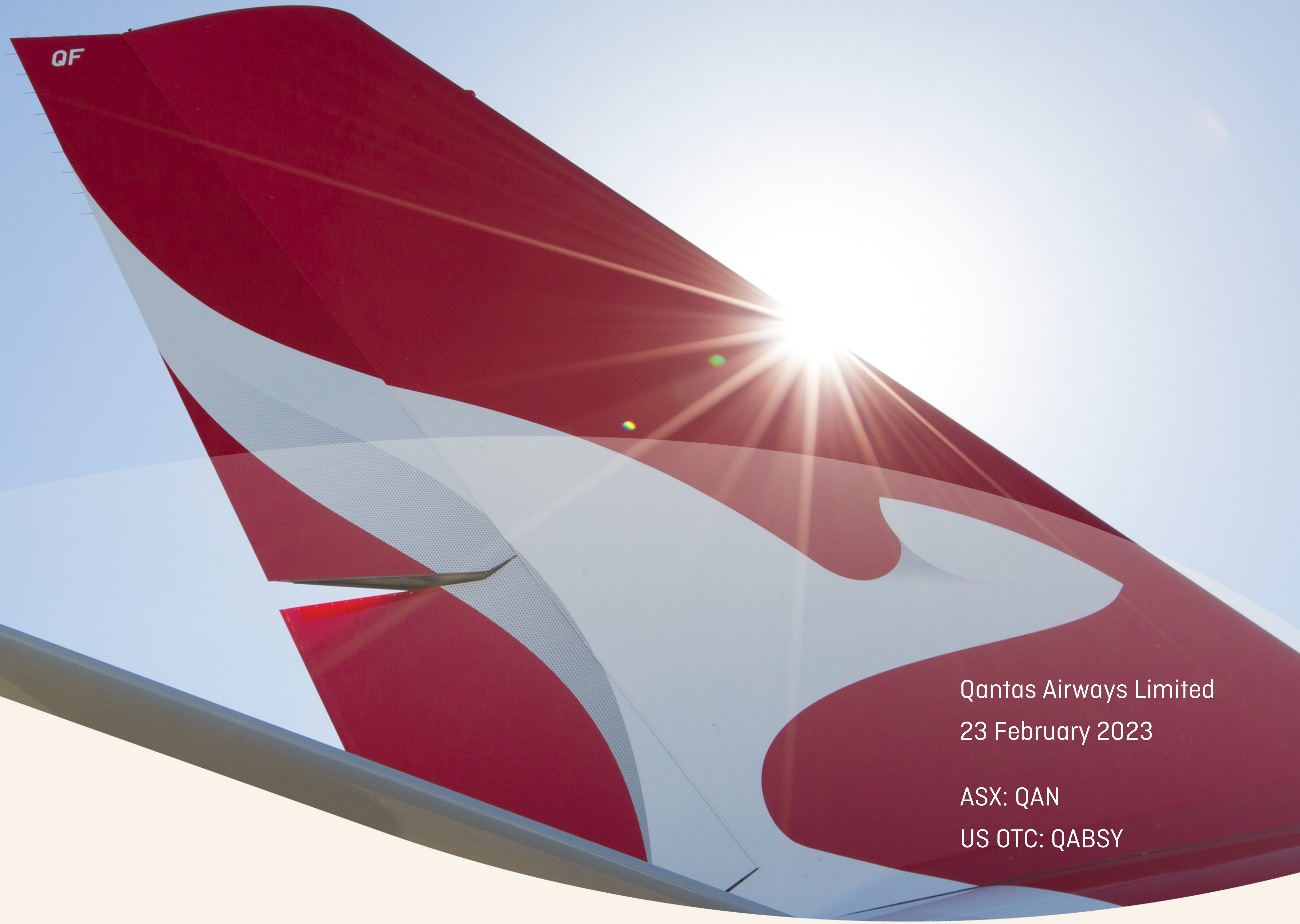
1H23 RESULTS PRESENTATION



Qantas Airways Limited

23 February 2023

ASX: QAN

US OTC: QABSY

QANTAS GROUP

Disclaimer

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

Summary information

This Presentation contains summary information about Qantas and its related bodies corporate (Qantas Group) and their activities current as at 23 February 2023, unless otherwise stated. The information in this Presentation does not purport to be complete. It should be read in conjunction with the Qantas Group's Appendix 4D and Consolidated Interim Report for the half year ended 31 December 2022, along with other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange, which are available at www.asx.com.au.

Not financial product advice

This Presentation is for information purposes only and is not financial product or investment advice or a recommendation to acquire Qantas shares and has been prepared without taking into account the objectives, financial situation or needs of any individuals. Before making an investment decision, investors should consider the appropriateness of the information having regard to their own objectives, financial situation and needs and seek legal and taxation advice appropriate to their jurisdiction. Qantas is not licensed to provide financial product advice in respect of Qantas shares. Cooling off rights do not apply to the acquisition of Qantas shares.

Financial data

All dollar values are in Australian dollars (A$) and financial data is presented within the half year ended 31 December 2022 unless otherwise stated.

This Presentation is unaudited. Notwithstanding this, the Presentation contains disclosures which are extracted or derived from the Consolidated Interim Report for the half year ended 31 December 2022 which has been reviewed by the Group's independent Auditor.

This Presentation also makes reference to certain non-International Financial Reporting Standards (non-IFRS) financial information. The non-IFRS financial information is unaudited and has not been reviewed by the Qantas Group's Independent Auditor.

Future performance and forward looking statements

Forward looking statements, opinions and estimates provided in this Presentation are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends, which are based on interpretations of current market conditions. Forward looking statements including projections, guidance on future earnings and estimates are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance.

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This Presentation is not, and should not be considered, an offer or an invitation to acquire Qantas shares or any other financial products.

Result highlights

$1,428m

Record 1H23 Underlying Profit Before Tax (PBT)[1], (guidance $1,350m – $1,450m for 1H23)

$2.4b

Net Debt[2] as at Dec-22, below target range of $3.9b to $4.8b

Up to $500m

On-market share buy-back announced

Record 1H23 profit result, with strong demand offsetting fuel cost increases

- Record 1H Qantas Domestic, Qantas International and Qantas Loyalty results[3]
- Group capacity at 72% of pre-COVID levels[4], +22ppts[5] on 2H22
  - Group Domestic at 94% and Group International at 60% of pre-COVID[4] capacity
- Statutory EPS[6] of 53.9 cps, 93% above pre-COVID
- Recovery Plan delivered $989m of annualised cost benefits since FY20, $69m incremental benefits realised in 1H23, on track for $1b total program by end of FY23
- Strong Group RASK[7] (46% above pre-COVID levels) offsetting record 1H23 fuel prices and temporary unit cost inefficiencies

Restoring operational performance, investing for our customers, rewarding our people and building long-term shareholder value

- Significant investment to improve customer experience and operational resilience
  - Qantas Domestic largely restored to pre-COVID levels, OTP[8] outperformance to main competitor[9] in 5 out of 6 months
  - Strong rebound in Qantas Domestic NPS[10] aligned with OTP[8] improvements
  - Delivery of next generation aircraft in Jetstar Group[11]
- Continuing to share benefits of recovery with our people
  - Recovery Plan incentives worth ~$11,500[12] per non-executive employee
  - >85% of employees seeking to finalise their EA[13] by end of March are expected to have done so[14]

1. Underlying PBT 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 1H23 Results Presentation are reported on an Underlying basis unless otherwise stated. Refer to slide 6 of the Supplementary Presentation for a reconciliation of Underlying PBT to Statutory PBT. 2. 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 range, please see slide 15 in the Supplementary Presentation. 3. Segment Underlying EBIT for 1H23. 4. 1H23 ASKs compared to 1H19 ASKs as a proxy of pre-COVID flying. 5. Percentage points. 6. Basic Earnings Per Share. Measured as cents per share. 7. Ticketed passenger revenue divided by available seat kilometres. For a detailed calculation of RASK, please see slide 11 in the Supplementary Presentation. 8. On time performance – departure within 15 mins of scheduled time. 9. Competitor refers to Virgin Australia Domestic for Qantas Domestic. 10. Net Promoter Score. 11. Includes 6 x A321LRs delivered in 1H23, 4 x Jetstar Australia and New Zealand, 2 x Jetstar Japan. A321LR aircraft within new generation A320neo family. 12. Includes one-off Recovery boost of $5,000 to EBA-covered Qantas Group employees once new enterprise agreements have been finalised and 1,000 share rights to eligible non-executive employees assuming share price as at 13 February 2023 (both incentives subject to eligibility criteria, performance and service conditions being met). 13. Enterprise agreement (EA). 14. Employees who have voted up an EA that includes a 2 year wage freeze before 25 March 2023 will be eligible for a $5,000 bonus payment known as "Boost". There are a number of workgroups with a later deadline due to their EAs not being open at the time of the Recovery boost announcement – e.g. Qantas Airways Limited short haul pilots (deadline of May 2024) and Qantas Airways Limited long haul pilots (deadline of January 2025).

