalents, inclusive of overtime. 3. July 2022 vs. pre-COVID average (November 2019 survey launch to February 2020). 4. Average speed to answer based on calendar year 2019. Average speed to answer is 15 minutes excluding call-back and reduces to 11 minutes when including a call-back.

Recognising all stakeholders for their support through COVID

Customers

Rewarding customer loyalty and focusing on improving operational performance

- >$160m to thank and recognise customer loyalty[1]
  - $50 flight coupon offered to QFF[2] members
  - Further status extensions and other gifts for tiered members
- >$270m investments in the customer experience
  - 50% more Classic Flight Reward seats on international, Trans-Tasman and domestic routes[3]
  - Announcement of investments for lounge upgrades in Auckland, Adelaide, Port Hedland and Rockhampton
  - Clear plan in place to restore operational performance and ongoing improvements to the customer experience and to customer service
  - Further improvements to make it easier for customers to use their travel credits

Employees

Rewarding employees with a range of measures for their contribution to our recovery

- Announced ~$410m worth of initiatives to share reward of Recovery with our people
- Announced Recovery and Retention Program
  - Awarding 1,000 share rights to 17,000 eligible non-executive employees[4]
  - Awarding managers and senior executives a share rights-based bonus in August 2023[4]
- Offered one-off Recovery boost of $5,000 to EBA-covered Qantas Group employees[5]
- Annual wage increase post wage freeze
- Improved staff travel benefits for employees, including always-on discounts for commercial tickets and an increase in the number of travel beneficiaries
- Creating promotion opportunities with growth and investment in fleet

Shareholders and lenders

Rewarding shareholders for their support during COVID and our Recovery Plan

- Financial strength restored
- Delivery of $1b Recovery Plan almost complete
- Ranked 2nd in TSR performance throughout COVID amongst global airline peers[6]
- Climate Action Plan launched and ESG incorporated into Financial Framework
- Moody's Baa2 investment Grade credit rating returned to "stable" outlook
- Announcement of up to $400m on-market share buy-back

1. Pending take up. 2. Qantas Frequent Flyer. 3. Up to 50% more flown Classic redemption segments as a proportion of the total flown segments on Qantas marketed and operated flights versus the equivalent measure over 2019 on selected routes (from 14 July 2020 until 30 June 2023 in Australia, from 18 April 2021 until 30 June 2023 in Trans-Tasman routes and all other international routes from when two-way unrestricted travel commences for each route until 30 June 2023). 4. Subject to performance and service conditions being met. 5. Once new enterprise agreements have been finalised, subject to meeting other eligibility criteria. 6. Total Shareholder Returns calculation across peer group, which comprises global listed airlines, including Air Asia, Air France/KLM, Air New Zealand, All Nippon Airways, American Airlines, Cathay Pacific, Delta Airlines, Deutsche Lufthansa, easyJet, International Consolidated Airlines Group, Japan Airlines, LATAM Airlines Group, Ryanair, Singapore Airlines, Southwest Airlines, United Continental and Virgin Australia.

Environment, social and governance approach

Our approach to managing ESG is reflected in our sustainability framework (which has three key pillars) and is supported by sound governance structures. Key achievements in FY22 include:

Valuing our planet

- Released Group Climate Action Plan with key sustainability targets[1]
- Announced co-investment with Airbus of US$200m to accelerate development of Australian SAF[2] industry
- Progress on SAF: acquired SAF from LHR[3], announced deal to acquire in California
- Entered into MoU[4] with ANZ and INPEX to explore participation in an integrated carbon farming and biofuels project in Wheatbelt region in WA, due diligence in progress
- Announced investments in new, lower emission and quieter aircraft technology with Domestic fleet renewal and commitment for Sunrise to be carbon neutral from day one

Enabling our people

- Ongoing focus on health, wellbeing and operational safety following impacts of COVID-19
- Set new gender balance target for 42% women in senior management roles by 2024, building on our previous target of 38%, which we reached in June 2021
- Released second Australian Modern Slavery Statement

Connecting customers and communities

- Operated >220 repatriation flights on behalf of AU government, dedicated flights for uplifting vaccines and helped AU exporters with 2,000 IFAM[5] charters/34k tonnes moved
- Introduced >50 new domestic routes, operated extensive charter network for South Pacific Island nations supporting urgent workforce needs
- Continued to progress development of Elevate RAP[6], marked key milestones such as National Reconciliation Week and introduced Acknowledgement of Country on flights

Building sound governance structures

- Appointed Chief Sustainability Officer (member of GMC[7]) and expanded sustainability team
- Enhanced internal governance structures to strengthen sustainability oversight and reporting to the Board through CHESS[8] and GMC; commenced Sustainability Management Board
- Releasing FY22 Sustainability Report in September 2022 to include climate disclosures in line with TCFD[9] including climate scenarios analysis
- Re-established our Supply Chain Assurance (SCA) Leadership Council charged with the strategic direction and implementation of the SCA program
- Recognised the role of ESG to deliver TSR in our Financial Framework
- Embedded ESG targets in FY23 Short Term Incentive Plan

Acting responsibly and maintaining our social licence by embedding ESG across the Group

1. Targets are 25% reduction in net emissions from 2019 levels by 2030; 10% sustainable aviation fuel in fuel mix by 2030; average 1.5% per year fuel efficiency improvements to 2030; zero single-use plastics by 2027 (excludes items required for medical or health and safety reasons); zero general waste to landfill by 2030 (excludes quarantine waste, a highly regulated and specialised waste stream with limited waste diversion pathways. All waste associated with international ports (inbound and outbound) is treated as quarantine waste). 2. Sustainable Aviation Fuel. 3. Supply by bp in LHR has commenced (and will represent up to 15% of our annual 2019 fuel use out of LHR). 4. Memorandum of understanding. 5. International Freight Assistance Mechanism. 6. Reconciliation Action Plan. 7. Group Management Committee. 8. Committee for Health, Environment, Safety and Security. 9. Task Force on Climate Related Financial Disclosures.

Financial Performance

FY22 Key Group financial metrics

Profit metrics

$281m
Underlying EBITDA profit

($245)m | $526m
1H22 | 2H22 EBITDA (loss)/profit

($1,558)m
Underlying EBIT[1] loss

($1,859)m
Underlying loss before tax[2]

($1,191)m
Statutory loss before tax

Balance Sheet and Cash Flow metrics

$2,670m
Operating cash flow

$137m | $2,533m
1H22 | 2H22 Operating cash flow

($1,187)m
Net Capital Expenditure[3], excluding Mascot land sale proceeds

($398)m
Net Capital Expenditure[3]

$3,343m
Cash and cash equivalents

$4.6b
Total liquidity

$3.94b
Net Debt

$4,928m/$3,200m
12-month average Invested Capital/Invested Capital as at 30 June 2022[4]

Other statistics (v FY19)

(67%)
ASKs[5]

(73%)
RPKs[6]

