



Building Long Term Shareholder Value

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Sustainable Returns to Shareholders

Leverage dual brands to build on competitive advantage

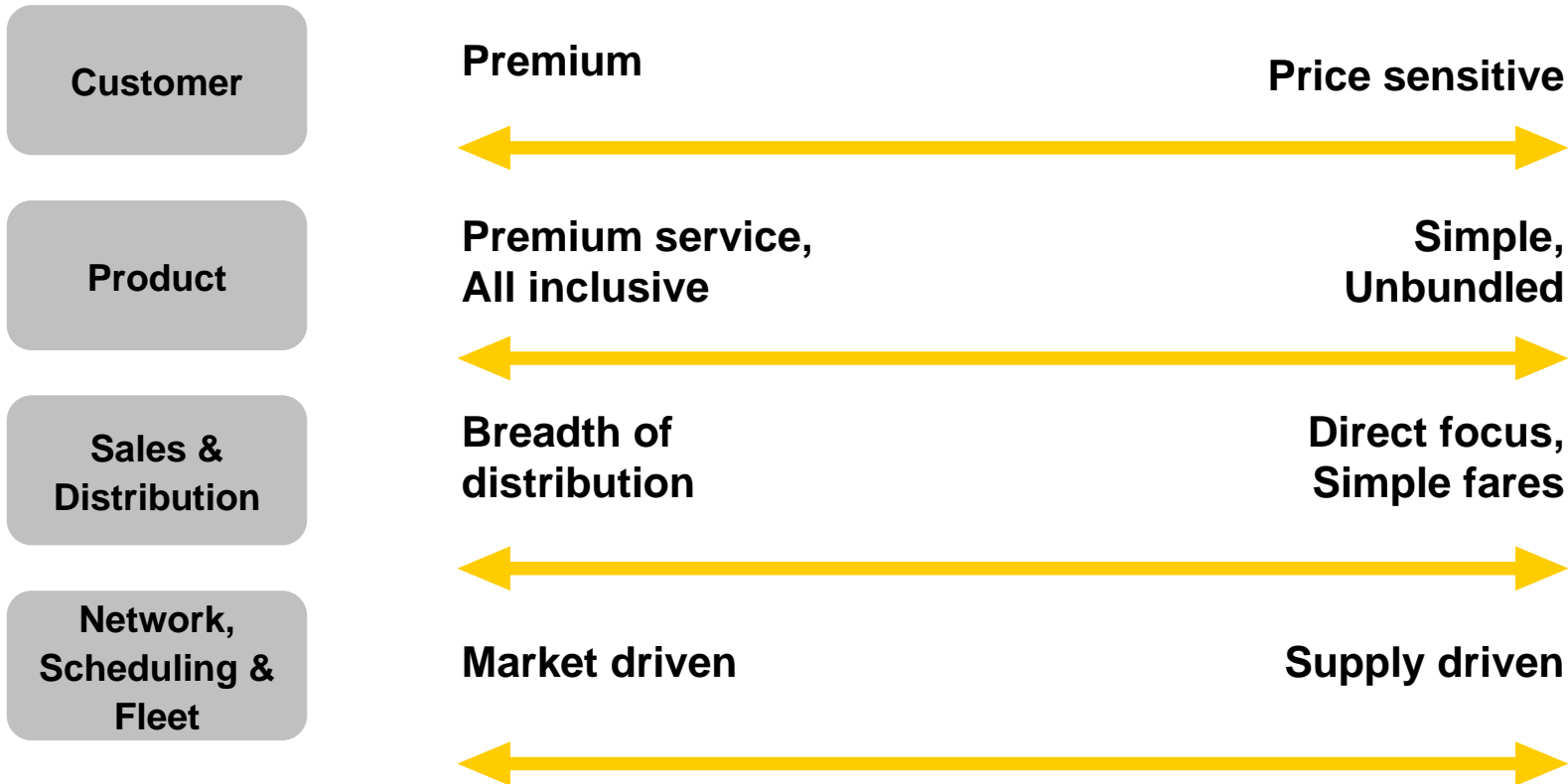
International business transformation

Grow portfolio businesses



Drive growth in Asia

Continued investment in operations

Two distinct yet complementary brands



Domestic market – two most profitable airlines

Product	<p>Qantas “Best for Business”</p> <ul style="list-style-type: none">• World class lounges• Exclusive Chairman’s lounge• Faster check-in – less queuing• Unrivalled Frequent Flyer program• Superior in-flight experience	<p>Jetstar “Low fares leader”</p> <ul style="list-style-type: none">• Simple yet high-quality product• Unbundled fare structure• Market leader in ancillary revenue• Innovation drives low cost• Airport self-service
Sales & Distribution	<ul style="list-style-type: none">• Strong travel industry relationships• Largest travel website¹ – Qantas.com	<ul style="list-style-type: none">• Leverages strong brand• Stimulating price sensitive market• Jetstar.com – 60% to 80% of sales
Network, Scheduling & Fleet	<ul style="list-style-type: none">• Greater frequency• Biggest network• Market leading on time performance• Strong partnerships & alliances• More A330s (4), B767s (24), B747 (1)• Strongest regional franchise - QantasLink	<ul style="list-style-type: none">• Extensive leisure network• Schedules to meet holiday demands• A320/1 aircraft fleet

Maintaining market leading domestic position, circa 65% market share since FY05

¹ In Australia, source - Hitwise

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International business

- Enhancing value proposition for key customer segments
- Investing in product across both brands
- Network enhancements – right aircraft, right route
- Leveraging Jetstar in leisure markets
- Deepening alliances and partnerships
- Continuing QFuture transformation agenda
- Qantas international business review ongoing