Three-Year COVID Recovery Plan on track for completion as fleet investment accelerates

Financial COVID Recovery Plan

Refer to Three-year Recovery Plan on slide 10 of the Supplementary Presentation

- **Delivered** $1b cost benefit program[1]
- **Restored** Balance Sheet strength, ahead of target
- **Generated** sustainable positive Net Free Cash Flow[2]
- **Returned** Loyalty to double digit growth[3]
- **Secured** fleet renewal order and retired 747 aircraft

Focus continues on non-financial measures

- Maintain NPS[4] premium to main domestic competitor[5]
- Build brand and reputation
- Continue improvement in employee engagement
- Restore International capacity

Accelerating investment cycle in next generation fleet

- Entering period of significant fleet investment with
  - Structural improvement in cash flows
  - Balance Sheet amongst strongest in industry
  - Cost transformation culture embedded in business
- **Next generation technology will extend network advantage, enhance customer proposition and support sustainability targets**

Domestic fleet renewal	Group narrow body order over 10+ years for 299[6] next generation Airbus A220 and A320neo family aircraft with significant flexibility
Project Sunrise	Expected delivery of 12 x A350-1000ULR aircraft from late 2025 to commence non-stop services between Australia and cities such as New York and London

On average, delivery of 1 new aircraft every 3 weeks for the next 3 years[7]

1. $0.6b and $0.8b were original targets for FY21 and FY22. $989m has been delivered to date, on track for $1b by end of FY23. 2. Cash from operating activities less net cash outflows from investing activities. 3. Returned to double digit growth in calendar year 2022, with 12% Underlying EBIT growth from 2H21 to 2H22. 1H22 to 1H23 growth is 73%. 4. Net Promoter Score. 5. Competitor refers to Virgin Australia Domestic for Qantas Domestic. 6. Includes entire narrow body fleet order. Half of which are firm orders and half are purchase right options. 7. Between FY23-FY25 inclusive, in relation to committed orders for Qantas Group Domestic's fleet renewal, 787-9's and Qantas Freight narrow body fleet renewal program.

Structurally uplifted portfolio earnings demonstrated by the Group's 1H23 performance

Domestic

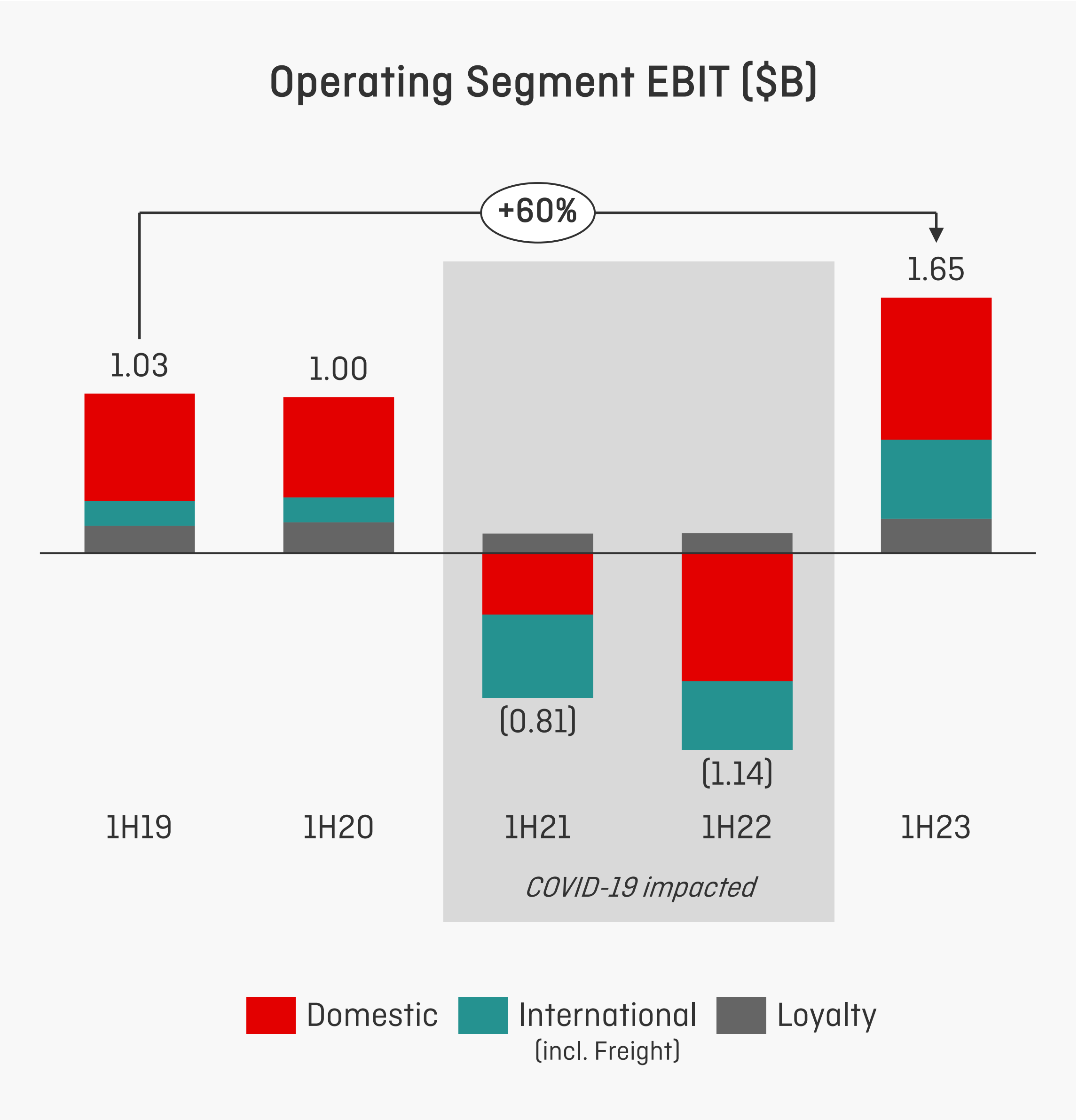
- Proven dual brand strategy at the core of Group's portfolio strength
- Leadership positions in corporate, SME[1], premium leisure and price-sensitive leisure segments
- Leading Group Domestic margin[2] of 19%, through transformation and strategic positions

International
(including Freight)

- Home market distribution strength, as the only Australian-based long-haul operator
- Investment in next generation fleet technology improving earnings resilience through lower costs and new market opportunities
- Freight business provides diversification with step-change in earnings vs pre-COVID driven by domestic growth in e-commerce

Loyalty
FREQUENT FLYER

- Industry-leading program, with >700 coalition partners[3]
- Unrivalled value proposition with initiatives to increase number of members and grow earn and burn
- Defensive portfolio earnings with proven growth potential
- Sustainable free cash flow through the cycle, >$0.5b in 1H23



1. Small-to-Medium Enterprise. 2. EBIT margin. 3. Includes Airline, Retail, Financial Services and Health and Wellness partners.

Industry challenges expected to persist into calendar year 2023

	Fleet delivery and supply chain delays	Labour availability and training	Elevated fuel and interest rates
Context for Qantas Group	• Design certification and supply chain production constraints, impacting both Airbus and Boeing delivery timelines • MRO[1] slot availability impacting return-to-service of remaining A380s through to early 2025 • Challenges with global supply chains for replacement parts (e.g. Jetstar A320 APU[2])	• Australian labour market supply constrained across numerous industries • Trainer and simulator resource constraints extending training timelines • Increased absenteeism profile with ongoing COVID waves although now abating	• Elevated fuel costs including record refining margins and weaker Australian Dollar — 1H23 AUD fuel price ~65% higher than pre-COVID levels[3] • Rising cost of capital from increasing global interest rates passed on by banks and lessors
Mitigations implemented	• Fleet renewal order secured – early mover advantage to secure near term slots • Sourcing external mid-life A319/A320 aircraft • Temporary increase in aircraft spare ratios to provide buffer • Scale in key fleet types limits Group exposure	• Strong pilot and cabin crew recruitment driven by leading industry reputation and significant promotional opportunities • Expanded access to local and global simulator and ground training facilities	• RASK[4] uplift offsetting elevated fuel costs • Strong liquidity, limited use of leasing and modest near term refinancing limits impact from rising interest rates • Robust financial risk management framework[5]

1. Maintenance and Repair Organisation. 2. Auxiliary Power Unit. 3. 1H19 used as a proxy for pre-COVID fuel price. 4. Ticketed passenger revenue divided by available seat kilometres. For a detailed calculation of RASK, please see slide 11 in the Supplementary Presentation. 5. Refer to slide 20 of the Supplementary Presentation.

Strong demand for travel to continue into calendar year 2023

1 Intent to travel remains significantly above pre-COVID levels[1]

- 2x more plan to fly domestically in the next 12 months
- +60% plan to fly internationally in the next 12 months

2 This is demonstrated in the Group's intakes[2] strength

- Group Domestic at 112% of pre-COVID levels
- Group International 113% of pre-COVID levels

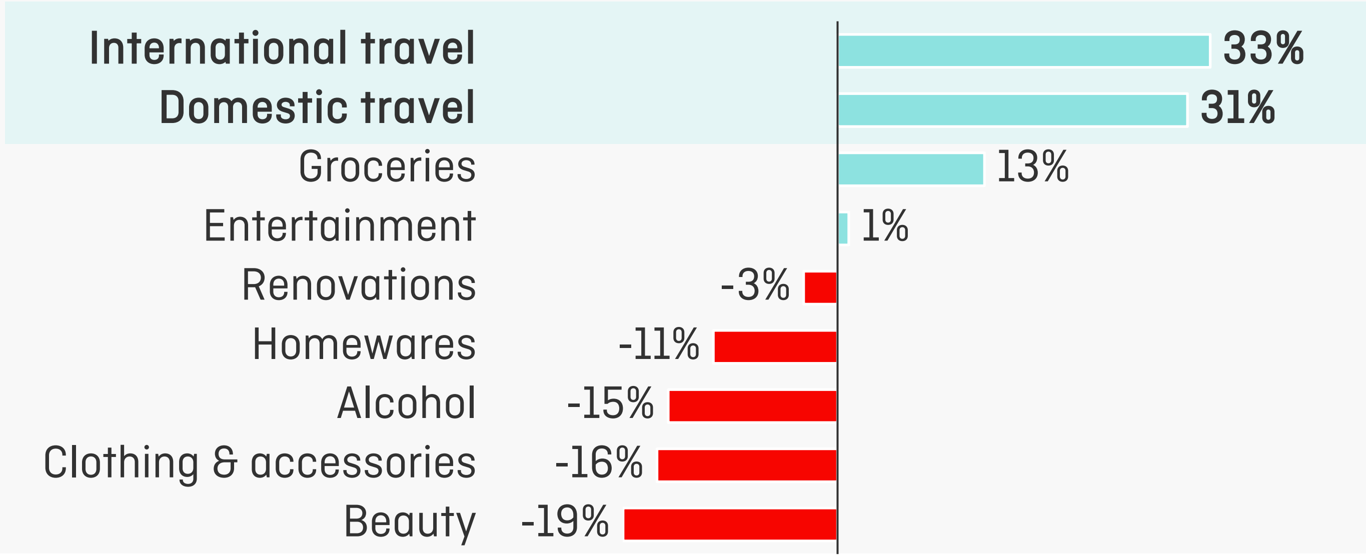
3 QFF[3] members intending to expand spend on travel as other categories contract[4]