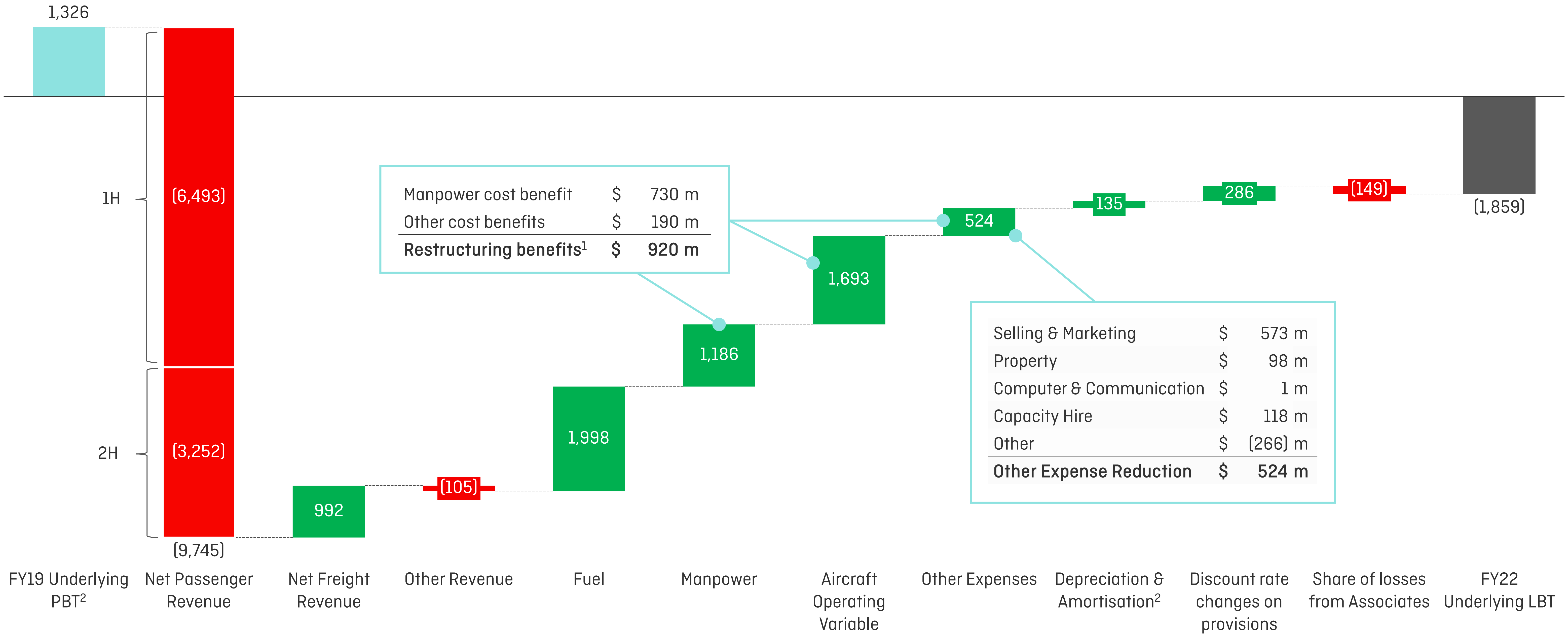
7%
Unit Revenue[7]

(49%)
Group Total Revenue[8]

(38%)
Group Operating Expenses[9]

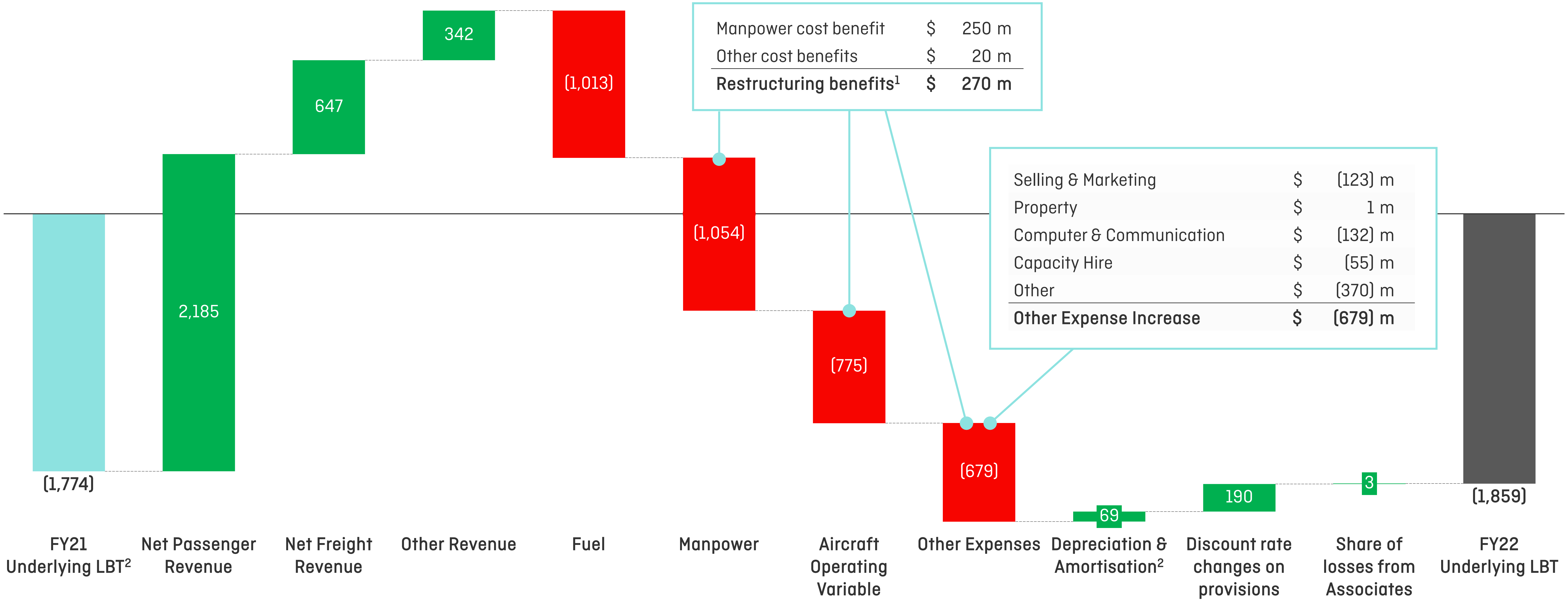
1. Earnings before interest and tax (EBIT). 2. Underlying LBT is a non-statutory measure and is the primary reporting measure used by the Chief Operating Decision-Making bodies, being the Chief Executive Officer, Group Management Committee and the Board of Directors, for the purpose of assessing the performance of the Qantas Group. All items in the FY22 Results Presentation are reported on an Underlying basis unless otherwise stated. Refer to slide 7 of the Supplementary Presentation for a reconciliation of Underlying to Statutory LBT. 3. Net Capital Expenditure is equal to net expenditure cash flows included in the Consolidated Cash Flow Statement and the impact to Invested Capital from the disposals/acquisitions of leased aircraft. 4. Refer to slide 16 of the Supplementary Presentation for the Invested Capital calculations. 5. Available Seat Kilometres. Total number of seats available for passengers, multiplied by the number of kilometres flown. Compared to FY19 as a proxy for pre-COVID performance. 6. Revenue Passenger Kilometres. Total number of passengers carried, multiplied by the number of kilometres flown. Compared to FY19 as a proxy for pre-COVID performance. 7. Ticketed passenger revenue divided by Available Seat Kilometres (ASK). Subject to rounding. 8. Group Total Revenue compared to FY19 used as a proxy for pre-COVID performance. 9. Group gross expenditure excluding depreciation and amortisation, impairment/(reversal of impairment) of assets and related costs, share of net loss/(profit) of investments accounted for under the equity method and discount rate changes impact on provisions compared to FY19 as a proxy for pre-COVID performance.

FY22 Profit Bridge compared to FY19



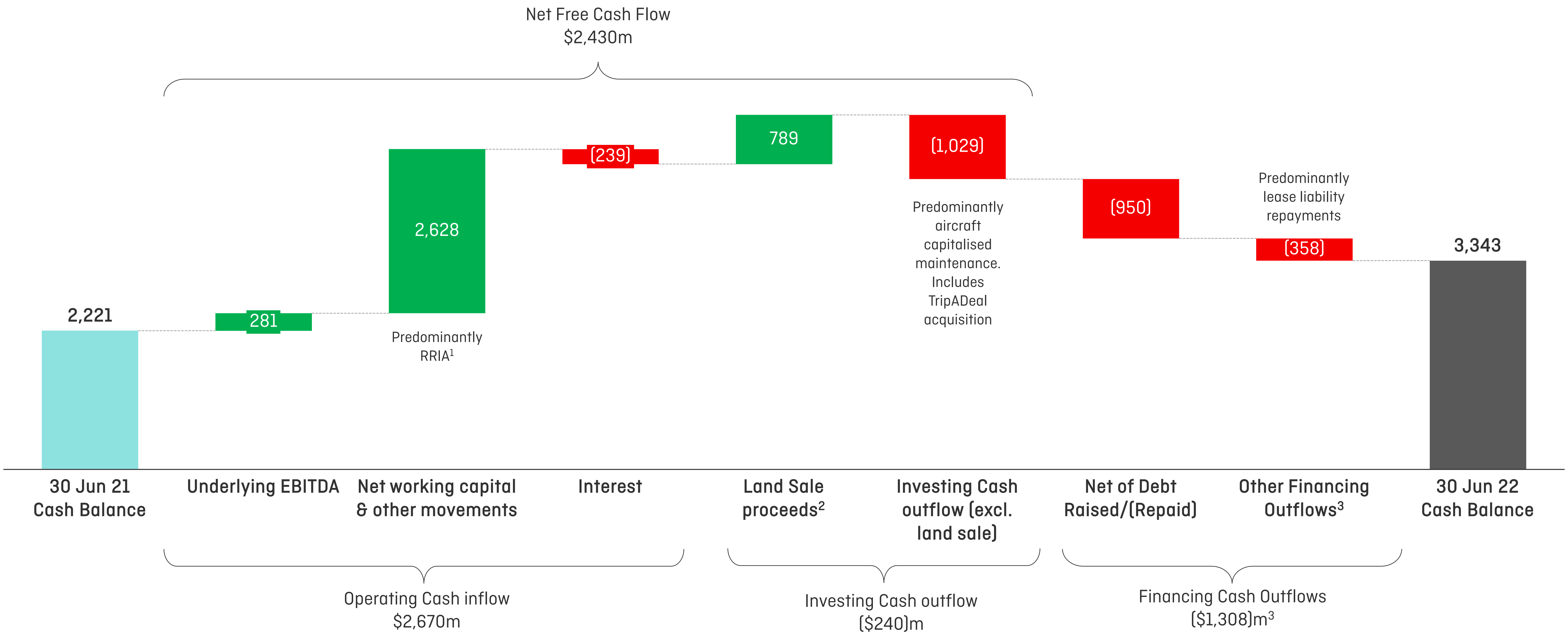
1. Restructuring benefits equal to $650m benefits delivered in FY21 and $270m benefits delivered in FY22 compared to FY19. 2. FY19 not restated for IFRIC Cloud Computing decision. For a detailed summary, please see slides 14 and 15 in the Supplementary Presentation.