**Sustainable Returns to
Shareholders**

**Leverage dual
brands to
build on
competitive
advantage**

**International
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transformation**

**Grow
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businesses**

**Drive growth
in Asia**

Continued investment in operations

Adding value to the Group

Strength of portfolio model

Qantas Frequent Flyer

Building the world's
best loyalty business

Qantas Freight

Optimising core
Freight assets

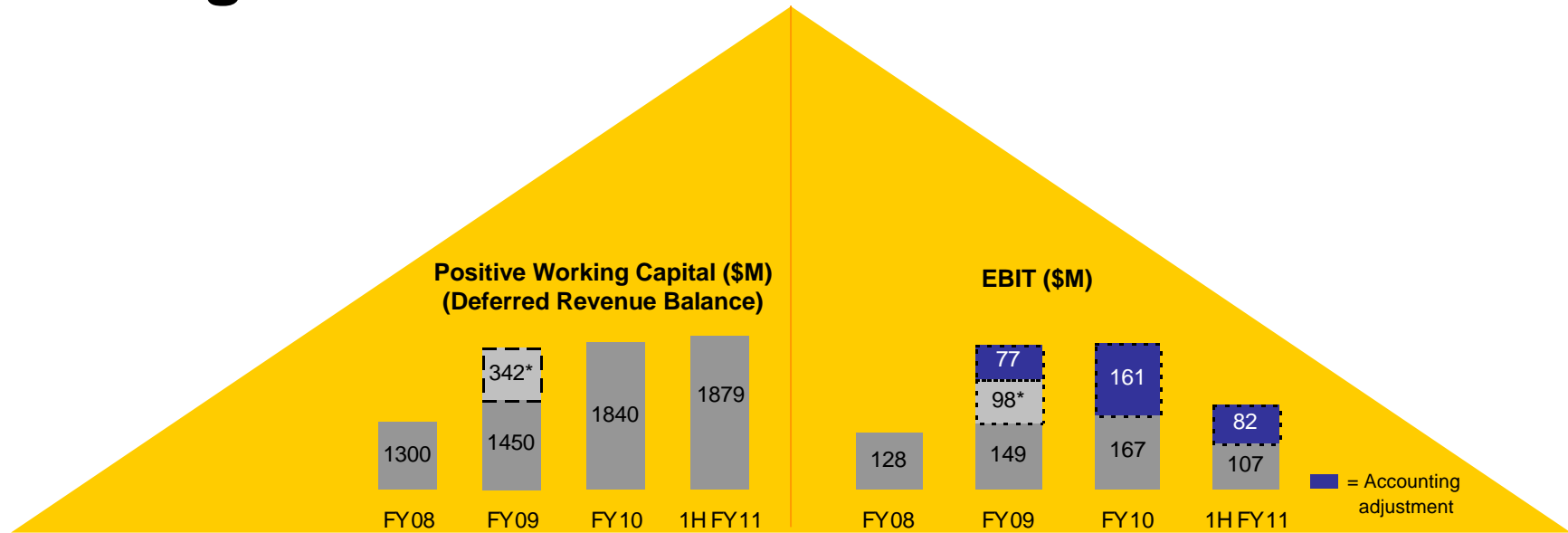
Jetset Travelworld

Creating one of
Australia's largest
travel businesses

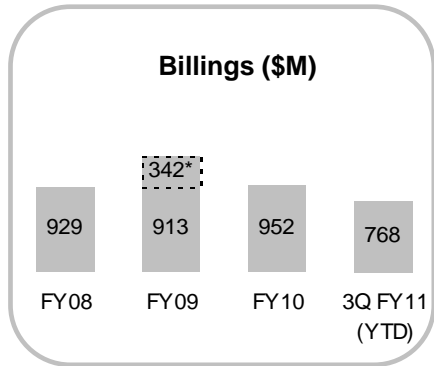
Qantas Frequent Flyer strategic objectives



Building shareholder value

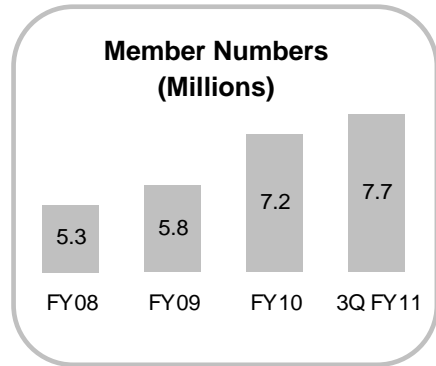


Unique and powerful loyalty coalition



- ### Rewards
- Nonreplicable classic awards
 - Award Store 1700+ products
 - Any Seat to 100+ destinations
 - 3.4 million seats redeemed in FY10

















- ### Partners
- 500+ and growing
 - Qantas and Jetstar
 - 28 airline partners
 - All major banks
 - Australia's leading retailer



Scalable business with low capital expenditure requirements

* Direct Earn Rush - the one off benefit from the additional inflow of points following the transition to a direct only relationship with credit card partners.

Growth into New Market Segments - 500+ Partners

	Selection of Existing Partners	New Partners	
 <p>Earn on Qantas and 28 partner airlines</p>			S7 became an airline partner
 <p>Earn products at all major banks</p>			The Woolworths Everyday Rewards credit card and American Express fee free Discovery Card launched in November
 <p>Earn points at Australia's largest retailer</p>			
 <p>Earn points on petrol</p>			Caltex Woolworths launched in October
 <p>Earn points on insurance</p>			Life insurance launched in November
 <p>Wide cross section of retail, travel and restaurants</p>			AVIS launched in November as an exclusive car hire partner

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International business transformation