- Travel expected to outperform other categories in the next 6 months

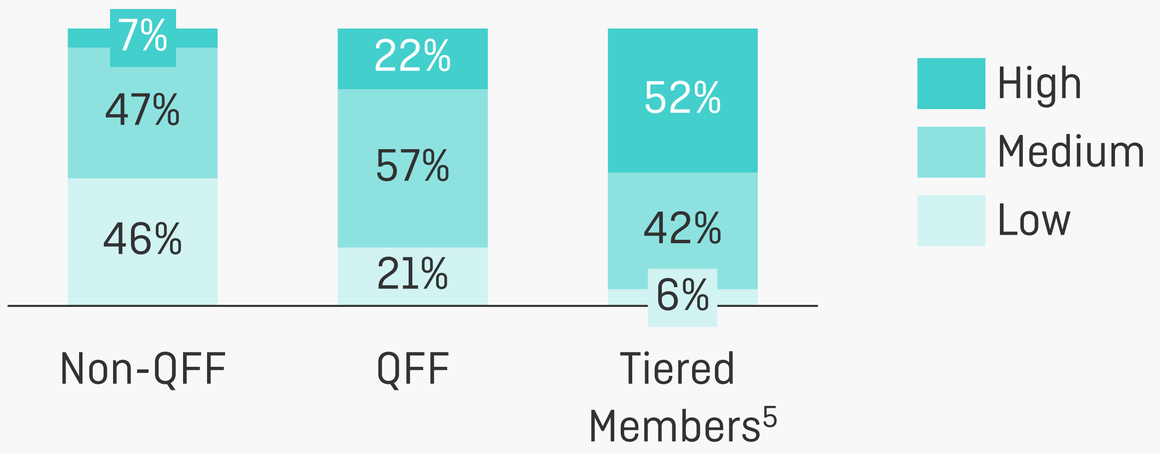
4 A high proportion of QFF are medium and high affluence, particularly tiered members[5,6]

- Higher affluence consumers have had superior spending growth[7]

QFF net spend intentions in the next 6 months[4]



Affluence distribution for QFF vs Non-QFF members[6]



1. Travel intentions based on Qantas monthly internal research in January 2023 of travel intentions for next 12 months and Dynata pre-COVID, n=~650. 2. Compared to FY19 as a proxy for pre-COVID. Revenue intakes calculated on rolling 4-week average for the week ending 11 February 2023. 3. Qantas Frequent Flyer (QFF). 4. QFF sentiment tracker, n=2017. Data collected between 13 January 2023 and 6 February 2023. Sample of QFF members from Red Planet panel. Survey question: "How do you intend to change your spending in each of the following areas in the next 6 months". Chart shows net difference of survey results in "% Spend more" vs "% Spend less" for each category. 5. Tiered members defined as Silver and above. 6. Data from CommBank iQ. Consumer spend is based on banking transaction data (debit/credit cards, BPAY, direct debit). Affluence is a measure of wealth developed by CommBank iQ based on purchasing preferences. 7. Year on year growth for week ending 22 January 2023 compared to same week last year.

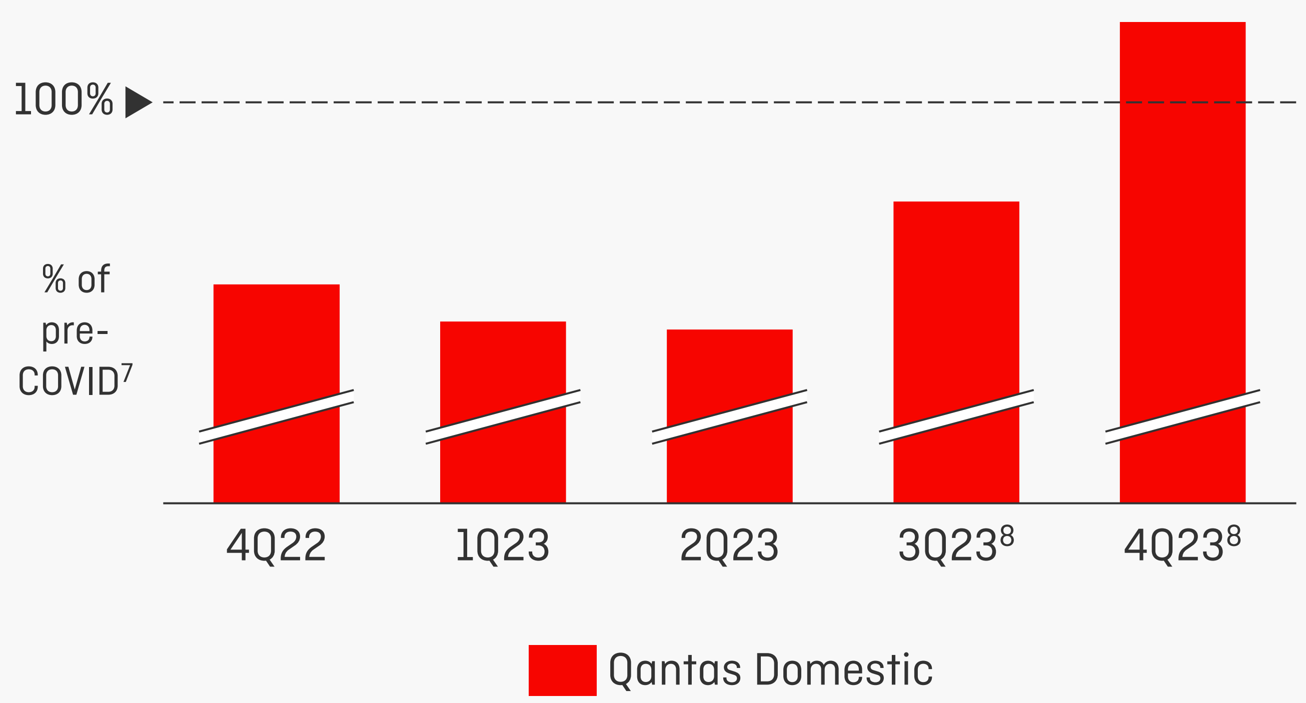
Qantas Domestic operations stabilised and positioned to unwind inefficiencies

Operational reliability

	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Pre-COVID Avg.[1]
On time (OTP[2]) departures (%)	52	67	69	74	71	75	81	81
Vs main competitor[3] (ppts[4])	1 ✓	-3	2 ✓	11 ✓	9 ✓	6 ✓	7 ✓	Outperformed majority of year

Equal longest sustained OTP[2] performance gap in last 10 years[5]

Aircraft utilisation rates[6]



Qantas Domestic performance largely stabilised to pre-COVID levels[1]

- Material improvement restoring performance to historical levels and delivering for customers ahead of major competitor
- Some challenges have continued to impact daily performance, including engineering supply chain, with heightened weather events and Air Traffic Control resourcing reducing east coast airports runway capacity