FY22 Profit Bridge compared to FY21



1. Restructuring benefits equal to $190m benefits delivered in 1H22 and $80m benefits delivered in 2H22 compared to FY21. 2. FY21 restated for IFRIC Cloud Computing decision. For a detailed summary, please see slides 14 and 15 in the Supplementary Presentation.

FY22 movement in cash position



Net Free Cash Flow positive for FY22; Balance Sheet in strong position

1. Revenue Received In Advance. 2. Land Sale proceeds net of transaction costs. 3. Includes the impact of FX on cash balance of $2m reported in the Cash Flow Statement for FY22.

Segment Results

Qantas Domestic

- Domestic travel returned to near pre-COVID levels through 4Q22
  - 4Q22 capacity averaged 98%[1]
  - Premium leisure revenue intakes significantly above pre-COVID levels
  - Strong return in business purpose travel driven by resource and SME markets
  - 132 flying routes in 4Q22, up from 101 in FY19
- Financial performance impacted across year by Delta & Omicron, unwind of COVID relief measures and restart activities
- Positive Underlying EBIT delivered in 4Q22
  - 4Q22 RASK[2] +3.4% vs 4Q19
  - Steady recovery of seat factors, with June seat factor reaching 74.4%
- ~$450m in Recovery Plan cost benefits delivered to date
- Fleet expansion utilising 12 Embraer E190s in operation via Alliance Airlines, providing access to new route options and further enhancing fleet flexibility
- Agreement to acquire remaining 80% of Alliance Aviation Services Ltd (ASX: AQZ)[3] in order to better serve Western Australia and Queensland resource sectors
- Enhancing customer experience through streamlined self-service check-in by rolling out new kiosks to speed up customer journeys

		FY22	FY21	Pre-COVID FY19[4]
Revenue	$M	3,448	2,745	6,098
Underlying EBITDA	$M	(27)	159	1,503
Underlying EBIT	$M	(765)	(575)	778
Operating Margin[5]	%	<0	<0	12.8
ASKs	M	21,233	16,951	33,866
Seat factor	%	60.9	58.3	77.8

Group Domestic returned to profitability in 4Q22

1. FY19 ASKs as a proxy of pre-COVID performance. 2. Ticketed passenger revenue divided by available seat kilometres. 3. Subject to competition clearance and Alliance shareholder approval. 4. FY19 not restated for IFRIC Cloud Computing decision. For a detailed summary, please see slides 14 and 15 in the Supplementary Presentation. 5. Operating Margin calculated as segment Underlying EBIT divided by total segment revenue.

Qantas International (including Freight)

- Qantas International commenced recovery as travel restrictions eased, with freight operations acting as a natural hedge to the passenger business
- Record freight performance[1] supported by record international yields and continued growth in e-commerce penetration
  - International freighter yields remained strong (particularly CN-US[2] and US-AU[3]) due to global shipping disruption, US consumer spending and AU e-commerce demand
  - Continued support of Australian exporters via IFAM[4]
  - Commenced fleet investment program to participate in market growth opportunities, such as additional A330 capacity to support Australia Post growth
- International passenger business saw strong demand as restrictions eased
  - 19 international ports restarted since November 2021
  - New routes to Delhi and Rome launched; 8 new routes announced since borders re-opened
  - Record international yields driven by globally constrained market capacity, with 4Q22 RASK[5] +35% vs 4Q19
- ~$360m in Recovery Plan cost benefits delivered to date
- First class offerings reinstated in the air and on the ground with 5 x A380s returned to service[6] and 12 lounges reopened including London International Lounge, Los Angeles Business Lounge and the Singapore First Class Lounge

		FY22	FY21	Pre-COVID FY19[7]
Revenue	$M	3,706	1,598	7,420
Underlying EBITDA	$M	448	117	1,045
Underlying EBIT	$M	(238)	(548)	323
Operating Margin[8]	%	<0	<0	4.4
ASKs	M	12,187	640	69,571
Seat factor	%	75.4	N/A	86.0

Freight business provided natural hedge as passenger business restarted

1. Underlying EBITDA. 2. China – United States. 3. United States – Australia. 4. International Freight Assistance Mechanism. IFAM operations ended June 2022. 5. Ticketed passenger revenue divided by available seat kilometres. 6. As at July 2022. 7. FY19 not restated for IFRIC Cloud Computing decision. For a detailed summary, please see slides 14 and 15 in the Supplementary Presentation. 8. Operating Margin calculated as segment Underlying EBIT divided by total segment revenue.

Jetstar Group

- Jetstar's Australian business returned to Underlying EBITDA profit[1] in 4Q22
  - 4Q22 AU Domestic RASK[2] +1% and AU International +4%[3,4]
  - AU Domestic capacity above pre-COVID levels[3] and AU International RASK[2] strengthened to 19%[3,4] in June following the removal of travel restrictions
- ($448)m Group FY22 Underlying EBITDA loss driven by COVID impact, unwind of relief measures and restart activities
  - ($167)m Underlying EBITDA loss for AU Domestic, 2H22 ($44)m improving from 1H22, 2H22 capacity to 92% of pre-COVID levels[3]
  - ($157)m Underlying EBITDA loss for AU International, NZ and Jetstar Asia with gradual ramp up of international flying and associated fixed costs
  - ($124)m share of Jetstar Japan statutory loss, challenging operating environment, includes ($52)m from Balance Sheet revaluation of USD lease liabilities

		FY22	FY21	Pre-COVID FY19[8]
Revenue	$M	1,440	1,140	3,961
Underlying EBITDA	$M	(448)	(129)	836
Underlying EBIT	$M	(796)	(541)	400
Operating Margin	%	<0	<0	10.1
ASKs	M	17,213	11,783	47,993
Seat factor	%	71.2	71.3	86.1

- All businesses have now relaunched operations. All AU/NZ A320/A321s and 787-8s deployed[5], all domestic destinations and most international destinations relaunched excluding Korea[6]
- Jetstar well-positioned domestically with unit cost significantly below competitors, strong ancillary revenue generation and new fleet introduction
  - Continued innovation and investment in customer, driving ancillary revenue enhancement of +30%[7] on pre-COVID levels[3]
  - First A321LR delivered in July 2022, enabling improved customer experience, fuel efficiency and network flexibility

Low fares leadership uniquely positioned for leisure-led growth

1. For Jetstar Airways Domestic and International Australia. 2. Total revenue (including ancillary revenue) divided by available seat kilometres. 3. FY19 used as a proxy for pre-COVID performance. 4. Sector Length adjusted to corresponding period in FY19. 5. As at June 2022. 6. Jetstar Australia recommenced flights to Singapore, Fiji, Phuket, Honolulu, Bali, Saigon, Bangkok, Trans Tasman and within NZ Domestic. Japan launched in July 2022 and Korea planned to relaunch 2Q23. 7. Ancillary Revenue per passenger. 8. FY19 not restated for IFRIC Cloud Computing decision. For a detailed summary, please see slides 14 and 15 in the Supplementary Presentation.