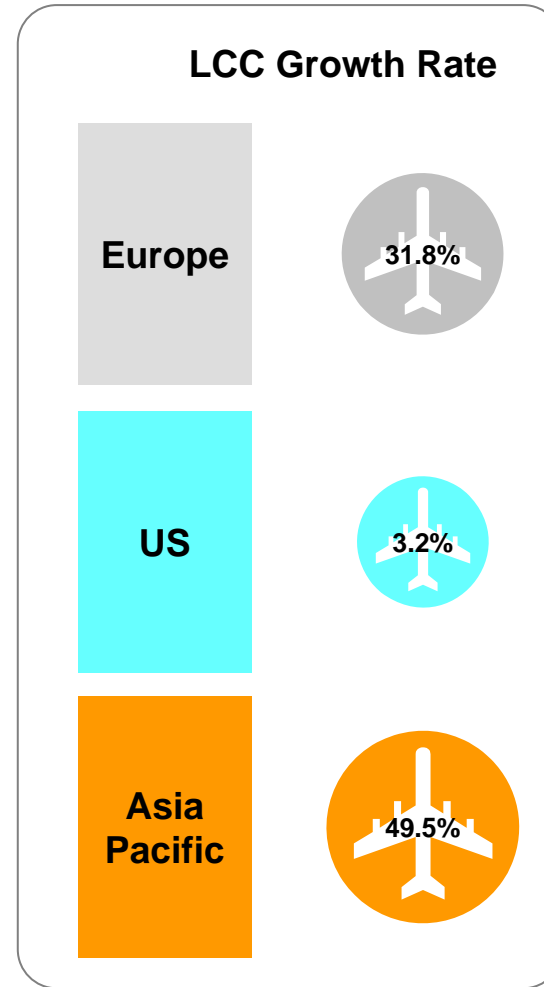
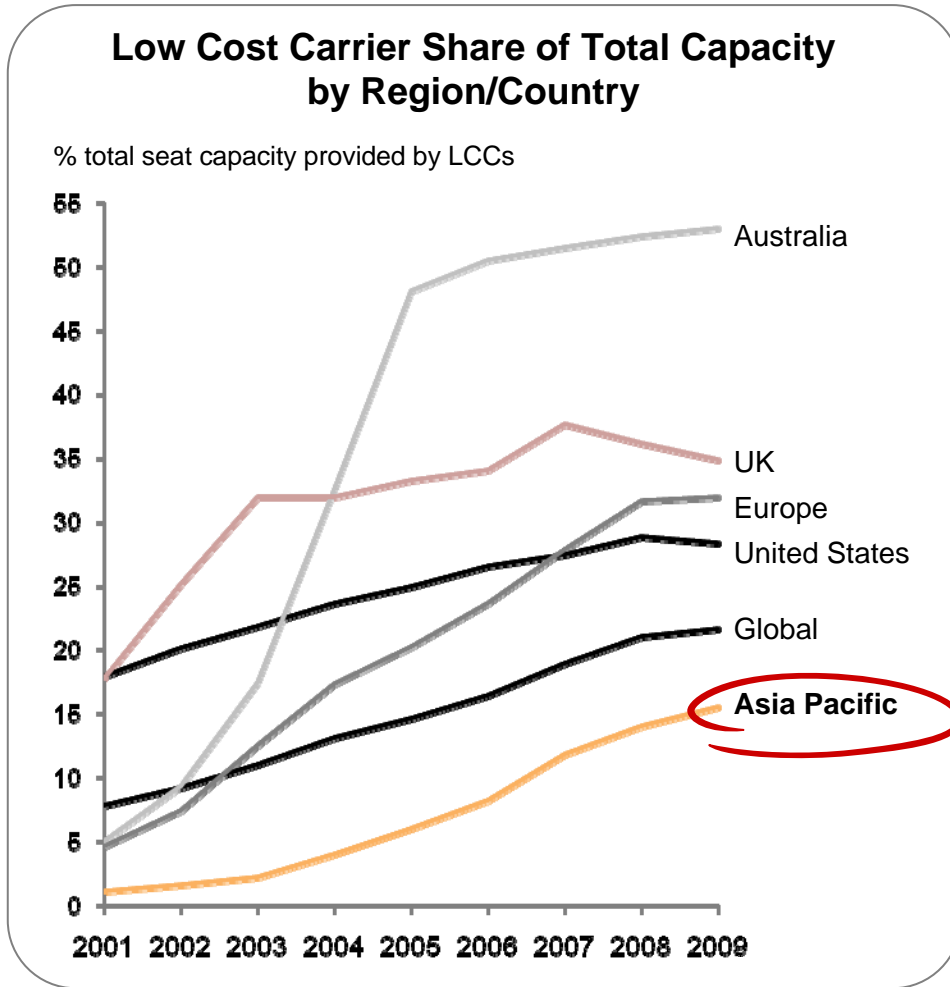
Grow portfolio businesses

Drive growth in Asia

Continued investment in operations

Capitalising on growth in Asia

The world's largest and fastest growing aviation market



Note: 2002-2004 Australian data interpolated
 Source: PhocusWright Online Travel Overview, Euromonitor; CAPA, Annual reports, Frost & Sullivan