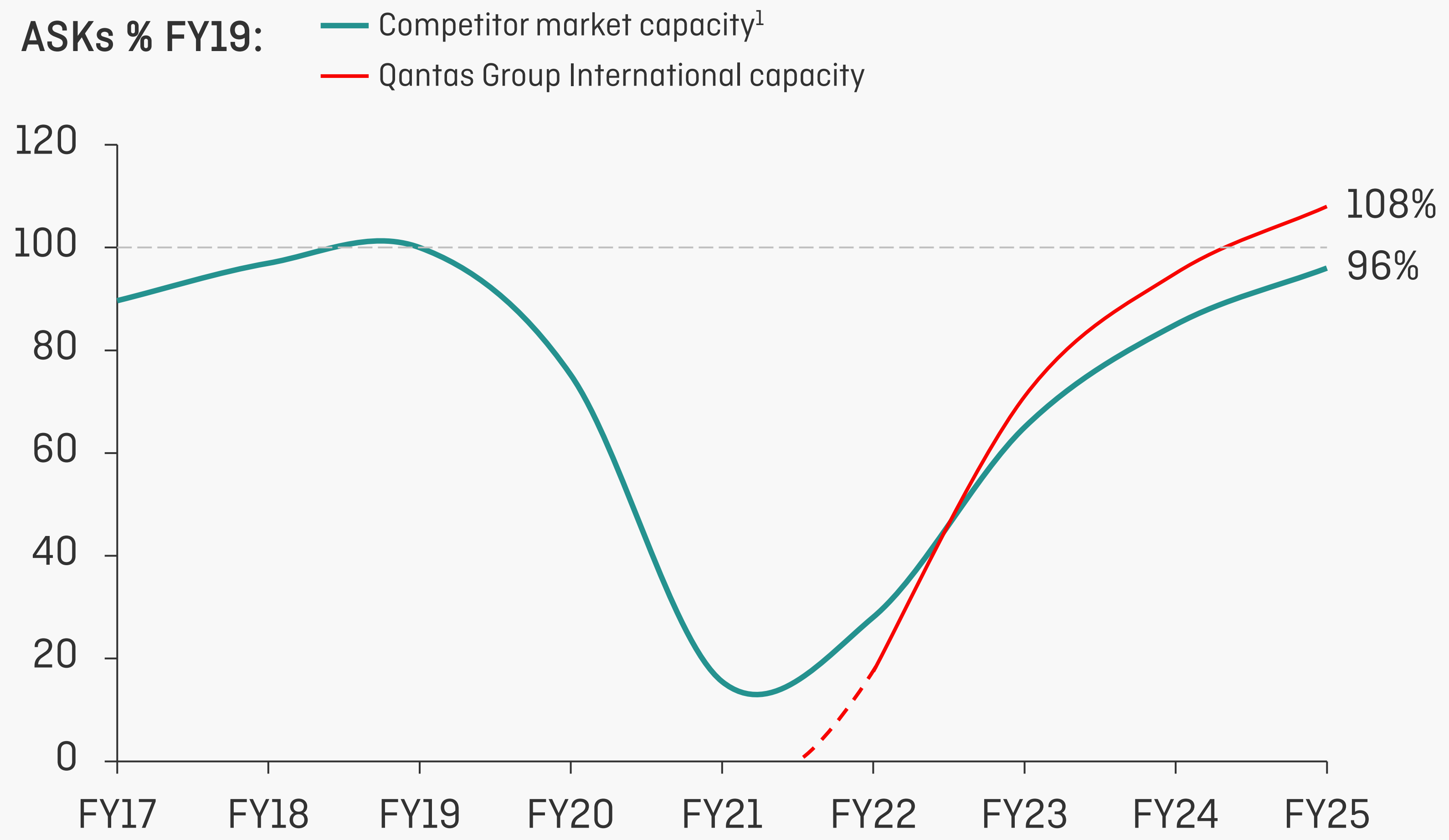
Unwinding inefficiencies as confidence to operate at scale returns

- Improving asset utilisation with fewer spare aircraft
- Optimising workforce reserves and unwind productivity inefficiencies
- Continuing initiatives to stabilise performance, e.g. turn performance, and maintaining investment in technology to safeguard against operational risks

1. Calendar year 2019 used as a proxy for pre-COVID performance. 2. On time performance – departure within 15 mins of scheduled time. 3. Competitor refers to Virgin Australia Domestic for Qantas Domestic. 4. Percentage points. 5. Excluding COVID flying period from April 2020 to March 2022. 6. Block Hours per day. 7. FY19 used as a proxy for pre-COVID flying. 8. Forecast.

The Group is strongly positioned across key international markets

Projected total international market capacity



Group International capacity outlook by market

Market	% share of FY19 Group International capacity	2H23 Group capacity vs pre-COVID[2]	FY24 Group capacity vs pre-COVID[2]
North America	28%	64%	80%
UK/Europe	8%	101%	106%
North-East Asia	11%	78%	94%
Trans-Tasman	10%	104%	110%
Indonesia	9%	111%	128%
China[3]/HK	9%	28%	56%
Others	25%	93%	103%
Total	**100%**	**81%** →	**95%**
Total competitor market capacity[1]		**74%** →	**85%**

Total market capacity expected to return to pre-COVID levels[2] by ~FY25[1]

- China's accelerated reopening has shifted market capacity recovery forward by ~5% from FY24 (was ~80% now expected to be ~85%)

Group International growing ahead of market from FY23

- North America: Bolstered capacity from 2H23, with delivery of remaining 3 x 787-9 to be used in resuming services to San Francisco and New York
- UK/Europe: Group International capacity exceeding pre-COVID levels[2] with the addition of seasonal Perth-Rome service capturing incremental demand

1. FY17-FY22 source: Diio Mii; FY23-FY25 source: Country specific recovery rates and IATA capacity forecasts, accounting for cancellation rates on published capacity. Excludes Qantas Group International capacity. 2. FY19 used as a proxy for pre-COVID flying. 3. Percentage share of FY19 Group International capacity excludes discontinued Sydney to Beijing capacity.

Value in travel remains a priority

	Qantas	Jetstar	Frequent Flyer
1H23	**>1 million** **Qantas Domestic:** Total passengers flown with fares[1] **below $200** in 1H23	**2 million** **Jetstar Domestic:** Total passengers flown with fares[1] **below $100** in 1H23	**~3 million** Total flights redeemed using Qantas Points in 1H23[3]
	1 in 4 **Qantas International:** Total fares[1] sold in Sale fare classes	**2.4 million** **Jetstar International Group[2]:** Total passengers flown with fares[1] **below $100** in 1H23	**30-45%** Less Qantas Frequent Flyer points required on Qantas Hotels & Holidays, since February 2022
Future	**>2 million** **Qantas Domestic:** Total fares[1] expected to be sold **below $200** in 2023	**~10 million** **Jetstar Group:** Total fares[1] expected to be sold **below $100** in 2023	**>5 million** Total number of Classic Rewards seats available in 2023[4]

1. All fares mentioned are base fare. 2. Includes Jetstar Australia International and New Zealand, Jetstar Asia and Jetstar Japan. 3. Across Classic, PPP (Points Plus Pay) bookings and redemption upgrades. 4. Includes all Group airlines and partners airlines. Calculated as at 10 February 2023.

Investing for our customers

Qantas	Lounge Wi-Fi Food & Beverage	**Qantas** maintains clear points-of-difference as a premium, full-service carrier
Jetstar	Service Cabin Entertainment	
Loyalty	FREQUENT FLYER	

Qantas maintains clear points-of-difference as a premium, full-service carrier

- $100m investment over the next 3 years on lounges with ~10 new or refurbished lounges including Adelaide, Auckland, Hobart, Hong Kong, London First, Melbourne International Business and Sydney International Business
- Fast, free Wi-Fi domestically with uptake[1] greater than 60% and 85% on 4 hours or longer sectors respectively
- Greater and high quality free, in-flight content through Paramount+ partnership
- Enhanced food and beverage offerings network-wide with a focus on First Nation and regional Australian producers

Qantas and Jetstar multi-year investment programs for an integrated physical and digital customer experience

- Enhanced digital self-service with better support for customers during disruptions
- Significant investment in staff and crew customer service capabilities and tools

Jetstar elevating customer experience

- Introduction of A321LR aircraft with larger overhead bins, smartphone and tablet cradles, in-seat USB power
- New Inflight Entertainment streaming system on A320ceo family and A321LR aircraft

Loyalty continues to invest in the Frequent Flyer proposition

- 50% more Classic Flight Rewards seat availability on Qantas' international routes to 31 December 2023[2]
- Ongoing status support for members, including 12 month extensions for members expiring prior to July 2023
- Expansion of redemption options for members including increased value in Holidays, Tours and TripADeal

1. Represents percentage of total passengers over calendar year 2022. 2. 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.

ESG[1]: Qantas Group's progress in our sustainability priorities

Our priorities		Our 1H23 actions
Valuing our planet	**Emissions targets:** • Reduce net emissions by 25% by 2030 (from 2019 levels) • Operational and fleet efficiency – 1.5% average to 2030[2] • Sustainable Aviation Fuel (SAF) 10% by 2030 • Invest high integrity carbon offsets	• Jetstar Australia and New Zealand's narrow body fleet renewal with 4 x A321LRs delivered, with reduced fuel burn emissions by >15%[5] • Launched Australia's first SAF Coalition with five corporate founding members to support the development of a domestic SAF industry. Signed new London Heathrow SAF deal for 2023. Only Australian carrier using SAF on an ongoing commercial basis • Investing in environmental projects, such as Reef Credits and new carbon offset projects (including Charleville, Queensland and Arnhem Land, Northern Territory) • Developing enhanced integrity framework and investment principles to govern offsets procurement, including market-testing of third-party carbon offset ratings agencies, for release in 2H23 • Launching an enhanced employee sustainability engagement strategy, to commence in 2H23
	Waste targets: • Zero single-use plastics by 2027[3] • Zero general waste to landfill by 2030[4]	• Domestic inflight recycling trials conducted as we work toward the phased full reintroduction across our network in collaboration with suppliers • 150m single-use plastic items replaced or removed, with a target to reach a total of 184m by end FY23 • Expanding organic waste collections with over 9 tonnes composted in December 2022 • Converting two A330 passenger aircraft into freighters in February 2023, with reusable materials stripped out for reuse, repurpose and recycling
	Protect nature though sustainable tourism	• Developing our natural capital and biodiversity strategy for release in 2H23

Building sound governance structures

Internal carbon price

- Incorporated a price associated with decarbonisation into our business cases

Executive remuneration

- Incorporated a climate-related performance measure in our FY23 Annual Incentive Plan (commenced 1 July 2022)

Enhanced sustainability disclosures

- Released our FY22 Qantas Group Sustainability Report

1. Environmental, Social and Governance (ESG). 2. An average of 1.5 per cent per annum fuel efficiency improvement starting from 2023, baselined to 2019. 3. Excludes items required for medical or health and safety reasons. 4. 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. 5. Like-for-like replacement A321LR vs A321ceo, non-age adjusted.