Qantas Loyalty

- 7% year on year growth in Underlying EBIT[1]; double digit growth[2] in 2H22 and third consecutive year contributing >$1b of gross receipts[3] towards Group cash result
- Significant recovery in business drivers observed in 4Q22
  - >200,000 new members joined the program
  - Points earned on financial services products exceeding pre-COVID[4] levels
  - Airline redemption activity returned to pre-COVID[4]
  - Growth in non-airline redemptions – Hotels & Holidays bookings 40% higher than pre-COVID[4] levels; 2x increase in bookings made using Qantas Points
- Key initiatives delivered during FY22
  - Renewed agreements with all five major financial services partners and Woolworths
  - New strategic partnerships with Accor, Optus and Zip[5]
  - Qantas Business Money launched
  - Acquired a 51% shareholding in online travel business, TripADeal – providing access to all-inclusive holiday packages for members
- Ongoing strength in program engagement, supported by enhanced program value with
  - Largest release of Classic Flight Reward seats to members; single biggest day for flight redemptions in October[6]
  - Increased value in Hotels & Holidays redemptions (announced February 2022)
  - Green Tier, rewarding members who make sustainable choices at home and when they travel[7]

		FY22	FY21	Pre-COVID FY19
Revenue[8]	$M	1,334	984	1,654
Underlying EBIT[9]	$M	292	272	376
Operating Margin	%	21.9	27.6	22.7
QFF Members[10]	M	14.1	13.6	12.9
Points Earned	B	118	94	156
Points Redeemed[11]	B	121	82	135

Returning to double digit EBIT growth in 2H22

1. FY22 Underlying EBIT compared to FY21. 2. 12% Underlying EBIT growth from 2H21 to 2H22. 3. Sales to all external parties. 4. Compared to corresponding FY19 period as a proxy for pre-COVID performance. 5. Accor Partnership launched 17 November 2021; Optus partnership launched 22 November 2021; Zip partnership launched 19 May 2022. 6. Total points redeemed for Domestic and International Classic Flight rewards on 19 October 2021. 7. As announced 26 November 2021. 8. Includes revenue from points sales to external partners, commissions received, revenue generated through Qantas Wine, Qantas Store, Qantas Shopping and points issued and redeemed on Qantas Group and partner airlines. 9. During FY21, Qantas Loyalty reviewed the criteria applied in assessing the capitalisation of intangible assets. Due to the mix of projects undertaken, an increased proportion of spend has been expensed. This policy will apply for future periods and has not impacted the Net Free Cash Flow result of Qantas Loyalty. Reporting periods prior to FY21 have not been restated to reflect this change. FY19 not restated for IFRIC Cloud Computing decision. For a detailed summary, please see slides 14 and 15 in the Supplementary Presentation. 10. Members at 30 June for corresponding periods. 11. Points Redeemed excludes points refunded on Classic, PPP (Points plus Pay) and Partner Airline rewards.

Financial Framework

Financial Framework recognises the role of ESG and EPS[1] in driving TSR

1

Maintaining an optimal capital structure

Minimise cost of capital by targeting a Net Debt range of $4.2b to $5.2b[2]

Deliver against Climate Action Plan Targets

Net Debt below target range at $3.94b
Strong Liquidity

2

ROIC[3] > WACC[4] through the cycle

Deliver ROIC > 10%[5]

ESG included in all business decisions

Continue to invest to create competitive advantages and drive value

3

Disciplined allocation of capital

Grow invested capital with disciplined investment, return surplus capital

Prioritise projects that exceed both ESG and ROIC targets

Balance Sheet strength restored
Baa2 rating outlook returned to "stable"

Industry-leading ESG credentials

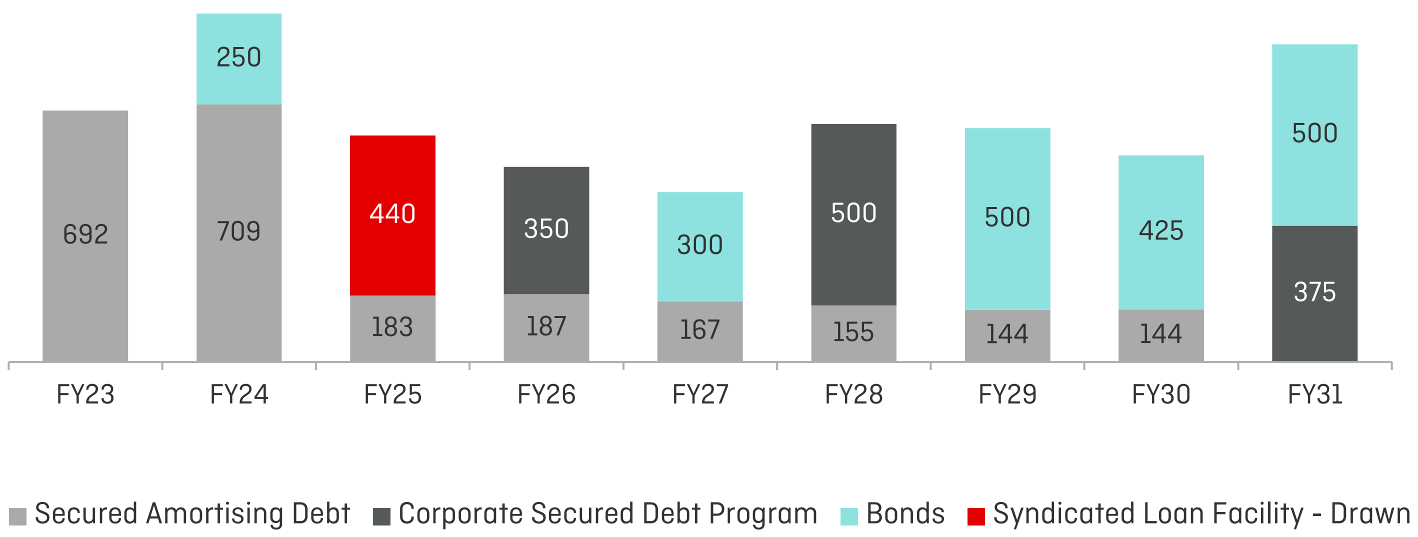
Maintainable EPS[1] growth over the cycle

Total shareholder returns in the top quartile[6]

1. Earnings Per Share. 2. Refer to slide 18 of the Supplementary Presentation for calculation of target Net Debt range. 3. Return on Invested Capital (ROIC). Refer to slide 17 of the Supplementary Presentation for the calculation of ROIC. 4. Weighted Average Cost of Capital (WACC), calculated on a pre-tax basis. 5. Target of 10% ROIC allows ROIC to be greater than pre-tax WACC. 6. Target Total Shareholder Returns within the top quartile of the ASX100 and global listed airline peer group as stated in the 2021 Annual Report, with reference to the 2021-2023 LTIP.

Maintaining an optimal capital structure

Debt maturity profile[1] as at 30 June 2022 ($M)



Capital structure and liquidity

- Net Debt[2] at $3.94b, reflecting priority of debt reduction in 2H22
- Total liquidity of $4.6b including $3.3b cash[3] and committed undrawn facilities of $1.3b extended, maturing in FY24, FY26 and FY27
- Unencumbered asset base >$3.5b[4]
  - Includes 49% of the Group fleet[5], spare engines and other assets
  - Unencumbered fleet will continue to grow in FY23 through secured debt repayment and new aircraft deliveries
  - Cash balance to remain elevated whilst unencumbered fleet rebuilds

Debt structure

- Strong Balance Sheet settings
  - Net Debt below bottom of range, lowest since GFC[6]
  - Minimal refinancing risk across maturity profile
  - Flexibility to prepay secured debt and unencumber assets
- No financial covenants
- Investment Grade credit rating from Moody's (Baa2) returned to "stable" outlook

Balance Sheet and liquidity settings positioned strongly for a wide range of operating environments

1. Cash debt maturity profile excluding leases. 2. Net Debt includes on Balance Sheet debt and capitalised aircraft lease liabilities under the Group's Financial Framework. Capitalised aircraft lease liabilities are measured at fair value at the lease commencement date and remeasured over lease term on a principal and interest basis. Residual value of capitalised aircraft operating lease liability denominated in foreign currency is translated at the long-term exchange rate. 3. Includes cash and cash equivalents as at 30 June 2022. 4. Aircraft valuations based on the average of Aircraft Value Analysis Company Limited (AVAC) as at 30 June 2022. 5. Based on number of aircraft as at 30 June 2022. 6. Global Financial Crisis.