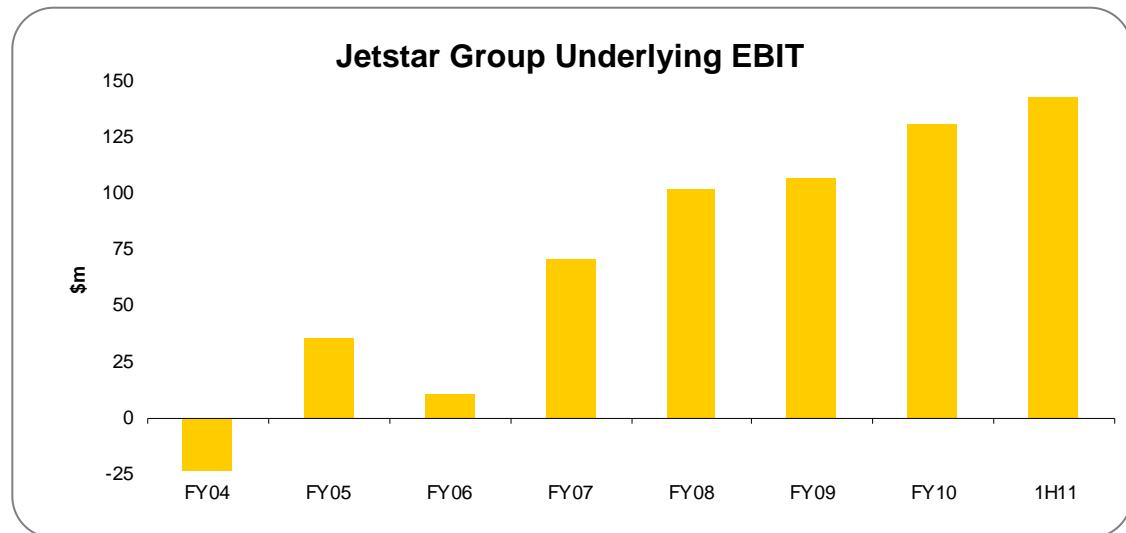
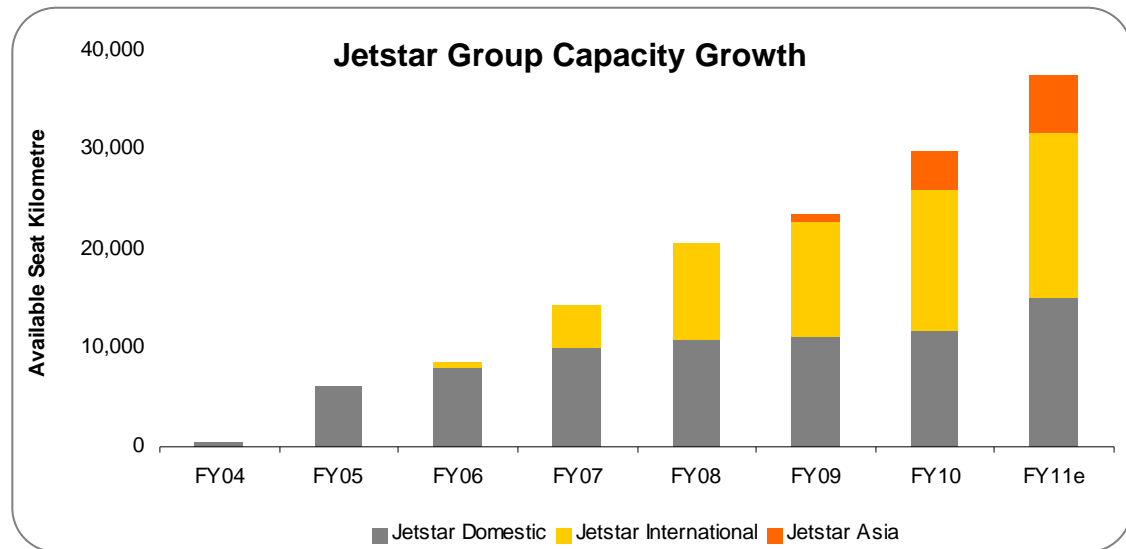
Jetstar already established in Asia

- Largest LCC in Asia Pacific by gross revenue
- Largest carrier between Australia and Japan
- Jetstar has announced significant expansion
 - Singapore hub
 - Australia domestic
 - New Zealand
 - Japan
- Future growth focused on
 - Intra-Asia
 - New Jetstar affiliates



Strong foundations for growth – proven model

- Proven business model
 - Lowest cost position
 - Market leadership in ancillary revenue
 - Strong brand and customer perception
- Building strong relationships within the region for the long term
- Developed valuable IP
 - Enables deployment of our business model into new markets



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Continued fleet modernisation

Total number of aircraft		2005	2011 (as at Dec10)	2018 ¹
A380		-	7	20
B747		36	26	9
A330		11	18	20
B767		24	26	-
B737		59	62	74
	B737-800	27	41	74
	B737-400	21	21	-
	B737-300	11	-	-
A330		-	8	-
B787		-	-	15
A320		9	56	c100
	B787 <i>Allocation based on return measures</i>	-	-	35

¹ Indicative timing

Summary

- 1st and 2nd most profitable airlines in the domestic market
- Growing and optimising portfolio businesses
- Enhancing unique and powerful loyalty coalition in Qantas Frequent Flyer
- Jetstar well positioned in Asia – capitalising on growth opportunities
- International business transformation – a high priority
- Investing to improve long term business performance and build shareholder value