ESG[1]: Investing in our people and communities

	Our priorities	Our 1H23 actions
Enabling our people	Support our people to feel safe and valued	• Staff travel enhancements, including 25% flight discount and 20% Qantas Hotels discount • Targeted "Your Say" surveys launched in February 2023 to measure engagement, inclusion and wellbeing • "Respect@Work" program implemented, including training on behaviours and inclusive language
	Enhance inclusion and diversity	• Development programs reintroduced for frontline leaders and women in leadership • Targeted recruiting practices implemented to support diverse candidates • Enhanced focus on First Nations cultural immersion program • Qantas sponsorship of World Pride and Mardi Gras
	Demonstrate respect for human rights	• Refresh of salient human rights issues in Modern Slavery Statement, growth in scope of supply chain assurance program • Reaffirmed our commitment to the ten principles of the UNGP[2] on human rights, labour, environment and anti-corruption
Connecting customers and communities	Connecting the regions	• Extending and continuing to promote our Resident Fares program, now covering 16 routes with the introduction of Alice Springs-Adelaide
	Supporting communities	• The return of the Qantas Regional Grants program, expected to provide $10 million in Regional Grants over five years • A new partnership with Pride Cup, a not-for-profit organisation, supporting regional sporting communities to build inclusive clubs • Support for the Red Cross' Christmas Drive throughout airports and with gift donations to flood affected families in the Northern Rivers areas of NSW
	Aboriginal and Torres Strait Islander partnerships	• Continuing to embed our First Nations Strategy within the Qantas Group including a new partnership with Yaru as our premium inflight water provider. Yaru uses recycled plastic in its bottles and is certified carbon neutral • Sponsorship of the World Indigenous Tourism Summit

1. Environmental, Social and Governance (ESG). 2. United Nations Guiding Principles.

FINANCIAL PERFORMANCE

QANTAS GROUP

1H23 Key Group financial metrics

Profit Metrics

$1,428m
Underlying profit before tax[1]

$1,001m
Statutory profit after tax

53.9c
Statutory EPS[2]

15.6%
Operating Margin[3]

Balance Sheet and Cash Flow metrics

$2,811m
Operating cash flow

$738m
Net Capital Expenditure[4]

$2.4b (target range $3.9b - $4.8b)
Net Debt[5]

33%
ROIC – rolling 12 months[6]

Key statistics (vs 1H22)

+310% ASKs[7]

+566% RPKs[8]

+55% Unit Revenue[9]

(41)% Total Unit Cost[10]

(45)% Unit Cost (ex-fuel and depreciation)[11]

Key statistics (vs pre-COVID 1H19)

(28)% ASKs[7]

(27)% RPKs[8]

+46% Unit Revenue[9]

+32% Total Unit Cost[10]

+8.3% Unit Cost (ex-fuel and depreciation)[11]

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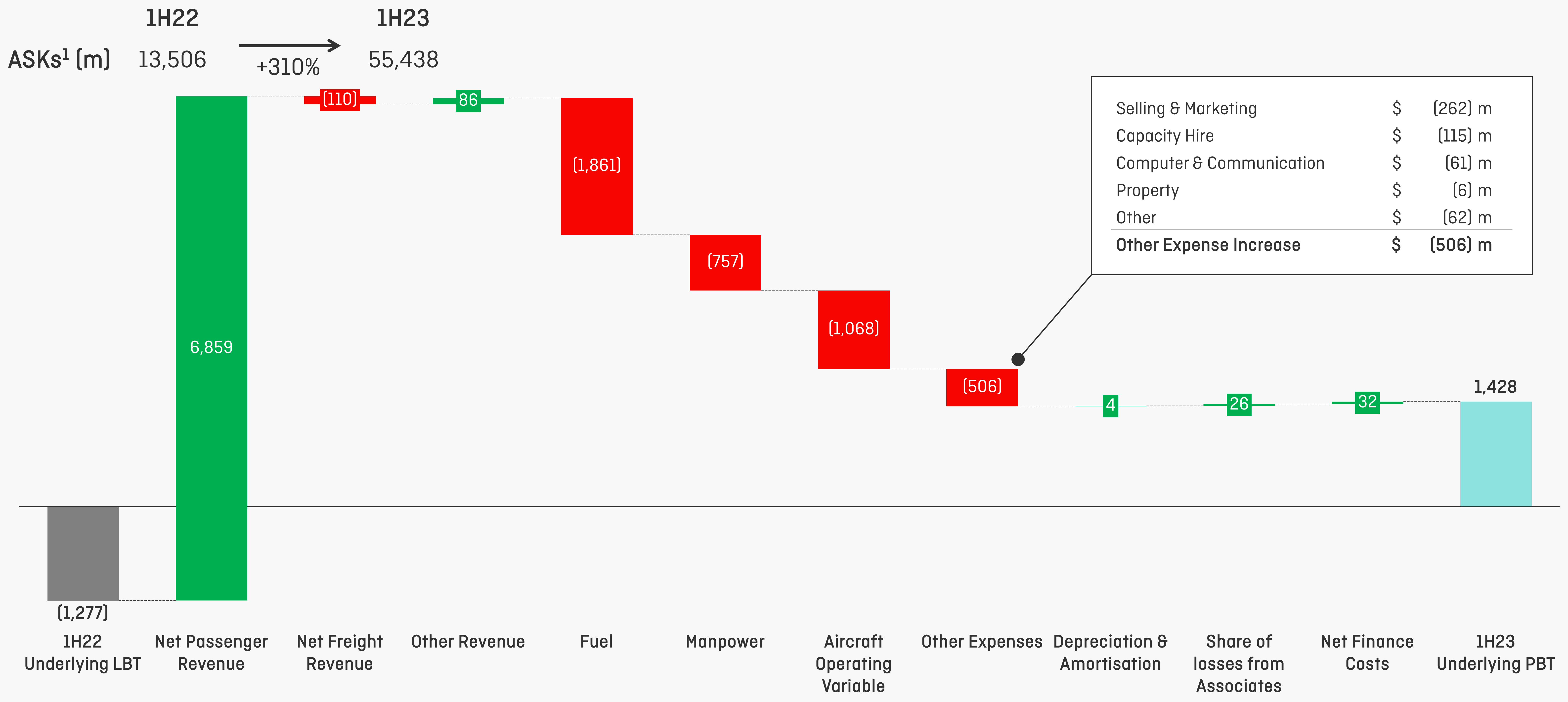
1H23 Profit bridge compared to 1H22



Selling & Marketing	$	(262) m
Capacity Hire	$	(115) m
Computer & Communication	$	(61) m
Property	$	(6) m
Other	$	(62) m
Other Expense Increase	**$**	**(506) m**

1. Available Seat Kilometres. Total number of seats available for passengers, multiplied by the number of kilometres flown.

SEGMENT RESULTS

QANTAS GROUP

Qantas Domestic

		1H23	1H22	Change
Revenue	$M	3,634	1,127	+222%
Underlying EBIT	$M	785	(613)	>100%
Operating Margin[1]	%	21.6	<0	N/A
ASKs	M	16,171	7,677	+111%
Seat factor	%	79.6	49.6	+30.0ppts

93%[2] Average 1H23 capacity, providing stability of network to ensure recovery of operational standards

>18% Operating Margin delivering record segment EBIT

73% 2Q23 OTP[3], outperforming main competitor[4] in 5 out of 6 months

Record earnings driven by premium leisure demand

- Record Underlying EBIT of $785m delivered in 1H23
- 1H23 RASK[5] +25% vs 1H19
- Strengthened share positions in core target markets
  - Strong premium leisure revenue growth
  - Leadership positions in Corporate and SME[6] segments

Continued investment in customer experience

- 16 operating Embraer E190 aircraft under Alliance Airlines capacity hire agreement with intent to grow up to 30 aircraft by 1Q25
- Conservative scheduling and reserve settings supporting recovery of operational standards and customer experience
- Upgraded domestic food and beverage in both Business and Economy
- Opening of Rockhampton Qantas Club lounge
- Relaunch and expansion of Qantas Regional Grant program
- Record release of Points Plane flights offering >225,000 reward seats to Frequent Flyers

Restoration of operational standards whilst delivering record earnings

1. Operating Margin calculated as segment Underlying EBIT divided by total segment revenue. 2. 1H23 ASKs compared to 1H19 ASKs as a proxy of pre-COVID flying 3. On time performance – departure within 15 mins of scheduled time. 4. Competitor refers to Virgin Australia Domestic for Qantas Domestic. 5. Ticketed passenger revenue divided by available seat kilometres. For a detailed calculation of RASK, please see slide 11 in the Supplementary Presentation. 6. Small-to-Medium Enterprise.

Qantas International (including Freight)

		1H23	1H22	Change
Revenue	$M	3,802	1,317	+189%
Underlying EBIT	$M	464	(238)	>100%
Operating Margin[1]	%	12.2	<0	N/A
ASKs	M	20,404	1,245	+1,539%
Seat factor	%	88.3	62.0	+26.3ppts

58%[2] Average 1H23 capacity; 5 x A380 flying lines in operation

>10% Record Operating Margin delivering record segment EBIT

+5ppt Increased premium cabin mix[3]

Qantas International returns to profitability

- International passenger business returns to profitability as return of long-haul fleet continues
- Record international RASK[4] across all major markets driven by
  - Ongoing capacity constraints across key routes as international carriers continue restart
  - Structural benefit of fleet reconfigurations that deliver increased premium cabin mix
- Expanded international network in growth markets providing enhanced customer choice including the commencement of new routes (Seoul, Bengaluru) and resumed service of pre-COVID markets (Tokyo, Santiago)

Structural uplift in freight earnings providing further segment resilience

- Expected moderation of international freight yields continuing as belly capacity returns and seaborne market conditions normalise
- 1H23 freight contribution demonstrates structural uplift in domestic activity driven by e-commerce
- Continued fleet investment in A321 and A330 freighter capacity aligned to market growth opportunities

Record profitability as international capacity grows

1. Operating Margin calculated as segment Underlying EBIT divided by total segment revenue. 2. 1H23 ASKs compared to 1H19 ASKs as a proxy of pre-COVID flying. 3. On 747, 787-9 and A380 fleets based on 1H23 seat departure volumes vs 1H19. 4. Ticketed passenger revenue divided by available seat kilometres. For a detailed calculation of RASK, please see slide 11 in the Supplementary Presentation.