Robust financial risk management

Operational Fuel and FX

- FY22 fuel cost was $1.85b; hedging approach provided substantial protection from elevated fuel prices allowing time to implement operational changes to deliver RASK uplift
- Record high fuel cost in FY23, expected to be $5.0b[1], driven by higher capacity, increased Brent Crude prices and historically high refining margins
  - Remainder of FY23 Brent Crude price risk 75% hedged through a combination of outright options and collars
  - Significant portion of Brent crude hedging effective at current market prices[1]
- FY24 fuel and FX hedging remain consistent with long term approach to risk management
  - Preference for optionality allows for high level of participation to lower fuel prices

Capital Expenditure FX – Hedging of USD Aircraft Payments

- Hedging remains consistent with long term approach to risk management
  - Preference for options allows for high level of participation to favourable FX rates
- Remainder of FY23 is 85% hedged through a combination of outright options and collars

Interest rates

- Economic impact of rising interest rates limited due to
  - Fixed rate debt portfolio with cash holdings providing natural offset to floating rate debt portfolio
- On Balance Sheet fixed debt portfolio average interest rate of 3.98% p.a.

Hedging activity remains consistent with long term approach to risk management

1. Fuel cost based on forecast consumption of 26.09 million barrels (including SAF). Market price assumption of Brent Price of USD97/bbl, refining margin of USD29/bbl and AUDUSD of 0.6887 for FY23. Average into-plane logistics cost of AUD15/bbl. Expected fuel cost is net of hedging benefits.

Disciplined capital allocation

1 **Completed** Balance Sheet repair

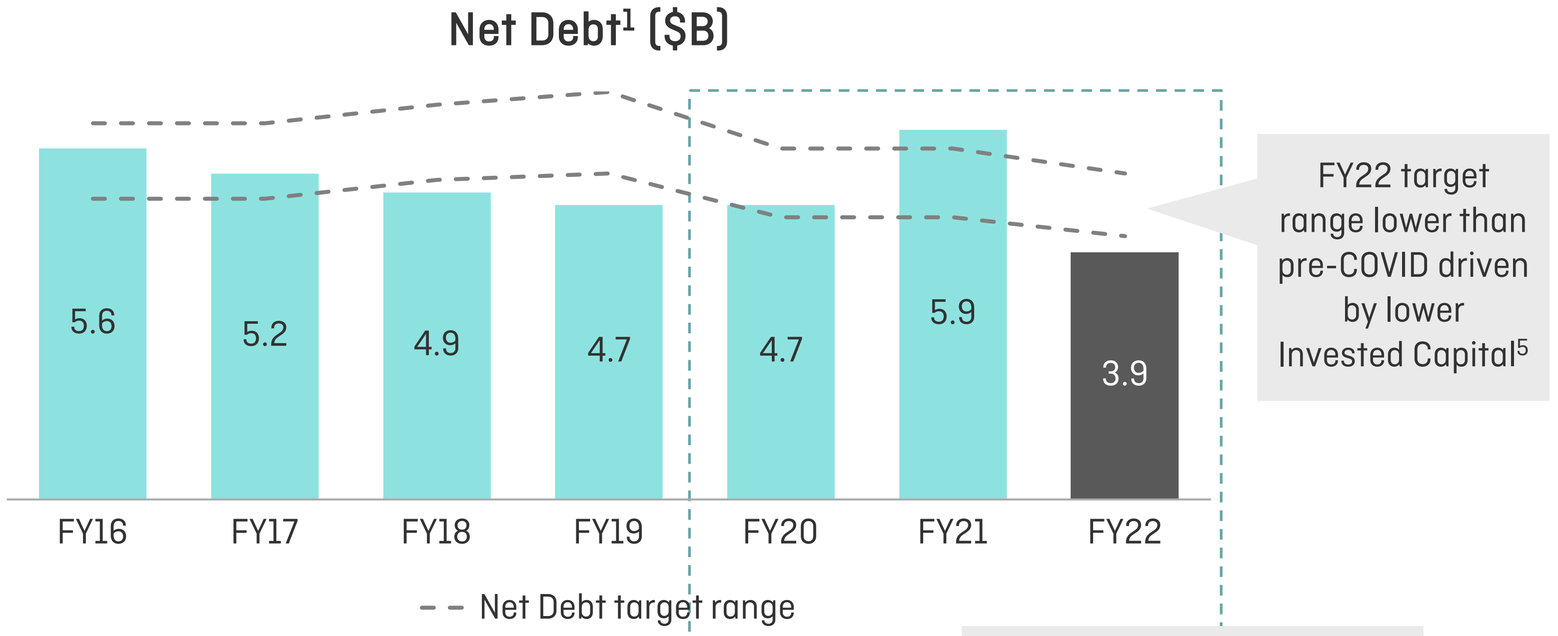
- FY22: Achieved Net Debt[1] below target range
- FY23 onwards: Target bottom of Net Debt[1] target range

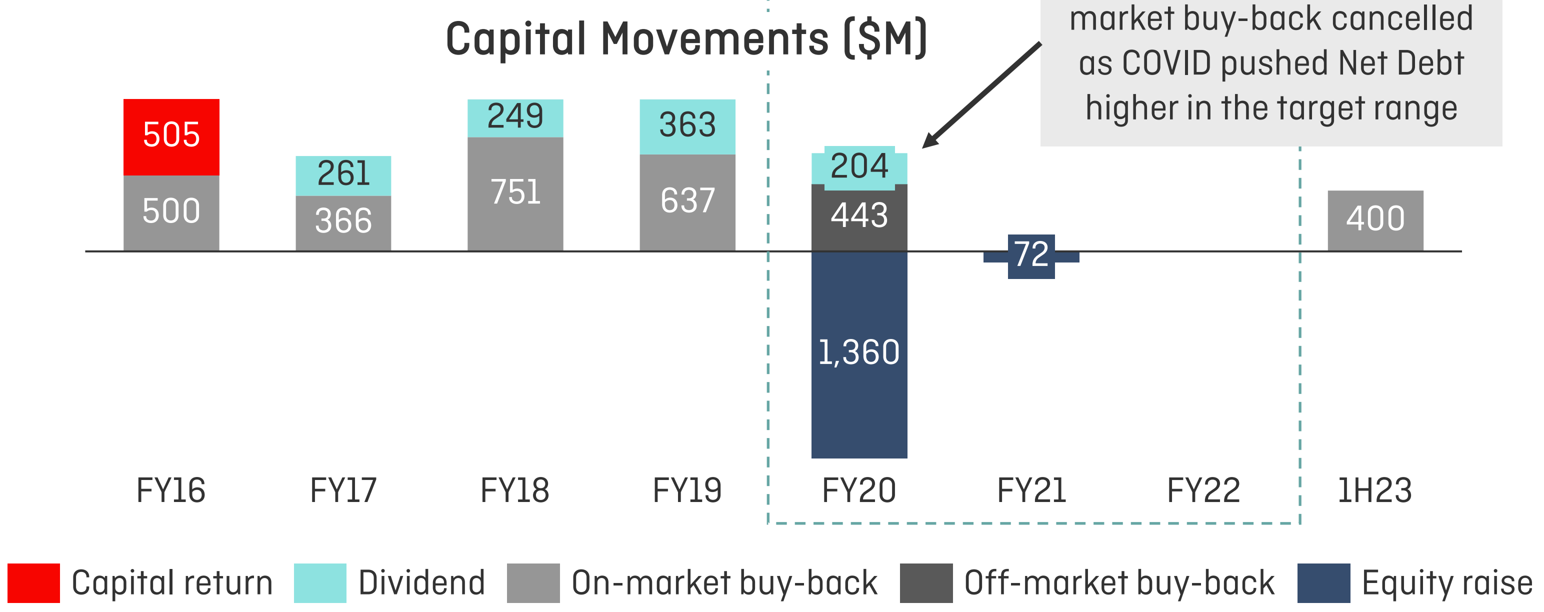
2 **Invest** to drive sustainable earnings growth and returns > WACC[2]