Jetstar Group

		1H23	1H22	Change
Revenue[1]	$M	2,096	394	+432%
Underlying EBIT	$M	177	(417)	>100%
Operating Margin[2]	%	8.4	<0	N/A
ASKs[1]	M	18,863	4,584	+311%
Seat factor[1]	%	87.2	55.0	+32.2ppts

DOM	INT	
94%	66%[1]	77% 1H23 capacity on pre-COVID levels[3]
11%	7%[4]	1H23 Operating Margin
2.0m	2.4m[5]	4.4m fares[5] below $100 in 1H23

Jetstar's Australian domestic network delivered $130m Underlying EBIT

- Operating Margin increased from 1Q23 to 2Q23; further improvement expected as supply chain driven operational issues are resolved, reducing temporary costs
- Strong market capacity growth on core leisure routes (e.g. Melbourne to Sunshine Coast and Gold Coast +123% and +110% vs pre-COVID[3])
- 1H23 average fuel expense[6] +55% vs 1H19
- 1H23 fare RASK[7] +16%[3] vs 1H19 and ancillary growth +39%[8]

Jetstar's international network delivered $47m Underlying EBIT

- $72m Jetstar's consolidated international business, relaunched services to Japan and Korea; Jetstar Asia delivering strong profitability
- ($25m) share of Jetstar Japan statutory loss; Japanese domestic market still challenged by demand weakness and excess capacity; international recommenced in December

First six A321LRs[9] delivered, providing cost efficiencies and customer enhancements

- Fuel efficiency improvements exceeding 15% delivering sustainability benefits
- A321LRs with 232 seats deliver ~10% unit cost advantage compared to new narrow body aircraft with 170 to 186 seats being introduced by Australian competitors
- Network utilisation and flexibility benefits with back of the clock international flying

Low fares leadership uniquely positioned for leisure-led growth

1. Consolidated entities only: Jetstar Australia and New Zealand and Jetstar Asia. 2. Operating Margin calculated as segment Underlying EBIT divided by total segment revenue. 3. 1H23 compared to 1H19 as a proxy of pre-COVID flying. 4. Includes Jetstar Australia International long haul, short haul and Trans-Tasman. 5. Base Fare. International fares are across all carriers in Jetstar Group. 6. Normalised for capacity differential. All-in fuel price including hedge and FX. 7. Ticketed passenger revenue divided by available seat kilometres. For a detailed calculation of RASK, please see slide 11 in the Supplementary Presentation. 8. Ancillary revenue per passenger. 9. A321LRs: 4 x Jetstar Australia and New Zealand, 2 x Jetstar Japan.

Qantas Loyalty

		1H23	1H22	Change
Revenue	$M	1,027	485	+112%
Underlying EBIT	$M	220	127	+73%
Operating Margin[1]	%	21.4	26.2	(4.8)ppts
QFF Members	M	14.7	13.8	+7%
Points Earned	B	88	51	+73%
Points Redeemed[2]	B	83	43	+93%

~1m New QFF members added in the last 12 months

$220m Record first half Underlying EBIT result

~3m Total flight rewards[3] redeemed using Qantas Points in 1H23

Strong travel recovery underpinning uplift in member engagement, with points earned and redeemed exceeding pre-COVID levels

- Record points earned across Financial Services products; spend on Qantas Points earning credit cards recovered to >110% of pre-COVID levels[4]; maintaining ~35% share of total credit card spend[4]
- >2x increase in airline redemption activity vs 1H22; ~2x revenue from new TripADeal bookings vs 2H22[5]
- Hotels & Holidays bookings 85% higher than pre-COVID levels[6]; 3x increase in bookings made using Qantas Points vs 1H22
- Continued year on year growth in Qantas Insurance policies; 14% growth in total Health Insurance customers vs 1H22; >3x increase in Travel Insurance policies sold vs 1H22
- Operating margin returned to pre-COVID levels as Group capacity recovers – Qantas Loyalty does not generate profit on transactions between itself and Qantas Group airlines[7]

Ongoing program engagement, supported by enhanced program value with

- Expanding Hotel & Holiday offerings through Qantas Luxury Hotels & Qantas Tours[8]
- 50% more Classic Flight Rewards seat availability on Qantas' International routes to 31 December 2023[9]
- Status extensions for members expiring on or before 30 June 2023, and rollover of up to 40% of status credits required to retain their status into their next membership year

Record Underlying EBIT result, on track to deliver at the top end of the guidance range of $425m – $450m for FY23

1. Operating Margin calculated as segment Underlying EBIT divided by total segment revenue. 2. Points Redeemed excludes points refunded on Classic, PPP (Points Plus Pay) and Partner Airline rewards. 3. Total flight rewards include Classic flight redemptions on Qantas and Partner Airlines, Points Plus Pay bookings and redemption upgrades. 4. Internal Qantas Loyalty analysis. 5. Total Transaction Value of bookings made using cash and/or Qantas Points. 6. 1H19 used as a proxy for pre-COVID performance. 7. Commercial fares booked using a mixture of Cash and Points (Points Plus Pay) are transacted between Qantas Loyalty and Group airlines at the value of the commercial fare. 8. Announced 12 January 2023. 9. For Qantas International. Up to 50% more flown Classic redemption segments as a proportion of the total flow segments as Qantas marketed and operated flights versus the equivalent measure over 2019.

FINANCIAL FRAMEWORK

QANTAS GROUP

Delivering against our Financial Framework

1 Maintain optimal capital structure

Minimise cost of capital by targeting a Net Debt range[1] of 2.0x – 2.5x EBITDA where ROIC[2] is 10%

Deliver against Climate Action Plan Targets

- **Net Debt**[3] of $2.4b, below target range of $3.9b to $4.8b[1]
- Strong **liquidity**[4] of $5.4b
- Maintained **credit rating** of Baa2 stable (Moody's)

2 ROIC[2] > WACC[5] through the cycle

Deliver ROIC > 10%[6]

ESG[7] included in all business decisions

- Strong Group **Portfolio** earnings with ROIC > 10%
- $1b **Transformation** program with additional CPI offsets

3 Disciplined allocation of capital

Grow Invested Capital with disciplined investment, return surplus capital to shareholders

Prioritise projects that achieve both ESG and ROIC targets

- Increasing **FY23 capex**[8] to $2.6b – $2.7b
- Allocating $0.3b for share purchases to settle **employee reward schemes**[9] in August 2023
- Returning up to $0.5b to **shareholders** in 2H23 via on-market share buy-back
  - Incremental to $0.4b buy-back completed in 1H23

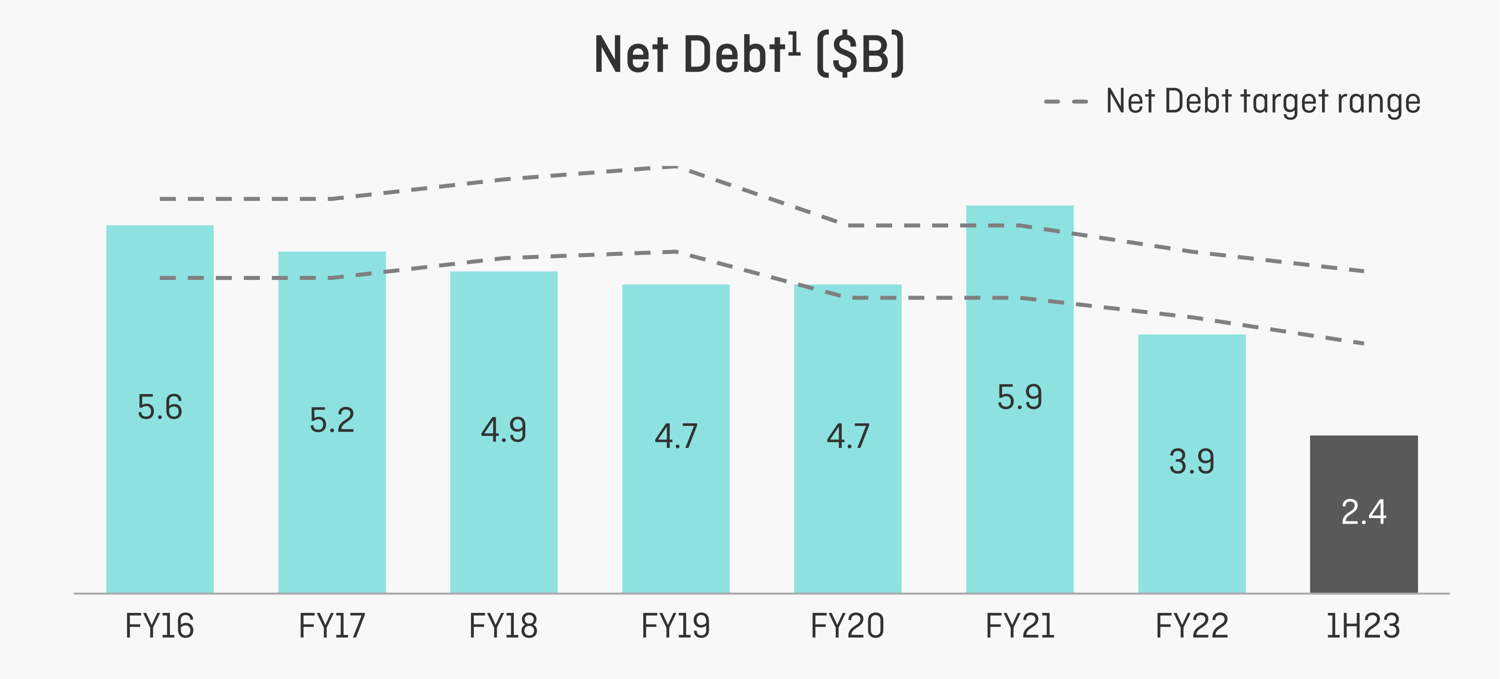
Industry-leading ESG credentials

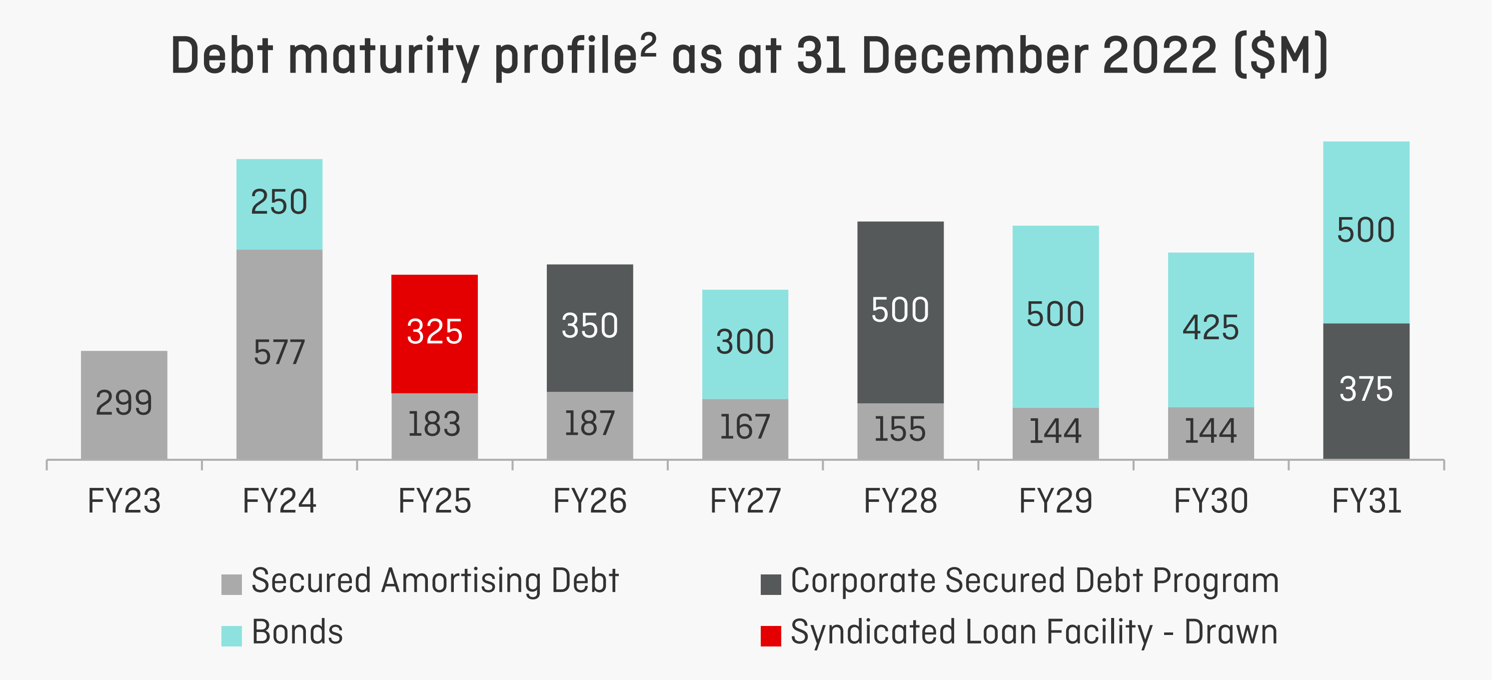
Maintainable EPS[10] growth over the cycle

Total shareholder returns in the top quartile[11]

1. Refer to slide 15 of the Supplementary Presentation for calculation of Net Debt target range. 2. Return on Invested Capital (ROIC). Refer to slide 13 of the Supplementary Presentation for the calculation of ROIC. 3. Net Debt under the Group's Financial Framework includes net on Balance Sheet debt and capitalised aircraft lease liabilities. 4. Includes cash and cash equivalents, and committed undrawn facilities. 5. Weighted Average Cost of Capital (WACC), calculated on a pre-tax basis. 6. Target of 10% ROIC allows ROIC to be greater than pre-tax WACC. 7. Environmental, Social and Governance (ESG). 8. Net Capital Expenditure is equal to net expenditure of investing cash flows included in the Consolidated Cash Flow Statement and the impact to Invested Capital from disposals/acquisitions of leased aircraft. 9. Recovery and Retention Program. 10. Earnings Per Share. 11.Target Total Shareholder Returns within top quartile of the ASX 100 and global listed airline peer group as stated in 2022 Annual Report, with reference to the 2022-2024 LTIP.

Maintaining an optimal capital structure





Net Debt

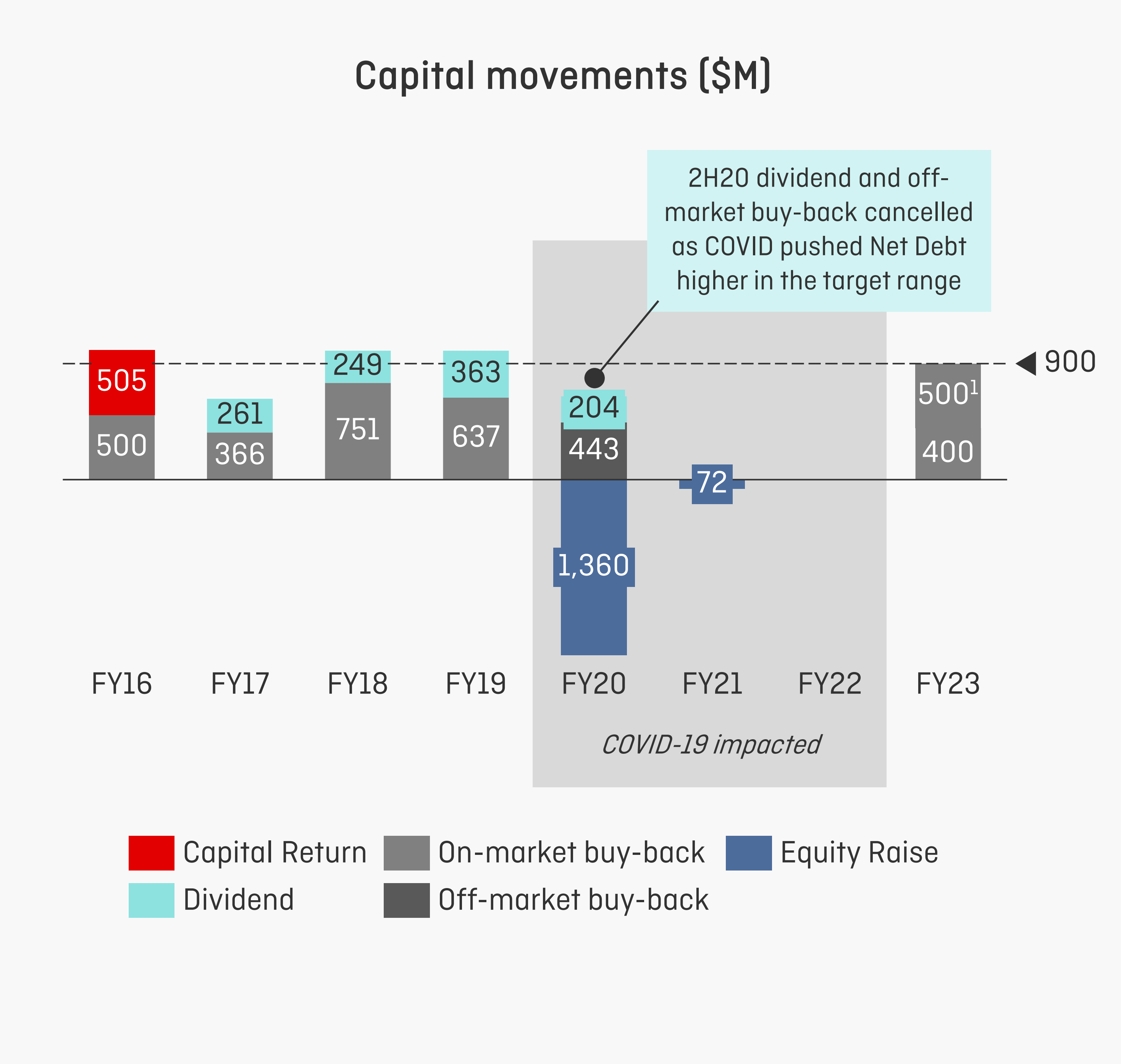
- Net Debt[1] at $2.4b
- Liquidity of $5.4b including $4.1b cash[3] and committed undrawn facilities of $1.3b maturing in FY24, FY26 and FY27
- Unencumbered asset base >$4.0b[4]
  - Includes ~$3.0b of unencumbered aircraft (~54% of the Group fleet[5]), spare engines and other assets

Gross Debt Structure

- Reduced >$1.3b gross debt since FY20 in line with Recovery Plan target
- Balance Sheet settings
  - Minimal refinancing risk across maturity profile
  - Flexibility to prepay secured debt and unencumber assets
- No financial covenants
- Maintained Moody's (Baa2) "stable" investment grade credit rating

1. Net Debt under the Group's Financial Framework includes net on Balance Sheet debt and capitalised aircraft lease liabilities. 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. For a detailed calculation of the Net Debt target range, please see slide 15 in the Supplementary Presentation. 2. Cash debt face value maturity profile excluding leases. 3. Includes cash and cash equivalents as at 31 December 2022. 4. Includes aircraft valuations based on the Aircraft Value Analysis Company Limited (AVAC) as at 31 December 2022. 5. Based on number of aircraft as at 31 December 2022.