- Flexible investment plans to accommodate variable operating conditions, earnings and available capital
- Net Capital Expenditure[3] range reduced to $2.2b – 2.3b in FY23, including
  - 9 x A321LR and 3 x 787-9 aircraft deliveries
  - ~$0.2b non-aircraft expenditure; balancing investment priorities across multiple initiatives, including customer experience
- Additionally, Qantas and Airbus have committed US$0.2b towards establishing a SAF[4] industry in Australia; funds will be deployed when appropriate investment cases that meet investment hurdles are identified

3 **Remaining** surplus capital considers 12-month forward view

- Announcement of on-market share buy-back of up to AUD$400m



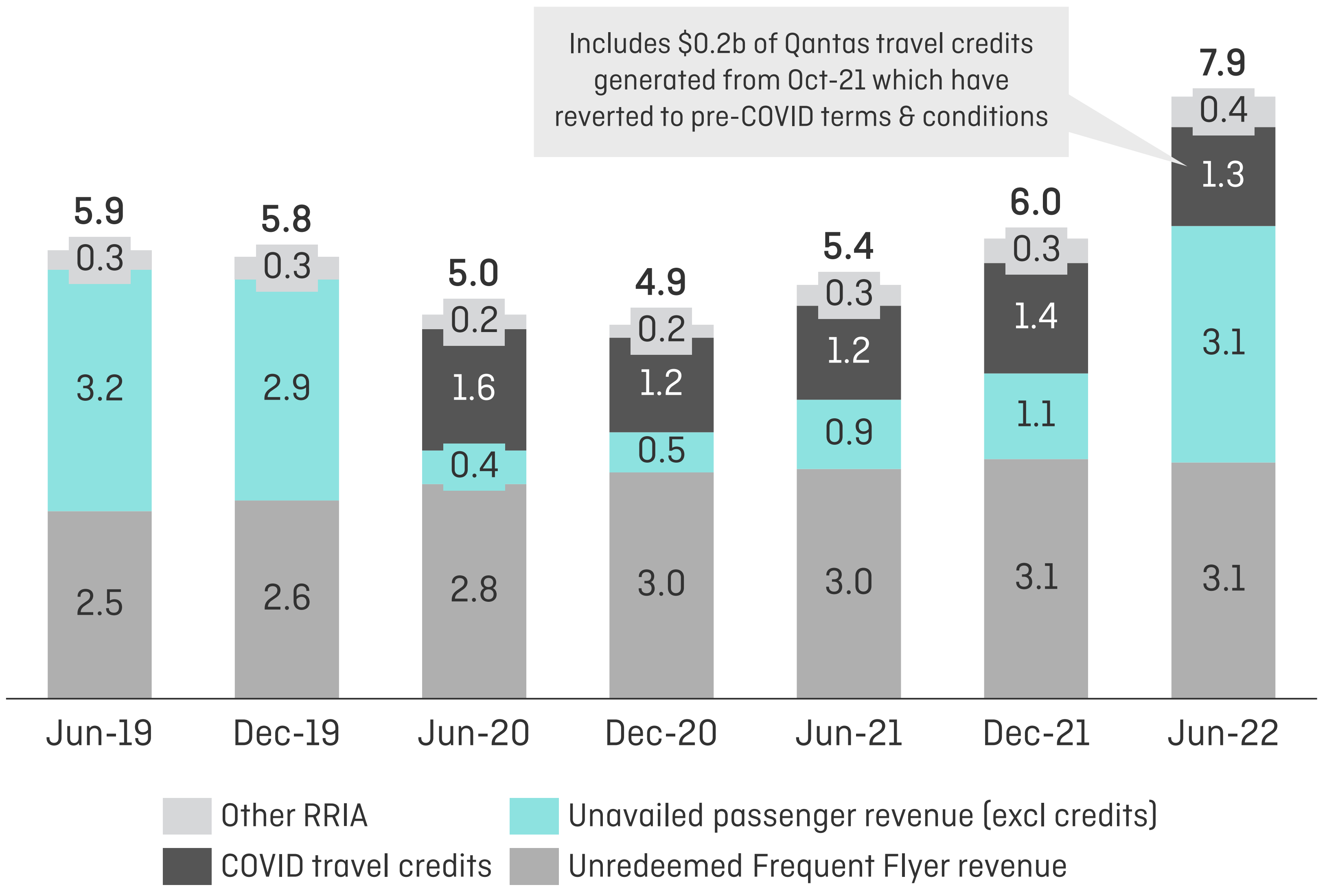


The Group will continue to act in accordance with the Financial Framework

1. Net Debt under the Group's Financial Framework includes net on Balance Sheet debt and capitalised aircraft lease liabilities. For a detailed calculation of the Net Debt target range, please see slide 18 in the Supplementary Presentation. 2. Weighted Average Cost of Capital (WACC), calculated on a pre-tax basis. 3. Net Capital Expenditure is equal to net expenditure cash flows included in the Consolidated Cash Flow Statement and the impact to Invested Capital from the disposals/acquisitions of leased aircraft. 4. Sustainable Aviation Fuel. 5. Refer to slide 16 of the Supplementary Presentation for the Invested Capital calculations.

Revenue Received In Advance (RRIA) and travel credits

Total Revenue Received in Advance ($B)

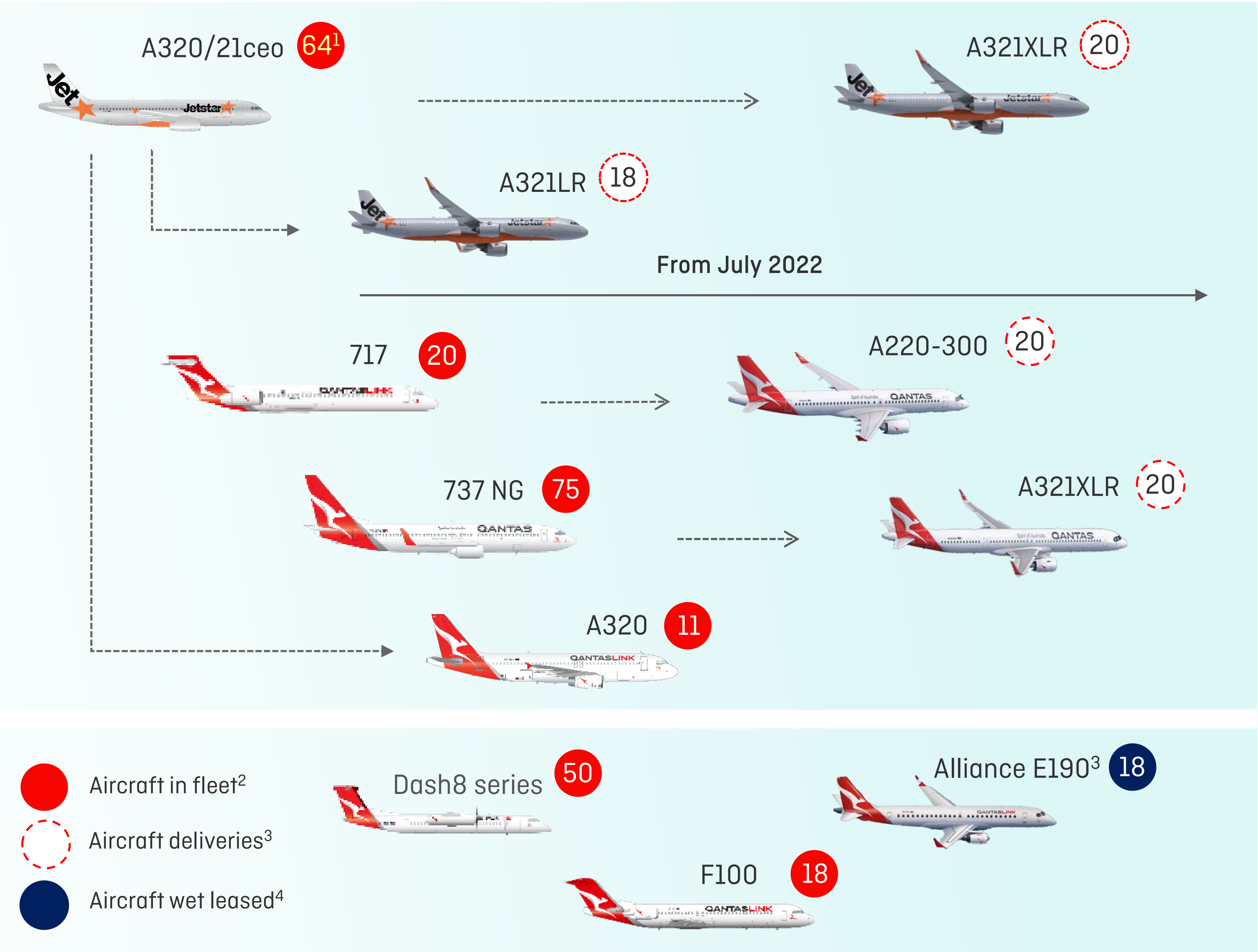


- Credit usage expected to remain strong given continued recovery in Group capacity
  - 4Q22 usage >$80m per month
- Majority of credits expiring by 31 December 2023
- Usage to be encouraged by ongoing initiatives
  - Directly communicating with customers
  - Improving digital usage experience with more enhancements to come
- Passenger RRIA has almost returned to pre-COVID levels with expectations for further growth as International recovery continues
  - RASK momentum supporting RRIA growth
- Loyalty unredeemed Frequent Flyer revenue expected to remain at current levels, representing a structural uplift from pre-COVID