Focus on shareholder returns



Record of regular shareholder distributions pre COVID

- Mixture of dividends, on-market and off-market buy-backs and capital returns
- 32% reduction in shares on issue from October 2015 to December 2019, at an average price of $4.68

Proactive measures taken during COVID

- Equity raise in FY20 to implement $1b Recovery Plan
- Sale of non-strategic assets, such as land holdings in Mascot, accelerated Balance Sheet repair

Return to shareholder distributions post-COVID

- Continued focus on shareholder distributions with on-market share buy-back of up to $500m for 2H23, taking total announced FY23 distributions to $900m
- Shareholder distributions will be delivered via the most efficient form, with franking credit rebuild currently expected from FY25

1. Up to $500m on-market share buy-back announced.

Disciplined capital allocation to optimise shareholder value

Financial Framework indicates material surplus capital by 30 June 2023

FY23

- **FY23 capex**[1] guidance now \$2.6b – \$2.7b (previously \$2.2b – \$2.3b)
  - Rephased existing fleet capex commitments and secured significant commercial value from Airbus
- Allocating \$0.3b to purchase shares to fulfil **employee retention and reward schemes**[2] on track to vest[3] in August 2023, in lieu of previous intent to issue shares
- **Continuing shareholder distributions** with on-market share buy-back of up to \$0.5b for 2H23, taking total announced FY23 to \$0.9b
- **Net Debt** is expected to remain below the bottom of the target range[4] at 30 June 2023 after these allocations

Structural improvements to earnings will sustain higher levels of fleet investment and ongoing shareholder distributions

FY24+

- **Commitment to FY24 targets** (see slide 31), will support delivery of surplus capital
- **Investment in fleet renewal** will see capex[1] increase with FY24 expected to be in the range of \$3.0b - \$3.2b including
  - 6 x A321LR, 5 x A220, 3 x A321F, 8 x E190 and 7 x A319/A320 aircraft deliveries
- **Net Debt target range** expected to progressively return to pre-COVID levels[5] by FY25 as Invested Capital and cash flow potential grow

1. Net Capital Expenditure is equal to net expenditure from investing cash flows included in the Consolidated Cash Flow Statement and the impact to Invested Capital from the disposals/acquisitions of leased aircraft. 2. Employee reward schemes include the executive and non-executive employee Recovery and Retention Program (RRP). 3. Subject to performance and service conditions being met. Quoted figure subject to on-market pricing. This will be effected via on-market purchase instead of new share issuances as previously announced. 4. Refer to slide 15 of the Supplementary Presentation for Net Debt Target range calculations. 5. Compared to FY19 as a proxy for pre-COVID.

New fleet deliveries

Committed aircraft

Greater flexibility of delivery profile

		FY23	FY24	FY25	FY26	FY29
Qantas	787-9	3				3
Qantas	A350-1000ULR				3	12
Qantas	A220-300		5	9	10	29
Qantas	A321F[1]		3	2	3	9
Qantas	A321XLR			3	9	20
Jetstar	A320neo[2]			5		7
Jetstar	A321LR	8	6	8	1	23
Jetstar	A321XLR				3	15
Total Delivery Payments		**~US $5b over the four years**				**118[3]**

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

- Group fleet deliveries now reflects updated Airbus delivery position (~3-6 months delay)
- Of total narrow body order of 299[4], the Group
  - Received 4 x A321LRs into Jetstar[5]
  - Exercising purchase right options for additional 9 x A220s, total committed now 29
  - Utilised flexibility of orderbook to restructure Group's neo family order

  295 fleet units remaining on order with continued flexibility to draw down for either brand
- Approved additional 3 x A321Fs, continuing investment in freighter capacity and aligning to domestic market growth opportunities
- First Sunrise aircraft (A350-1000ULR) now expected towards end of calendar year 2025

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. Part of existing Jetstar order prior to domestic fleet renewal announcement in May 2022. 3. Total committed orders for referenced fleet as at 23 February 2023 with estimated delivery by FY29. Does not include Network Aviation aircraft and additional firm orders in neo family beyond FY29. 4. Group narrow body order, half of which are firm orders and half are purchase right options. 5. Jetstar Australia and New Zealand.

OUTLOOK

QANTAS GROUP

Outlook

Group Domestic and Group International (including Freight)

- The Group has not seen any change in demand despite economic uncertainty. Consumers continue to prioritise travel over other spend categories[1]
- As capacity restores in 2H23, Group RASK expected to moderate compared to 1H23 but remain substantially above FY19 levels
- Group Domestic revenue intakes at 112% pre-COVID levels[2]
  - Leisure and business-purpose maintaining at ~120% and ~100% of pre-COVID levels[2] respectively
- International revenue intakes at 113% of pre-COVID levels[2]
- International freight yields moderating in line with market trends
- The Group maintains significant flexibility to adjust capacity settings in response to changes in the operating environment (and as spare aircraft return to service)

Qantas Loyalty

- Sustained consumer spending into calendar year 2023 and ongoing intent to travel will support growth in
  - Spend and acquisition on Qantas Points earning credit cards
  - Travel-related products (e.g. hotels, holidays, packages)
- On track to deliver Underlying EBIT at the top end of the guidance range of $425m – $450m for FY23
- Continued growth in earn and burn provides confidence for FY24 target of $500m – $600m Underlying EBIT with key focus on
  - Increased member engagement
  - Expansion of the financial services portfolio
  - Rapid diversification of non-airline rewards in travel and retail verticals
  - Enhanced redemption with increased member value

Group financial outlook

- Expected FY23 fuel cost now reduced to $4.8b[3], with extensive hedging participation in 2H23
  - Hedging activity consistent with long term approach to risk management. Percentages outlined on slide 30
- Depreciation and amortisation for FY23 expected to be $1.8b and net finance costs expected to be $0.2b
- Approximately $400m in transitionary costs in FY23 to unwind in FY24 (includes $160m staff bonuses, $200m disruption costs and $40m of higher training costs)

1. Per Australian Bureau of Statistics "Travel drives increase in household spending", published February 2023. "Household spending on services rose 22.7% compared to December 2021, driven by increased spending on transport (up 31.0%), as air travel demand continued to grow strongly". 2. Compared to FY19 as a proxy for pre-COVID. Revenue intakes calculated on rolling 4-week average for the week ending 11 February 2023. 3. Fuel cost based on forecast consumption of 24.90 million barrels (including SAF). Assumes FY23 underlying into-plane cost of approximately A$197 per barrel. Expected fuel cost is net of hedging benefits.

Outlook

Guidance Tables

Capacity Guidance[1] (as % of pre-COVID)	3Q23	4Q23	2H23	FY23	1H24
Group Domestic	**98%**	**103%**	**101%**	**97%**	**109%**
Qantas Domestic	97%	103%	100%	**97%**	106%
Jetstar Domestic	101%	103%	102%	**98%**	114%
Group International	**71%**	**81%**	**76%**	**68%**	**89%**
Qantas International	69%	79%	74%	**66%**	87%
Jetstar International[2]	75%	85%	80%	**73%**	92%

Capital Expenditure	FY23	FY24
Net Capital Expenditure[4]	\$2.6b - \$2.7b	\$3.0b - \$3.2b

Financial Risk Management[5]	2H23	1H24
% Fuel hedge (Brent Crude price)	77%	56%
% FX hedge (Capex[6])	84%	49%

Qantas Loyalty		FY23	Target FY24
Points Earned	B	~170	>180
Points Redeemed[3]	B	~165	>180

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. ASKs compared to corresponding period in FY19 as a proxy of pre-COVID flying. 2. Includes Jetstar Australia International and Jetstar Asia flying. 3. Points Redeemed excludes points refunded on Classic, PPP (Points Plus Pay) and Partner Airline rewards. 4. Net Capital Expenditure is equal to net expenditure from investing cash flows included in the Consolidated Cash Flow Statement and the impact to Invested Capital from the disposals/acquisitions of leased aircraft. Refer to slide 17 of the Supplementary Presentation for the calculation of Net Capital Expenditure. 5. Hedge position as at 13 February 2023. 6. Hedging of USD aircraft payments (i.e. Capital Expenditure FX)

We remain committed to the FY24 targets

EBIT contribution from FY24 targets on track, different weightings across segments

Qantas Domestic	Jetstar Domestic	Qantas International	Jetstar International[1]	Qantas Loyalty
Relative margin advantage	Relative margin advantage	Relative competitive advantage	Lowest cost position	Stable earnings growth
EBIT margin[2] ~18%	EBIT margin[2] ~15%[3]	EBIT margin[2] ~8% Revised target upgrades ROIC[4] from 10% to >20%	EBIT margin[2] ~10% Revised target delivers ROIC[4] ~15%	Targeting $500m – $600m Underlying EBIT

Targets underpinned by reduced unit cost[5] from restoration of capacity, reversal of transitionary costs and offsetting CPI with further transformation

People: Continued improvement in employee engagement

Customer: Maintain Net Promoter Score premium to competitor

Top quartile shareholder returns

1. Jetstar International includes Jetstar Australia long haul and short haul international services for ROIC target, and also includes Trans-Tasman services for EBIT Margin. 2. Underlying segment EBIT divided by total segment revenue. 3. As of February 2023, representative of LCC (low-cost carrier) industry leading margins, with further growth to 22% as fuel prices reduce towards long term averages. 4. Return on Invested Capital (ROIC). 5. Reduction from FY23, as defined as Unit Cost (ex-fuel and depreciation). Defined as Underlying PBT/(LBT) less ticketed passenger revenue, fuel and share of profit/(loss) of investments accounted for under the equity method and non-cash impact of discount rate changes on provisions, excluding depreciation and impairments per ASKs.