Recovery and rebuild of Revenue Received in Advance supporting positive net free cash flow

Group Domestic narrow-body fleet transformation

Strategic Priorities: Right Aircraft, Right Route | Maintain flexibility | Maintain competitiveness



- Domestic narrow-body fleet renewal program includes roll-over of A320/321ceo and 717/737NG fleets across Jetstar and Qantas respectively
- Jetstar the first carrier to introduce this next generation technology into the Australian market bringing
  - Efficient scheduling across domestic and international with ability to service additional Asian destinations from major Australian ports
  - Lower unit costs through up-gauge to A321s with 232 seats vs 186 seats on A320ceo
  - Positive contribution to sustainability targets with >15% lower fuel burn per seat vs existing fleet[5]
  - Customer enhancements with 40% larger overhead bins, in-seat USB power and 50% less engine noise
  - Maximising value of existing A320 fleet by relocating to resource markets – lower utilisation flying
- Orderbook has flexibility, ensuring capital commitment profile is responsive to changes in demand and network settings

Unlocking next generation technology key to enhancing the Group's strategic fleet plan

1. Jetstar A320/21ceo fleet includes 64 A320/21ceo aircraft operating AU domestic, AU international and NZ, inclusive of 6 x A320-200 temporary aircraft from Jetstar Japan, but excludes 7 Jetstar Asia A320s. 2. Represents aircraft in fleet as at 30 June 2022. 3. Represents number of firm orders for each respective fleet as at date of publication. 4. Represents aircraft currently operated under an ACMI (Aircraft, Crew, Maintenance and Insurance) lease agreement with Alliance Airlines. Currently executed option for 18, however not all aircraft are currently in operation. 5. A321-XLR has a 15% lower per seat fuel burn than A321ceo.

Group fleet deliveries

Greater flexibility of delivery profile

Committed fleet units

		FY23	FY24	FY25	....	FY29
Qantas	787-9	3				3
Qantas	A350-1000			1		12
Qantas	A220-300		7	7		20
Qantas	A321F		3	3		6[1]
Qantas	A321XLR			7		20
Jetstar	A321LR	9	9			18
Jetstar	A321XLR			5		20
Total Delivery Payments		~US $3b over the three years				99[2]

Note: In addition to fleet delivery payments, Group Net Capital Expenditure includes capitalised maintenance and non-aircraft capital expenditure

- Competitive orders for next generation technology secured supporting fleet renewal and sustainability objectives
- 299 narrow body aircraft now on order across the Group, half of which are firm orders and half purchase right options
  - Embedded flexibility allows either brand to draw down and select any variant from the A320 and A220 families over 10+ year orderbook
- Preference to purchase aircraft outright, with investing cash flows weighted to final delivery of aircraft
- Contracted delivery profile beyond the near term remains adaptable to allow for changing network and macroeconomic settings

Financial Framework will continue to guide our capital expenditure

1. Target delivery profile, slots and aircraft subject to confirmation. Excludes existing A330 freighter conversions. 2. Total firm orders for referenced fleet as at 25 August 2022 with estimated delivery by FY29. Does not include additional firm orders in NEO family beyond FY29.

Outlook

Group Domestic

FY23 Outlook

- Leisure continuing to lead domestic recovery, with revenue intakes significantly above pre-COVID levels
  - Market research indicates continued high priority for consumer spend, domestic travel intentions double pre-COVID levels[1]
- Business purpose travel recovery remains steady, with SME[2] and resource revenue intakes exceeding pre-COVID[3] levels
- Capacity reductions in response to fuel prices is resulting in strong RASK performance
- Compared to FY19, RASK momentum is expected to cover the increase in fuel prices and temporary unit cost impacts of operational initiatives
  - 10%[4] uplift in RASK required to cover the increased cost of fuel

Capacity guidance (as % of pre-COVID[3])	1Q23	2Q23	1H23	2H23	FY23
Group Domestic	94%	96%	95%	106%	101%
Qantas Domestic	93%	94%	93%	107%	100%
Jetstar Domestic	96%	101%	99%	106%	102%

Competitive Positioning

Qantas Domestic

- Margin advantage through completion of cost transformation and yield premium
- Growing Corporate and SME[2] share, supported by superior breadth, frequency and product offering (incl. Wi-Fi & lounges)

Jetstar Domestic

- Maintain Australian low-fares leadership through cost and scale advantage
- Ancillary revenues providing customer choice and higher spend
- A321LRs delivering fuel and operating efficiency, and customer enhancements

Assumptions to FY24 targets

- Market capacity supply and demand in balance
- RASK increases to cover rising fuel prices
- Recovery Plan benefits are delivered and CPI is offset with additional transformation
- Jetstar to achieve industry leading LCC[5] margins with further growth to 22% as fuel prices reduce towards long term averages

1. Spending intentions based on CommBank HIS (Household Spending Intentions) Index, published 12 July 2022. Travel intentions based on Qantas monthly internal research in July of travel intentions for next 12 months and Dynata pre-COVID. 2. Small and Medium Enterprises. 3. ASKs compared to corresponding period in FY19 as a proxy of pre-COVID flying. 4. RASK uplift calculated on Group Domestic basis. For Qantas, RASK is ticketed passenger revenue divided by available seat kilometres. For Jetstar, RASK is total revenue (including ancillary revenue) divided by available seat kilometres. 5. Low-cost carrier.

Group International (including Freight)

FY23 Outlook

- Leisure continuing to lead recovery with strong booking momentum, particularly on non-stop offerings and in premium cabins
- Compared to FY19, underlying market demand expected to exceed supply through FY23, supporting sufficient RASK uplift to cover the cost of fuel
  - 20%[1] uplift in RASK required to cover the increased cost of fuel
- Group International capacity expected to increase from ~50% at the end of FY22 to ~90% by the end of FY23, driven by return to service of a further Qantas 2 x A380s and delivery of Qantas 3 x 787s
- Freight performance expected to moderate in FY23 vs FY22, but higher than FY19
  - International yields to fall but remain above pre-COVID levels
  - Step-change in e-commerce penetration in Australia

Capacity guidance (as % of pre-COVID[2])	1Q23	2Q23	1H23	2H23	FY23
Group International	58%	72%	65%	84%	75%
Qantas International	55%	70%	62%	83%	72%
Jetstar International[3]	66%	77%	72%	89%	80%

Competitive Positioning

Qantas International

- Positioned to benefit from strong demand with full return of fleet expected by FY24, supported by extensive transformation, improving its relative cost position
- Project Sunrise remains key to Qantas International strategy. Ordered A350-1000, supporting increasing point to point demand and unlocking new international markets

Jetstar International

- Low fares model with high density, high utilisation well positioned for return of core leisure markets, enabling Jetstar to capitalise on pent-up leisure demand
- New fleet technology provides ability to service a greater reach of Asian destinations from major Australian ports

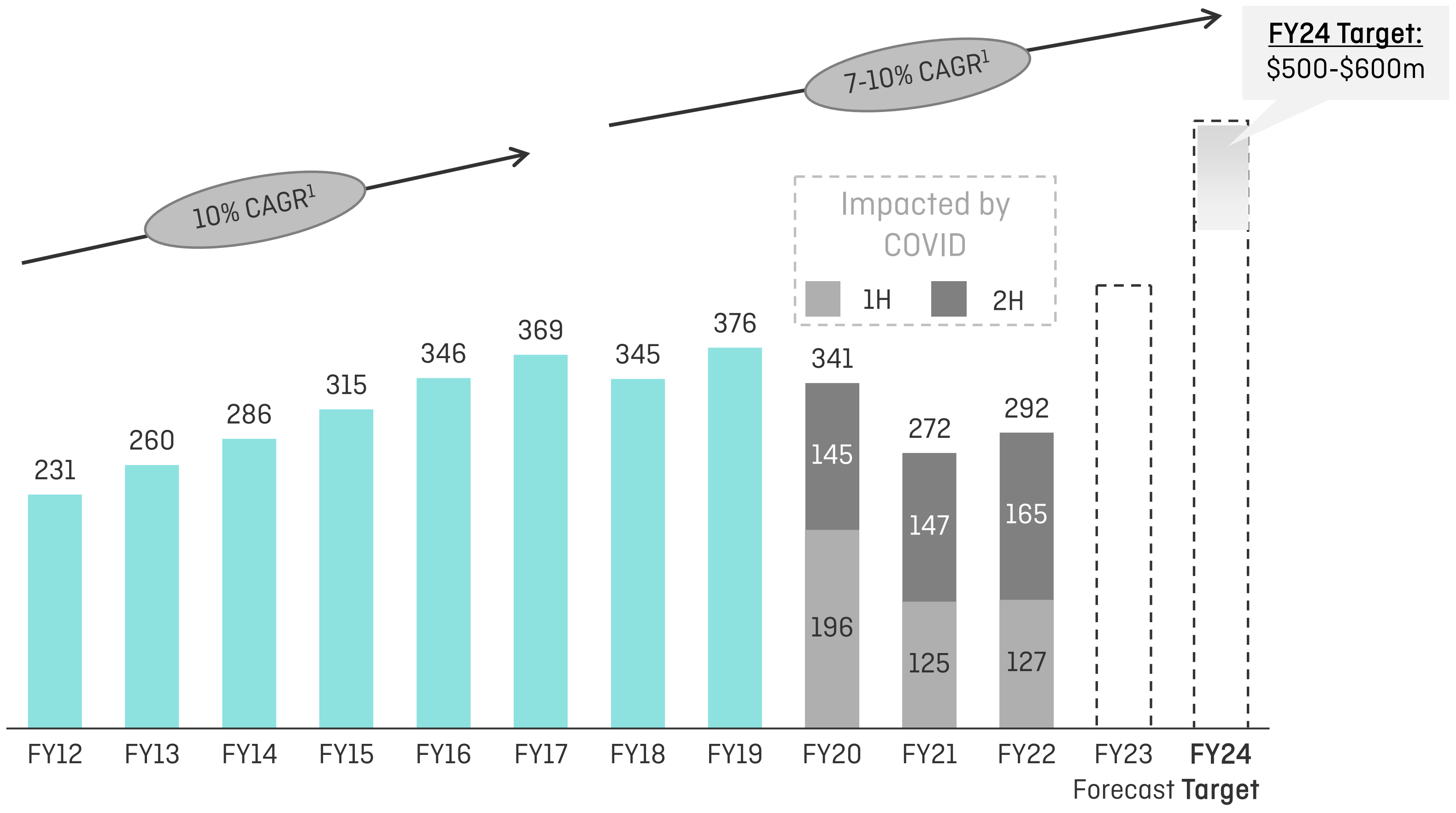
Assumptions to FY24 targets

- RASK increases to cover rising fuel prices
- Recovery Plan benefits are delivered and cost-ups are offset with additional transformation
- Jetstar A321LR growth achieved with fuel prices reducing towards long term averages

1. RASK uplift calculated on Group International basis. For Qantas, RASK is ticketed passenger revenue divided by available seat kilometres. For Jetstar, RASK is total revenue (including ancillary revenue) divided by available seat kilometres. 2. ASKs compared to corresponding period in FY19 as a proxy of pre-COVID flying. 3. Includes Jetstar AU International and Jetstar Asia (Singapore) flying. Jetstar AU International (excluding Jetstar Asia) is forecast to be 97% of pre-COVID capacity.

Qantas Loyalty

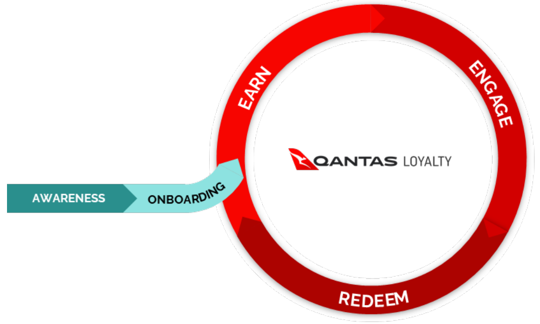
FY23 Outlook



- 2H22 earnings reflect strong recovery in fourth quarter
- Underlying EBIT of $425m – $450m expected in FY23
- Clear strategy on increasing program value through growing burn and earn provides confidence for FY24 targets

Growth Strategy

- Loyalty "Flywheel" strategy[2] seeks to increase the number of members and their participation in earning and redeeming Qantas Points



- Loyalty profitability correlated to the number of members and Qantas Points earned and redeemed
- Clear activity KPIs underpin Loyalty's earnings growth plans

		Pre-COVID FY19	Target FY24
QFF Members[2]	M	12.9	>10%
Points Earned	B	156	+10 - 20%
Points Redeemed[3]	B	135	+25 - 35%

- Growth targets underpinned by an initiative pipeline to deliver
  - Increased member engagement
  - Expansion of the financial services portfolio
  - Rapid expansion of non-airline rewards in travel verticals
  - Enhanced redemption portfolio with increased member value

1. Compounding annual growth rate. 2. Please see slide 25 of the Supplementary Presentation for further detail. 2. Members as at 30 June. 3. Points Redeemed excludes points refunded on Classic, PPP (Points plus Pay) and Partner Airline rewards.

FY23 Group Outlook

As the Group is still continuing its full recovery to pre-COVID activity, a number of the financial outlook statements below are comparatives to FY19.

FY23 Financial Assumptions (comparative statements versus FY19 Restated EBITDA of $3,544m)

- Lower Group International revenue with Group International capacity averaging 75% of pre-COVID levels
- Includes Recovery Plan program to complete in FY23 to meet $1b cost reductions target
  - CPI increases from FY19 to FY23 are expected to be offset by additional cost and revenue initiatives (beyond Recovery Plan program)
- Includes RASK momentum which is expected to offset:
  - FY19 to FY23 fuel prices increases (fuel cost for FY23 expected at $5.0b[1] with hedging activity remaining consistent with long term approach to risk management)
  - Temporary unit cost inefficiencies from 1H23 capacity reductions
- One-off operating expenses to include ~$150m in customer and employee recognition initiatives, ~$35m in operational disruption costs, ~$65m in COVID-related operational costs and ~$60m in fleet start-up costs
- Ongoing impact of costs related to domestic terminal leases handback is ~$110m per annum
- Underlying depreciation and amortisation expected to be $1.8b; inclusive of ~$100m from lower software amortisation from digital spend being immediately expensed where previously capitalised (from application of the IFRIC Agenda decision on Cloud Computing in FY23 vs FY19)
- Net financing costs expected to be $0.27b

The statements in the outlook slides, including those above, are predicated on the Group's current assessment of the profile of key external factors that will impact the Group's financial performance, including economic conditions, supply chain settings and public health posture.

1. Fuel cost based on forecast consumption of 26.09 million barrels (including SAF). Market price assumption of Brent Price of USD97/bbl, refining margin of USD29/bbl and AUDUSD of 0.6887 for FY23. Average into-plane logistics cost of AUD15/bbl. Expected fuel cost is net of hedging benefits.

Looking forward, we remain committed to the FY24 targets

Qantas Domestic	Jetstar Domestic	Qantas International	Jetstar International	Qantas Loyalty
Relative margin advantage	Relative margin advantage	Relative competitive advantage	Lowest cost position	Stable earnings growth
Targeting EBIT margin[1] ~18%	Targeting EBIT margin[1] ~22%	Targeting ROIC[2] >10%	Targeting ROIC[2] >15%	Targeting $500m-600m Underlying EBIT

People: Continued improvement in employee engagement

Customer: Maintain Net Promoter Score premium to competitor

Top quartile shareholder returns

1. Underlying segment EBIT divided by total segment revenue. 2. Return on Invested Capital (ROIC). Refer to slide 17 of the Supplementary Presentation for the calculation of ROIC.